

# **Country Strategy Evaluation**

Cooperation Strategy Moldova  
2014 – 2017

## **EVALUATION REPORT**

3 January 2017





# Table of Content

## Abbreviations and Acronyms

|  |           |
|--|-----------|
| <b>Executive Summary</b>   | <b>1</b>  |
| <b>1. Introduction</b>   | <b>4</b>  |
| Objectives of the Cooperation Strategy Evaluation  | 4         |
| Methodology and structure of the report  | 4         |
| Basic summary of the country context (Republic of Moldova)   | 5         |
| Overview of Swiss Cooperation engagement in Moldova  | 6         |
| <b>2. Findings</b>   | <b>7</b>  |
| <b>Evaluation Area 1: Context analysis (referring to the partner country context, the region and to the Swiss context)</b>                 | <b>7</b>  |
| 1.1 Positioning and adaptation of CS with respect to country and regional context as well as Swiss policies                                | 7         |
| 1.2 Quality of context analysis  | 12        |
| 1.3 Conclusions and Recommendations for Evaluation Area 1  | 13        |
| <b>Evaluation Area 2: Relevance and appropriateness of projects/program portfolio with regard to the domains of intervention of the CS</b> | <b>14</b> |
| 2.1 Relevance of project/program portfolios  | 14        |
| 2.2 Conclusions and Recommendations for Evaluation Area 2  | 18        |
| <b>Evaluation Area 3: Implementation of the CS and its portfolio</b>   | <b>19</b> |
| 3.1 Management performance   | 19        |
| 3.2 Quality of the CS monitoring system  | 21        |
| 3.3 Coordination and aid effectiveness in the country setup  | 23        |
| 3.4 Conclusions and Recommendations for Evaluation Area 3  | 24        |
| <b>Evaluation Area 4: Results of the CS – in relation to the results at country level</b>  | <b>25</b> |
| 4.1 Domain results, effectiveness and contribution to country results  | 25        |
| 4.2 Sustainability and scaling up  | 29        |
| 4.3 Conclusions and Recommendations for Evaluation Area 4  | 30        |
| <b>3. General conclusions and Lessons learned</b>  | <b>31</b> |
| Positioning of Swiss Cooperation in Moldova over the medium-term period  | 31        |

|   |           |
|---|-----------|
| <b>Bibliography</b>   | <b>34</b> |
| <b>Annexes</b>  | <b>40</b> |
| Annex 1: Evaluation matrix with the evaluation questions                  | 41        |
| Annex 2: List of reviews and End-of-Phase reports (EPR)                   | 47        |
| Annex 3: Interviews during the preparation phase                          | 48        |
| Annex 4: Interviews and meetings during the field mission                 | 49        |
| Annex 5: Republic of Moldova – administrative units                       | 57        |
| Annex 6: Basic statistical data   | 58        |
| Annex 7: Synopsis Result Framework of the Cooperation Strategy            | 60        |
| Annex 8: Portfolio analysis   | 64        |
| Swiss Cooperation: Duration of Projects                                   | 64        |
| Swiss Cooperation: Distribution of the projects on types of support       | 65        |
| Swiss Cooperation: Project list   | 69        |
| Staff composition: Swiss Field Office (FO) and project staff in numbers   | 76        |
| Annex 9: Donor community/ partners' engagement in the Republic of Moldova | 77        |
| Annex 10: Context analysis  | 78        |
| Annex 11: Rating of results achievement per domain of intervention        | 82        |

## Abbreviations and Acronyms

|            |  |
|------------|--|
| ADA        | Austrian Development Agency  |
| ApaSan     | Water Supply and Sanitation project (SDC financed and ADA co-funded)         |
| BRD        | Bureau for Relations with Diaspora   |
| CALM       | Association of Local Governments of Moldova                                  |
| CBM        | Confidence Building Measures   |
| CHF        | Swiss Franc  |
| CIS        | Commonwealth of Independent States   |
| CNAM       | National Health Insurance Company  |
| CoP        | Community of Practice  |
| CS         | Cooperation Strategy   |
| CSPM       | Conflict Sensitive Program Management  |
| DCFTA      | Deep and Comprehensive Free Trade Area                                       |
| EBRD       | European Bank for Reconstruction and Development                             |
| Ecosan     | Ecological sanitation  |
| EPR        | End of Project Report / End of Phase Report                                  |
| EQ         | Evaluation Question  |
| EU         | European Union   |
| EUR        | Euro   |
| FACT       | Fight Against Child Trafficking  |
| FDFA       | Federal Department of Foreign Affairs  |
| FDI        | Foreign Direct Investment  |
| FTE        | Full Time Equivalent   |
| GDP        | Gross Domestic Product   |
| GIZ        | Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH                 |
| GoM        | Government of Moldova  |
| GOPA       | Gesellschaft für Organisation, Planung und Ausbildung mbH (GOPA Consultants) |
| HDI        | Human Development Index  |
| HIV / AIDS | Human Immunodeficiency Virus / Acquired Immune Deficiency Syndrome           |
| HQ         | Headquarters   |
| HTA        | Home Town Association  |
| HTM        | Health Technology Management   |
| ICS        | Internal Control System  |
| IMF        | International Monetary Fund  |
| IOM        | International Organization for Migration                                     |
| IWRM       | Integrated Water Resource Management   |
| LFM        | Logical Framework Matrix   |
| M&D        | Migration and Development  |
| MDG        | Millennium Development Goal  |
| MDL        | Moldovan Leu   |
| MERV       | Monitoring System for Development-Related Changes                            |
| MLSPF      | Ministry of Labor, Social Protection and Family                              |
| MoEd       | Ministry of Education  |

|         |  |
|---------|--|
| MoEnv   | Ministry of Environment  |
| MoH     | Ministry of Health   |
| MOMID   | Mainstreaming of Migration into Development  |
| MOPAN   | Multilateral Organization Performance Assessment Network   |
| MRDC    | Ministry for Regional Development and Construction   |
| NCD     | Non Communicable Disease   |
| NEXUS   | Strengthening the Link between Migration and Development: Testing an Integrated Service Provider project (EU-financed and SDC co-funded) |
| NGO     | Non-Governmental Organization  |
| NPO     | National Program Officer   |
| ODA     | Official Development Assistance  |
| OECD    | Organisation for Economic Co-operation and Development   |
| OMR     | Office Management Report   |
| PHC     | Primary Health Care  |
| PPP     | Purchasing Power Parity  |
| PWH     | Protocol on Water and Health   |
| REPEMOL | Regionalization of Pediatric Emergency & Intensive Care Services in Moldova (SDC financed project)                                       |
| SCO     | Swiss Cooperation Office   |
| SDC     | Swiss Agency for Development and Cooperation   |
| SECO    | State Secretariat for Economic Affairs   |
| SMART   | Specific, Measurable, Achievable, Relevant, Time-bounded   |
| STI     | Sexually Transmitted Infection   |
| TA      | Technical Assistance   |
| UN      | United Nations   |
| UNAIDS  | Joint United Nations Programme on HIV/AIDS   |
| UNDP    | United Nations Development Programme   |
| UNECE   | United Nations Economic Commission for Europe  |
| UNFPA   | United Nations Population Fund   |
| UNICEF  | United Nations Children's Fund   |
| USD     | United States Dollar   |
| W&S     | Water and Sanitation   |
| WB      | World Bank   |
| WCA     | Water Consumers' Association   |
| WHO     | World Health Organization  |
| WSS     | Water Supply and Sanitation  |
| YFHC    | Youth Friendly Health Center   |

## Executive Summary

|                        |   |
|------------------------|---|
| <b>Donor</b>           | SDC – Swiss Agency for Development and Cooperation  |
| <b>Report title</b>    | Country Strategy Evaluation: Cooperation Strategy Moldova 2014-2017                                 |
| <b>Geographic area</b> | Republic of Moldova   |
| <b>Sector</b>          | Country program   |
| <b>Language</b>        | English   |
| <b>Date</b>            | 3 January 2017  |
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### Subject Description

The evaluation analyses Switzerland's cooperation with Moldova, as defined in the Cooperation Strategy (CS) 2014-2017. The overall goal of the CS is to support Moldova in its process of transition and development, by ensuring equitable access to good quality public services and improved institutional capacities for quality public service delivery, with a special focus on the health and water sectors, as well as by enhancing the positive effects of migration and diminishing its negative impact on the country's socio-economic development. The Swiss Cooperation program with Moldova is implemented by the Swiss Agency for Development and Cooperation (SDC). Over the period 2014-2017, up to CHF 54.5 million is indicatively foreseen for program funding/ disbursement under the CS.

### Evaluation Methodology

The evaluation corresponds to the SDC guidelines on country evaluations: "Country and Regional Strategy Evaluation: Concept" (January 2016) and "Country and Regional Strategy Evaluation: Toolkit" (June 2016). The SDC guidelines refer to the OECD evaluation standards: relevance, effectiveness, efficiency, and sustainability. Assessments of CS are realized by means of 'hybrid evaluations', conducted by a mixed team consisting (for this evaluation) of one international consultant and two internal resource persons from SDC ("peers").

An Inception report, summarizing the findings of the consultant's desk review of key documents and feedbacks provided by interviews with staff at SDC, was prepared as the basis for the field mission to Moldova. The mission, conducted by the team of two peers and the international consultant, took place from 30 October to 12 November 2016, including project field visits in all of the thematic domains. The evaluation report is structured as follows: Executive Summary; 1. Introduction; 2. Findings; 3. General conclusions and Lessons learned.

### Major Findings and Conclusions

#### *Evaluation Area 1: Context analysis*

The CS is consistent with the development priorities established by Moldova. The government has adopted a range of sectorial strategies which directly underpin the logic of the CS domains of intervention and serve as key reference documents to orient the Swiss Cooperation contribution to specific country development goals. The CS is also consistent with Swiss policy on international cooperation.

Regarding changes in the context since the drafting of the CS 2014-2017, Moldova's development during years 2014-2016 was marked by volatility, of an economic, political and societal nature. The workings of Moldova's political economy became apparent when major bank fraud was revealed in late-2014 (with around USD 1,000 million, the equivalent of 12% of the Gross Domestic Product, lost to fraud), as well as apparent with the stark fluidity of the political system during 2015 (there were 5 prime ministers or acting prime ministers during the year, with a further change of the prime minister incumbent in January 2016). While a sense of normality has returned to Moldova during 2016, including modest economic growth, popular discontent with the ruling elite is high, and trust in the justice system, political parties, the president, or parliament low.

While the process of implementing reforms in Moldova has often experienced delays in the decision-making processes, the political context during 2015 and early 2016 created significant delays. Regarding the CS 2014-2017, the effects in terms of delays in the decision-making processes and/or the orientation of reform implementation are primarily evident in the water/ sanitation domain.

#### *Evaluation Area 2: Relevance and appropriateness of the portfolio with regard to CS*

The portfolio of projects is clearly relevant to achieving the intended CS domain outcomes, as well as relevant in terms of contributing to the intended country development outcomes. Overall, the quality of the projects' intervention logic is satisfactory, although there are partial weaknesses in terms of the consistency of the logical framework approach and the formulation of project risks/ assumptions. Regarding the extent to which the portfolio and the approaches establish a coherent focus and integrated logic, this is primarily evident in the health domain.

Regarding the types of support used in aid delivery, the portfolio is predominantly composed of project/program contributions or mandates with fiduciary funds. Key contract partners for implementation of the program in Moldova include: UN agencies (WHO, UNICEF, UNFPA, UNDP, IOM, UNECE), the Austrian Development Agency and Germany's GIZ, plus specialized Swiss organizations, as well as Swiss and EU-based non-governmental organizations. While Moldovan partners are directly involved in project implementation, only a limited number of projects involve Moldovan organizations as the key contract partner.

Regarding the transversal themes (gender and good governance), these are considered, at some level, within the implementation of the individual projects.

#### *Evaluation Area 3: Implementation of the CS and its portfolio*

Overall, the Swiss Cooperation Office (SCO) has a good track record in terms of management performance, notably the results achievement of the Swiss portfolio. However, the management of the transversal themes by the SCO and reporting on their application within the portfolio remains an area to be further strengthened: the SCO has achieved some progress, but the themes are not, yet, mainstreamed. The CS monitoring system and its process management is, overall, satisfactory, although with room for further improvement/ fine-tuning to strengthen the system.



The SCO is actively engaged in Moldova with national/ local stakeholders and also within the community of donor partners. The role played by the SCO is appreciated both by the national authorities and by the donor partners. Switzerland is regarded as a reliable and predictable donor for Moldova. To enhance the effectiveness of its policy dialogue, in 2016 the SCO has developed a useful policy influencing concept and tool, which is now being tested at projects' level.

#### *Evaluation Area 4: Results of the CS – in relation to the results at country level*

Overall, it is evident that good progress has been made in terms of Swiss Cooperation results achievement under each domain, with outputs and outcomes visible. These have contributed to the achievement of country development results, at the national as well as at the local level. The achievements in regard to the health domain are very clear, at the national as well as at the local level. With regard to the water/ sanitation domain, as well as to the migration/ development domain, positive achievements at the national level are also evident, but more prominently so at the local level of specific Swiss Cooperation projects in delivery. Based on the evaluation findings, the overall performance of the CS per domain is rated as: the health domain as “very satisfactory”, the water/ sanitation domain as “satisfactory”, and the migration/ development domain as “satisfactory”.

Under each domain the key factors determining the pace of progress are: the extent of ownership and prioritization of the reforms by the government, including in decision-making to enable enactment, and the capacity of key partners and decision-makers to communicate the reforms so as to secure the consensus of various national/ local stakeholders and vested interests. In this respect, the progress of decision-making in the water/ sanitation domain is still hindered.

#### **Recommendations and Lessons Learned**

At the strategic level, building on the results of the present CS, as well as the country context and the development needs of the population, partial repositioning of Swiss Cooperation assistance to Moldova should be considered by the SDC. The CS focus on the strengthening of institutional/ sectorial governance and decision-making in Moldova remains highly relevant to domain results achievement at the country level. The continuation of Swiss support in this respect linked to the present CS domains of intervention will be valuable. In each sector, increased effort to strengthen community mobilization and civil society capacity to engage in the sector in dialogue with the authorities should also be provided. The continuation of Swiss support in the health domain is justified, based on the need to further strengthen aspects of primary care provision and health promotion. Building on the results in the water/ sanitation and in the migration/ development domains, which are notably evident at the local/ multi-municipal level, it is suggested that these be further exploited in the context of support targeted to promoting local economic development and inclusion, to be addressed alongside Swiss support provided to the strengthening of local governance capacity.

At the operational level, the SCO should continue to strengthen the framework for its management of the transversal themes and for partners reporting on these. In light of the innovative nature of the policy influencing tool, the SCO should prepare an analysis of lessons learned, after a suitable period of testing the tool.

# 1. Introduction

## Objectives of the Cooperation Strategy Evaluation

The objective of the mandate is to conduct the evaluation of the Swiss Cooperation Strategy (CS) Moldova 2014-2017. The mandate is commissioned by the Swiss Agency for Development and Cooperation (SDC); the assignment executed July-December 2016.

The evaluation corresponds to the SDC guidelines on country evaluations: “Country and Regional Strategy Evaluation: Concept” (January 2016) and “Country and Regional Strategy Evaluation: Toolkit” (June 2016). The guidelines refer/ correspond to the OECD-DAC evaluation standards: relevance, effectiveness, efficiency, and sustainability.

## Methodology and structure of the report

Based on the SDC guidelines on country evaluations, assessments of CS are realized by means of ‘hybrid evaluations’, conducted by a mixed team consisting (for this evaluation) of one external consultant and two internal resource persons from SDC (“peers”). The external consultant assumes overall/ full responsibility for the process and quality of the evaluation and the preparation of the project deliverables: based on providing analytical/ methodological elements to facilitate the peers’ understanding of the Swiss program in Moldova and of core issues for assessment during the field mission, and via facilitating exchange between the evaluation team members so as to reinforce mutual learning.

The SDC guidelines on country evaluations define 4 standard Evaluation Areas to be assessed – (1) Context analysis, (2) Relevance and appropriateness of the portfolio, (3) Implementation of the CS and its portfolio, (4) Results of the CS in relation to the results at country level – plus define 11 standard Evaluation Questions (EQs) to be addressed.

The relevant SDC operational division (Commonwealth of Independent States (CIS) Division) and relevant SDC Swiss Cooperation Office (SCO) responsible for the program (based in Moldova), suggested an additional 9 EQs be addressed. The additional EQs have accordingly been incorporated into the evaluation methodology: 5 as sub-questions under the standard EQs, while the other 4 EQs, which relate to the potential future positioning of SDC in Moldova, are addressed in the context of the overall evaluation conclusions/ lessons learned. The Evaluation Matrix for this evaluation (see Annex 1) provides an overview of the EQs, the assessment criteria and research/analysis methods.

The evaluation approach is based on three phases, as detailed for this evaluation below:

1. **Preparatory phase** (July-October 2016): document analysis and interviews at SDC; drafting of the Inception report by the external consultant; field mission preparation.
2. **Field mission** (30/10/2016-12/11/2016): the external consultant and the two peers conducted semi-structured interviews, workshops, focus group meetings in Moldova, at the SCO and with implementing partners, national partners/ stakeholders, including project visits in Chisinau and the regions (North, Center, South, including Gagauzia); concluding with a debriefing meeting at the SCO (11/11/2016) to present the evaluation findings, conclusions/ recommendations and to gather feedback.
3. **Reporting phase** (November-December 2016): post-mission debriefing meetings held at SDC (17/11/2016); elaboration of the draft evaluation report by the external consultant; subsequent presentation and discussion linked to the draft evaluation held at SDC (12/12/2016) to gather feedback; elaboration of final evaluation report by the external consultant (submission to SDC by the end of December 2016).

The evaluation report is structured as follows: Executive Summary; 1. Introduction; 2. Findings (presented in response to the EQs, plus as the overall conclusions and recommendations per Evaluation Area); 3. General conclusions and Lessons learned.

## Basic summary of the country context (Republic of Moldova)

Since the Republic of Moldova gained independence in 1991, the country has pursued a political, economic and social transition towards establishing democratic institutions, introducing a market economy and building a nation. However, Moldova's transition process has been uneven, with the pace and direction of social and economic reforms at times stalled by political volatility, opaque decision-making and corruption<sup>1</sup>, as well as challenged by the economic fluctuations that Moldova faces reflecting its small, open economy and its exposure to global economic conditions (trade and remittance flows, energy prices) and also to climatic conditions (agriculture is a key sector but is vulnerable to extreme weather conditions, such as droughts). In the last two decades Moldova has witnessed massive emigration, with about 25% of the economically active population abroad on a permanent, long-term or temporary migratory basis.

Reflective of the country's geographical location, its history and ethnic diversity<sup>2</sup>, the process of nation building and reform has also been hindered by the difficulty to secure the confidence of a divided electorate (based on "pro-European" and "pro-Russian" oriented blocs). In this regard, the country is also subject to associated external geopolitical influences/ dynamics as it seeks a path to develop relations both with Europe/ the European Union (EU) and with Russia / the Eurasian Customs/ Economic Union. Furthermore, the country's transition/ development is also slowed down by its unresolved internal conflict with the breakaway region of Transnistria.

Based on the Europe and Central Asia regional poverty line of USD 5/day at Purchasing Power Parity (PPP), 94% of the population was poor in 2002 but this had declined to 55% in 2011, and extreme poverty (poverty line of USD 2.5/day at PPP) declined from 57% to 10% over the same period<sup>3</sup>. Both rural and urban areas benefited from sharp poverty reduction, but it occurred faster in urban areas. However, based on the Europe and Central Asia regional poverty line, Moldova's poverty rate is double the regional average, with extreme poverty also significantly higher. Furthermore, despite a sharp decline in poverty over the last 15-years, Moldova remains the poorest country in Europe: 2015 average annual income at PPP was 5,040 USD in Moldova – compared to 7,915 USD in Ukraine, 9,710 USD in Kosovo, 10,510 USD in Bosnia Herzegovina<sup>4</sup>.

The most vulnerable groups at risk of poverty in Moldova are those living in rural areas, as well as those with low education levels, plus households with 3 or more children, peoples with disabilities, families relying on self-employment, the elderly, and also the Roma population.

Moldova's Human Development Index (HDI) value for 2014 is 0.693 – which put the country in the medium human development category – positioning it at 107 out of 188 countries and territories. Moldova's 2014 HDI is above the average of 0.630 for countries in the medium human development group but below the average of 0.748 for countries in the Europe and Central Asia region: countries in the region which are close to Moldova in 2014 HDI rank are Turkmenistan and Uzbekistan, with HDIs ranked 109 and 114 respectively<sup>5</sup>.

Moldova has a Gender Inequality Index value of 0.248, ranking it 50 out of 155 countries in the 2014 index. While Moldova performs well in some areas of gender equality, disparities persist, however, in education, health, and economic opportunity, due to the existing social stereotypes on the traditional roles of men and women. In Moldova, 20.8% of parliamentary seats are held by women, and 93.6% of adult women have reached at least a secondary level of education compared to 96.6% of their male counterparts. For every 100,000 live births, 21 women die from pregnancy related causes; and the adolescent birth rate is 29.3 births per 1,000 women of ages 15-19. Female participation in the labor market is 37.6% compared to 44.2% for men<sup>6</sup>. Violence against women remains a problem<sup>7</sup>, as does child abuse: a UNICEF study published in 2014 revealed that 76% of children under the age of 14 were subjected to violence at least once<sup>8</sup>.

<sup>1</sup> Transparency International: the Corruption Perception Index (0=worst, 10=best) indicates there has only been a modest improvement in Moldova's corruption perception rating (from 2.6 in 1999 to 3.3 in 2015)

<sup>2</sup> 2004 census: 76% Moldovan, 8% Ukrainian, 6% Russian, 4% Gagauz, 2% Romanian, 2% Bulgarian

<sup>3</sup> World Bank Group, "Country Partnership Strategy for the Republic of Moldova for the period 2014-2017"

<sup>4</sup> <http://data.worldbank.org/indicator/NY.GDP.PCAP.PP.CD?page=4>

<sup>5</sup> UNDP, "Human Development Report 2015," country briefing note on Moldova

<sup>6</sup> UNDP, "Human Development Report 2015," country briefing note on Moldova

<sup>7</sup> United States, Department of State, Moldova 2015 Human Rights Report: in the first 7 months of 2015, police registered 926 cases of domestic violence, 200 cases fewer than in the same period of 2014

<sup>8</sup> United States, Department of State, Moldova 2015 Human Rights Report

## Overview of Swiss Cooperation engagement in Moldova

Switzerland's engagement in Moldova, in terms of Swiss Cooperation policy interventions, was initiated in 2000 through the provision of Humanitarian Aid assistance, focusing on: (1) Rehabilitation of rural water supplies and physical infrastructure of social institutions, plus (2) on Humanitarian relief assistance to vulnerable people. In 2003, SDC extended the range of support to Moldova to include Technical Cooperation: initially in the domains water and health/ social protection. Humanitarian Aid assistance was phased out in 2008.

Since 2007, SDC's bilateral support (Transition Assistance) for Moldova has been programmed based on a multi-annual CS. The CS Moldova 2007-2009 defined two main domains of intervention: (1) Health and Rehabilitation, (2) Economy and Employment. The CS Moldova 2010-2013 defined two main domains of intervention: (1) Health, (2) Water. In addition to the main domains of Swiss Cooperation intervention, smaller-scale assistance has also been provided to Moldova in the area of Migration and Development.

Building on achievements realized and lessons learned under the previous assistance, the CS Moldova 2014-2017 maintains the core domains of intervention: (1) Health, (2) Water and Sanitation, while enhancing the extent of support in the area of Migration and Development, now defined as a non-core program for SDC's bilateral support.

The overall goal of the CS 2014-2017 is to support Moldova in the process of transition, by ensuring equitable access to good quality public services and improved institutional capacities, with a special focus on the health and water sectors. As under previous CS Moldova, SDC maintains Gender and Governance as transversal themes/ principles to be considered/ addressed in terms of approaches/ activities across all CS interventions.

- **Health:** Switzerland contributes to enhancing access to improved essential health services for the rural population and vulnerable groups, particularly in primary health care, mental health, pediatric emergency services and youth friendly services.
- **Water and Sanitation:** Switzerland contributes to improving access of the Moldovan population to safe drinking water and proper sanitation services through sustainable, affordable and replicable decentralized models, in rural areas and small towns.
- **Migration and Development:** Switzerland contributes to the identification and development of innovative interventions aimed at enhancing the positive effects of migration and diminishing its negative impact.

In each area the CS supports actions to strengthen/ enhance governance, policy dialogue, transparency/ steering of the sector, to develop the institutional and regulatory frameworks and capacity, plus in promoting the move towards more evidence-based decision-making.

Over the period 2007-2009, SDC bilateral support to Moldova was approximately CHF 6.0 million per annum, over the period 2010-2013 approximately CHF 6.4 million per annum. Over the period 2014-2017, the CS Moldova foresees up to CHF 54.5 million is available, representing a marked extension of planned disbursements: averaging CHF 13.6 million per annum (CHF 10.5 million in 2014 increasing to CHF 15.0 million in 2016 and in 2017).

Over the period 2010-2013 approximately 46% of the SDC funding was allocated to the Health domain, 46% to the Water and Sanitation domain, 5% to 'Other' actions, and 4% to cover the management costs of the SDC/ SCO. Over the period 2014-2017 approximately 47% of funding is planned in the Health domain, 34% in the Water and Sanitation domain, 12% for Migration and Development, 3% for 'Other' actions, and 4% for management.

## 2. Findings

### Evaluation Area 1: Context analysis (referring to the partner country context, the region and to the Swiss context)

*Purpose: Appraise how well the CS reflects the development priorities of the partner country and the policies of the Federal Council Dispatch*

#### 1.1 Positioning and adaptation of CS with respect to country and regional context as well as Swiss policies

111 *How well does the CS (strategic orientation, overall goal, domains of intervention and transversal themes, global challenges) reflect the development priorities set by the partner country/countries and the policies of the Federal Council Dispatch?*

With regard to the development priorities set by the partner country, Moldova, a diverse number of national, sectorial and sub-sectorial development strategies and action plans have been adopted by the Government of Moldova (GoM) over the past years.

At the national level, Moldova's Poverty Reduction Strategy Paper – the National Development Strategy "Moldova 2020" – was adopted by the GoM and approved by the Parliament of Moldova in 2012. The strategy was prepared via an inclusive and participatory process including public consultations<sup>9</sup>. The strategy defines 7 national priorities for economic growth and poverty reduction<sup>10</sup>. The CS 2014-2017 domains of intervention are not specifically included in the 7 priorities, but health was identified as one of critical problems which leads to a reduction of the labor force and to a decrease in labor productivity, with the strategy seeking to address/ include health aspects in all long-term development priorities<sup>11</sup>. Also, while not identified as a priority per se, the strategy does highlight the importance attached to harnessing migration/ migrants as a component of development<sup>12</sup>. In regard to the water and sanitation domain, the "Moldova 2020" strategy lacks great detail<sup>13</sup> but does indicate the need to integrate/ strengthen environmental protection aspects in all social-economic development domains of the country, as well as the need to reconcile economic development with environmental protection in conformity with European standards. The strategy also notes that prior to successfully changing the development paradigm of Moldova's economy, the country will continue to count on development partners' financial support: "Areas such as health, culture, social protection, environmental protection are crucial for the country's sustainable development. The focus

<sup>9</sup> International Monetary Fund, (2013), "Joint Staff Advisory Note" on the strategy "Moldova 2020"

<sup>10</sup> (1) Aligning the education system to labor market needs; (2) Increasing public investment in national and local road infrastructure; (3) Increasing access to finance; (4) Improving the business climate; (5) Increasing energy efficiency and renewable energy; (6) Ensuring financial sustainability of the pension system; (7) Increasing the quality and efficiency of justice and fighting corruption.

<sup>11</sup> For example: Health is an integral part of social welfare of the population. Good health conditions also facilitate economic development, competitiveness and productivity. Improvement in the health of the population will have a decisive impact on economic development and social prosperity only by achieving equity in health, by real progresses in ensuring the right to health for all people and by making the entire society accountable for health care measures that can contribute to human development, to social and economic welfare. Awareness-raising activities on health determinants and promotion of provisions on health issues in all policies will maximize results in the health domain.

<sup>12</sup> For example: reforms in support of the business environment will be targeted towards the optimal utilization of remittances to stimulate economic development, to maximize development advantages offered by migration; that confidence in the financial system of households, including migrant workers, will be subject to increased guaranteed amounts of deposits and effective monitoring of financial services; that the issuance of long-term securities accessible to migrant workers (such as Diaspora Bonds) can be an efficient tool to use the remittance potential.

<sup>13</sup> The word 'sanitation' is not included, while the word 'water' is used only once, in the context of the focus on health as a horizontal issue/theme: "Thus, health will presume that economic and social security, harmonious social and interpersonal relationships, a safe and healthy working and living environment, adequate quality of drinking water, air and soil, an adequate and reasonable nutrition are necessary conditions, all of which being complemented with healthy lifestyle and access to quality health services."

of the ["Moldova 2020"] strategy is to increase the budget coverage of adequate policies in these sectors as a result of accelerated economic development. Such a focus also requires the sustainability of foreign assistance currently provided to the country." Linked to the transversal themes of the CS 2014-2017, the "Moldova 2020" strategy provides relatively limited information on the specific issues of gender<sup>14</sup> or governance<sup>15</sup> per se.

Regarding the CS 2014-2017 domains of intervention, while the level of prioritization of these within the framework of Moldova's National Development Strategy "Moldova 2020" is variable, the country development priorities in the domains are outlined in relevant GoM sectorial strategies. It is evident that these are utilized by the SCO as key references to underpin the intervention logic of the CS portfolio and to orient/ align the contribution of the Swiss Cooperation to specific country development outcomes<sup>16</sup>. The CS 2014-2017 specifically aligns support with the following strategies: in the health domain, the National Health Policy 2007-2021 and the Healthcare System Development Strategy 2008-2017; in the water/ sanitation domain, the Revised National Water Supply and Sanitation Strategy 2012-2027; in the area of migration and development, the National Development Strategy "Moldova 2020" and the Strategy on Migration and Asylum Management 2011-2020.

In addition to its orientation/ alignment to specific GoM strategies/ goals, the strategic orientation of the CS 2014-2017 also reflects the evolving nature of Swiss Cooperation in Moldova – SDC has been a leading bilateral donor in the health and the water/ sanitation sectors over the past decade (initially via Humanitarian Aid, subsequently via Technical Cooperation). In both sectors results have been delivered at project level, approaches and innovations demonstrated, and development outcomes achieved at the local and the country level. The CS 2014-2017 builds on past achievements with a stronger focus on the need to scale up results at the meso-level, as well as builds on lessons learned, via actions under each domain to strengthen/ enhance governance, dialogue, transparency and steering of the sector, to develop the institutional and regulatory frameworks and capacity, plus in promoting the move towards more evidence-based decision-making.

Regarding Swiss policy, the Federal Council Dispatch on International Cooperation 2013–2016 targets Switzerland's cooperation with Eastern Europe: (1) to strengthen human rights and democracy by creating political institutions that ensure the rule of law and citizens' rights, (2) to promote economic and social development and the sustainable management of natural resources. The Dispatch indicates 6 priority areas of focus for the SDC in the Eastern Europe region<sup>17</sup>. The CS Moldova 2014-2017 is entirely consistent with the priority of support for the reform of healthcare and decentralized water provision, and links to the priorities modernization of public administration, improvement of access to public services for the local population, participation of the population in decision-making at municipal level. The orientation of the CS 2014-2017 is also consistent with SDC's policy reflection of global challenges to be addressed within the development framework: each CS domain supported under the bilateral program in Moldova is regarded as a global challenge, and the focus of orientation of the CS 2014-2017 bilateral program actions are

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<sup>14</sup> The strategy notes that there are discrepancies in relation to salaries by gender (in 2010, the average salary of women was 76% of men), but otherwise only mentions gender, along with human rights, social inclusion, and environmental dimensions, as an issue for special attention in the implementation process.

<sup>15</sup> The strategy notes that governance aspects will be "a determining factor in the successful accomplishment of identified priorities and achievement of the main objective is the existence of efficient and modern state institutions. Acceleration of institutional reforms and strengthening of capacity of public authorities will address each identified priority. Increased quality of public services through modernization and greater transparency and accessibility are inherent during the strategy implementation process".

<sup>16</sup> Swiss portfolio outcomes to be achieved at the level of the domains (3 in regard to Health, 2 in regard to Water/ Sanitation, 1 in regard Migration/ Development) are all aligned to country development outcomes

<sup>17</sup> (A) The modernization of public administration, (B) The improvement of access to public services for the local population (especially for disadvantaged groups), (C) Participation of the population in decision making at municipal level, (D) Reform of the administration of justice and the creation of a police force that serves the people, (E) Support for the reform of healthcare and decentralized water provision, (F) Integration of young people into the jobs market

reflective of components of the SDC Global Programs (e.g. the CS actions on water governance, equitable access to water, enhancing migrants' contribution to development, promoting the health and rights of young people, addressing the determinants of health).

The orientation of the Swiss Cooperation is also consistent with targets of the Millennium Development Goals (MDGs) – and the UN's subsequent Sustainable Development Goals.

*112 Which changes in the context (national and regional) were the most important and what effects may they have caused on the CS? Which adaptations have been taken?*

Regarding changes in the context since the drafting of the CS 2014-2017, Moldova's development during years 2014-2016 was marked by volatility<sup>18</sup>, of an economic, political and societal nature. While a sense of normality has returned to Moldova during 2016, with modest economic growth of about 2 percent expected<sup>19</sup>, popular discontent with the ruling elite is high, trust in the justice system, political parties, the president, or parliament low.

On the economic level, major bank fraud demonstrated the workings of Moldova's political economy: in November 2014 three banks collapsed, following a significant "extraction" of funds shortly prior to the 2014 parliamentary election; the subsequent investigation into the banks' activities uncovered a large-scale theft by means of fraudulent loans made to business entities controlled by a Moldovan oligarch; around USD 1,000 million, the equivalent of 12% of the Gross Domestic Product (GDP), was lost to fraud. Resolution of the bank losses by the GoM through a state bail-out, while essential to maintaining the stability of the country's financial system, contributed to the depreciation of the Moldovan currency in early 2015<sup>20</sup>, to inflation, to high real interest rates, a credit crunch and subdued investment in the economy. As a result of the state's deteriorating fiscal position, the GoM imposed necessary government spending reductions: the procurement of goods/ services was curtailed and most capital investments were cut by the Ministry of Finance from summer 2015, prior to wide-scale suspension in early 2016. Even in a best case scenario, i.e. the fraudulent funds may be partially recovered, Moldova will have to bear the consequences of the fraud for a number of years, while the current freezing of public investment in infrastructure and the sharp decrease in private investments will have repercussions on the competitiveness of the economy even beyond that time frame.

Furthermore, in light of the banking fraud, external concessional financing to Moldova was significantly frozen, e.g. the World Bank (WB) and the EU both froze their provision of budget support, until the GoM fulfils a number of conditionalities postulated by the International Monetary Fund (IMF). In 2016, in order to strengthen the fiscal framework, the GoM turned to the IMF for assistance. The terms for 3-year arrangements under the Extended Fund Facility and the Extended Credit Facility were agreed between the GoM and the IMF in November 2016: providing Moldova potential cumulative access to approximately USD 178 million, subject to semi-annual program reviews. The IMF<sup>21</sup> anticipates that the program gives space for fiscal policy to make use of available margins to boost public investment, as well as catalyze significant support from external donors.

On the political level, the fragility of the party system was marked between 2013 and early 2016, and the workings of Moldova's political economy stark in 2015, manifesting itself as frequent changes of governing coalition make up. Between 2013 and early 2016, there were 7 prime ministers or acting prime ministers; despite the same 3 "pro-European"

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<sup>18</sup> The evaluation team utilizes the word "volatility" (e.g. instability/ unpredictability) to describe the recent evolution of the country context, judging that this is a more appropriate word to describe circumstances compared to the, somewhat over-utilized, words "fragile/ fragility"

<sup>19</sup> IMF Country Report No. 16/343 (November 2016): Republic of Moldova – Requests for an Extended Arrangement Under the Extended Fund Facility and an Arrangement Under the Extended Credit Facility

<sup>20</sup> In December 2014, the Moldovan Leu (MDL) exchanged at 0.064 per Swiss Franc (i.e. 1 CHF = 15.55 MDL), in July 2015 the MDL exchanged at 0.049 per Swiss Franc (i.e. 1 CHF = 20.37 MDL); while, in December 2016 the MDL exchanged at 0.050 per Swiss Franc (i.e. 1 CHF = 19.96 MDL)

<sup>21</sup> IMF Country Report No. 16/343, November 2016

parties (Liberal-Democrats, Democrats, and Liberals) forming the government coalition over the period 2009-2015. The late-November 2014 parliamentary election resulted in a significant reconfiguration of the political party system, with the (“pro-Russian”) Socialists entering parliament for the first time and also with the largest number of seats (25 of 101 members): mainly at the expense of the Communists, thereby challenging the long-term position of the Communists as the “pro-Russian” party. But, also as losses for the Liberal-Democrats, reducing the prominence, since 2010, of the party in the “pro-European” coalition; with the party quitting the governing coalition in autumn 2015. The factions in parliament were further fractured in early 2016, with formation of the present minority government: created by the Democrats and the Liberals, supported for a parliamentary majority by a number of individual parliamentarians from the other parties elected in 2014.

On the societal level, civil society’s expression of disappointment with the political class and political economy is evident: the November 2015 Public Opinion Barometer showed that 88% of Moldovans thought the country was moving in the wrong direction<sup>22</sup>. In addition, in such a volatile economic and political environment as outlined above, Moldova also experienced, sporadically in 2015 and in early 2016, renewed demonstrations of street protests; the most significant since the civil and political unrest experienced in 2009.

In the wider geopolitical context, Moldova’s level of engagement with the EU saw an Association Agreement and a Deep and Comprehensive Free Trade Area (DCFTA) agreement formally signed between the partners in June 2014. The DCFTA, entering into force in autumn 2014, provides for the progressive elimination of mutual customs duties for industrial and most agricultural products, the further liberalization of the services market, addressing other barriers to trade, plus the strengthening of associated mechanisms (EU-Moldova) for policy dialogue in the related areas. In addition, in April 2014, visa-free access for Moldovan citizens travelling to the Schengen area came into effect<sup>23</sup>. In light of the partial deepening of Moldova’s formal economic and political relations with the EU, Russia has made clear its opposition to such engagement: issuing an ultimatum in late-2012 telling Moldova to withdraw from energy agreements with the EU or face losing discounts on gas supplies from Russia, imposing a ban in September 2013 on Moldovan wines and spirits, and since June 2014 also import restrictions on fruits/ vegetables (agricultural products), as well as the introduction of additional customs duties on Moldovan goods, plus restrictions for Moldovan workers as migrants in Russia.

While the process of implementing reforms in Moldova has often experienced delays in the decision-making processes, the political context during 2015 and early 2016 created significant delays. Often the entire leadership of ministries was changed (and not just once), including also the top management at subordinated agencies. Regarding the CS 2014-2017, the effects in terms of delays in the decision-making processes and/or the orientation of reform implementation are primarily evident in the water/ sanitation domain, although the health and the migration/ development domains are not immune to delays.

With regard to the water/ sanitation domain, the National Energy Regulatory Agency has initiated reform of the water tariffs for public systems, foreseeing the gradual introduction of cost-recovery tariffs for water supply and sanitation (WSS) services. The GoM has also adopted new or revised strategies in the sector, as well as incorporated the demonstrated results delivered via the Swiss Cooperation projects as viable technical solutions available for replication at the local level. However, a significant obstacle to replication of the solutions exists: the limited level of financing available to local public authorities to undertake infrastructure investment of such a nature. The priority of the GoM, as with the majority of donor partners in the sector, is toward the financing of larger, urban or regional investments (the “economy of scale” argument). The main mechanisms for GoM funding

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<sup>22</sup> World Bank, (2016), “Performance and learning review of the Country Partnership Strategy for the Republic of Moldova for the period 2014-2017”

<sup>23</sup> Swiss Federal Statistical Office (August 2016): data show the number of Moldovan citizens registered with Swiss permanent resident status has remained constant since 2009, at close to 700 or so persons



available to regional/ local authorities, for the purpose of such infrastructure investments, are the National Environment Fund and the National Regional Development Fund – in addition to potentially supporting investments in WSS services, each fund also exists to cover other local investment needs, of an environmental or regional development nature, e.g. energy efficiency, waste management, local roads. However, most capital investments directly financed by the GoM, as opposed to externally financed, have been cut or suspended, in 2015-2016, due to the deteriorating state of the public finances.

With regard to the migration/ development domain, in February 2016 the GoM approved the Diaspora 2025 strategy and Action Plan for 2016-2018; developed with Swiss support. The GoM has continued to actively participate in international migration/ development thematic fora. The GoM inter-sectorial coordination mechanism in the domain is also now well established, with the Bureau for Relations Diaspora (BRD) a capable coordinator of policy across government. The GoM/ BRD has also launched several platforms to boost migrants' involvement in the development of the country, e.g. the Diaspora Business Forum, Diaspora Engagement Hub, the Women Empowerment Program, plus Diaspora Innovative Projects. However, the GoM has not achieved any significant progress in terms of developing and promoting an enabling business environment in Moldova. In 2016, Moldova's ranking in the WB "Doing Business Report" had declined to 63 (compared to 49 in 2015). As such, migrants' decision to invest in Moldova has been negatively affected by these shortcomings. Furthermore, based on the current trends, outward migration is expected to continue to grow, before eventually stabilizing over the next decade or more.

With regard to the health domain, despite certain delays due to the political fluidity during 2015, the implementation of reforms by the GoM has broadly continued, e.g.: the Ministry of Health (MoH) has initiated centralized management of all ambulance stations in the country and is undertaking the phased regionalization of dispatch-services for emergency medical cases. In addition, the GoM continues to establish strategic development plans at the sectorial level, e.g. the National Public Health Strategy 2014-2020, National Program on implementation of the single national emergency call number 112, National Program on Health Promotion 2016-2020, National Program on Immunization 2016-2020, National Program on Cancer 2016-2025. However, many health policies lack a consequent implementation: as a result of underfunding/ the overall inefficient structures, poor communication between central and local levels, deficient monitoring mechanisms, as well as a high turnover at the level of hospital directors and the low motivation of many young professionals to remain in the system; despite the introduction of new remuneration mechanisms set up by the MoH (additional payment for performance), the salaries of health professionals remain low and many health professionals leave the system.

Significant adaptations to the CS 2014-2017, in response to the changes in the country context, have not been required: it has not been necessary to formally adapt the CS Results Framework. This reflects the fact that the nature of the CS domains of intervention is primarily human development oriented, rather than more broadly challenging political economy/ vested interests. In addition, it reflects the fact that the CS 2014-2017 was already designed by SDC so as to enhance the orientation of Swiss support targeted to directly addressing the key obstacle to reforms being enacted by the GoM in the domains of intervention, i.e. weaknesses in the existing systems of sectorial governance/ steering, the institutional framework, and the need for stronger evidence-based decision-making.

However, in response to the sometimes erratic process of reform implementation over the past years by the MoH and the Ministry of Environment (MoEnv), since 2013 the SCO has sought to broaden its partners targeted via strategic policy dialogue and consultations: to deepen engagement with the Ministry of Labor, Social Protection and Family (MLSPF), the Ministry of Education (MoEd), and the Ministry of Regional Development and Construction (MRDC). In the migration/ development domain, the key government partners are the BRD and MLSPF. In response to the more recent political context, and low public esteem for the political class, the SCO has also intensified its policy dialogue

and level of engagement with the Association of Local Governments (CALM), as well as its cooperation with civil society, especially with regard to strengthening advocacy and watchdog capacities, as well as to deepening of policy dialogue with senior civil servants. In addition, since mid-2016 the SCO has piloted its policy influencing tool at project level.

## 1.2 Quality of context analysis

121 *To what extent is the context analysis realistic and relevant? To what extent is the broad political context taken into account in the CS and the CS Annual Reports? Does the analysis include current issues (e.g. social and economic inequality, global challenges, power relations, regional disparities) and relevant stakeholders (e.g. private sector, state apparatus and political parties, institutions and powers)?*

The quality of context analysis was assessed in terms of its level of compliance with the corresponding SDC guidelines for elaborating CS and the extent to which the CS Annual Reports include important facts and changes regarding the country and domains' context.

The context analysis presented in the CS is assessed as compliant with the SDC guidelines. The context analysis is broadly realistic and relevant, providing a very concise summary in terms of the evolving country context, opportunities/ threats and challenges, as well as the context and evolution of Switzerland's engagement in Moldova, its engagement with other donors via strategic alliances and/or within the donor community. In accordance with the SDC guidelines, the context analysis is maximally 2-pages length, thus a more detailed analysis of current issues and relevant stakeholders is not possible.

The context analysis presented in the CS Annual Reports is also broadly realistic and relevant, providing a concise statement of the overall country and domains' context, opportunities/ threats, followed by a more detailed analysis per domain of the country-level results delivery and performance processes, plus context. The country context analysis and results statements in the CS Annual Reports are generally meaningful, but key challenges affecting results achievement are not always systematically addressed. The level of quantitative synthesis of the results is also variable across the domains. However, the 2015 and 2016 Annual Reports are noted for the clearer indication of the linkages between information on the Swiss and the country results (outcomes/ outputs), processes at the domains level, as well as the more critical reflection on results achieved.

The SCO also prepares the Monitoring System for Development-Related Changes (MERV) report, which provides greater detail on the context analysis and the dynamics across a wider range of areas (core issues and sub-fields). The MERV 2015 is noted for its more substantive presentation and analytical consideration of the main consequences and possible measures for continuation of activities linked to the Swiss Cooperation in Moldova, in the context. In 2016, in light of the uncertain context in Moldova during 2015, the SCO also prepared a (SDC-optional) mid-term update MERV, which is noted for its concise, critical analysis on the evolving political, economic and geo-political context.

The context analysis presented in the CS, the CS Annual Reports and the MERV is generally consistent with similar analysis presented by the community of donor partners in their own country strategy documents and in their progress reports regarding Moldova.

In 2016 the SCO also undertook the preparation of a summary overview of development issues and challenges in Moldova from a gender perspective<sup>24</sup>. This goes part way to fill what has otherwise been a gap in regard to the SCO's regular monitoring and analysis of the context in the country specifically linked to the transversal themes.

In addition to its internal monitoring/ review of the context, the SCO also maintains a good level of cooperation and information exchange with other donor partners regarding the

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<sup>24</sup> "Gender Facts" addressing issues of: demography; income and poverty; labor force participation; education; health; disability; and decision-making and political participation

development context in Moldova, plus policy dialogue with national partners. The SCO also engages with local think-tanks, civil society groups and stakeholders, etc.

Overall, it is evident that the SCO has a good level of appreciation of the country context.

### 1.3 Conclusions and Recommendations for Evaluation Area 1

| <b>Conclusions (C)</b>     |   |
|----------------------------|---|
| C1                         | The CS is consistent with/ reflects the development priorities established by Moldova. The GoM has adopted a range of sectorial strategies which directly underpin the logic of the CS 2014-2017 domains of intervention and serve as key reference documents to orient the Swiss Cooperation contribution to specific country development goals.   |
| C2                         | Based on the National Development Strategy “Moldova 2020” (adopted in 2012), the health sector is clearly identified by the GoM as a national priority issue to be addressed by the GoM. The water/ sanitation sector is highlighted as an area of need, but also one where Moldova requires the sustainability of financing primarily provided via external funding. Migration is highlighted in terms of seeking to harness/ leverage migration and migrants’ capacity to support national/ local development in Moldova. In late-2016, the prioritization of the sectors by the GoM has not greatly changed. |
| C3                         | In addition to its orientation/ alignment to specific GoM strategies/ goals, the strategic orientation of the CS 2014-2017 also reflects the evolving nature of Swiss Cooperation in Moldova – SDC has been a leading bilateral donor in the health and in the water/ sanitation sectors over the past decade. The CS 2014-2017 builds on past achievements with a stronger focus on the need to scale up results, as well as to strengthen/ enhance governance, dialogue, transparency and steering of the sectors, plus in promoting the move towards more evidence-based decision-making.                    |
| C4                         | The CS is also consistent with Swiss policy on international cooperation.   |
| C5                         | In response to the sometimes erratic process of reform implementation over the past years, the SCO has sought to broaden the partners targeted via policy dialogue and consultations beyond the MoH and the MoEnv, to deepen engagement with the MLSPF and the MRDC, plus more recently also with the CALM. The SCO has also developed a specific policy influencing tool, now being piloted at project level.  |
| C6                         | The context analysis presented in the CS, the CS Annual Reports and the MERV is generally consistent with similar analysis presented by the community of donor partners in their country strategy documents and progress reports regarding Moldova. Due to the concise nature of the analysis, in line with the SDC guidelines, key challenges affecting CS results achievement cannot always be systematically addressed. Nevertheless, the 2015 and 2016 CS Annual Reports are notable for providing a more critical reflection on the obstacles to CS results achievement.                                   |
| C7                         | The Gender Facts summary prepared by the SCO, in 2016, goes part way to fill what has otherwise been a gap in regard to the SCO’s regular monitoring and analysis of the context in the country specifically linked to the transversal themes.  |
| C8                         | Overall, it is evident the SCO has a good level of appreciation of the country context.   |
| <b>Recommendations (R)</b> |   |
| R1                         | The SCO should continue to develop its systems for regular monitoring and analysis/ reporting on the country context specifically linked to the CS transversal themes.  |
| R2                         | In light of the instability (political, economic, and societal) experienced in Moldova during 2015/ early-2016, the SCO should continue with its recent practice (since 2016) of preparing a mid-term country analytical review, e.g. MERV update or similar.   |

## Evaluation Area 2: Relevance and appropriateness of projects/program portfolio with regard to the domains of intervention of the CS

*Purpose: Appraise the coherence of the project portfolio with the CS and its relevance for achieving the country/ domain objectives*

### 2.1 Relevance of project/program portfolios

*211 To what extent are the projects/programs portfolios relevant, coherent and appropriate for achieving the results of the CS regarding its domains of intervention?*

Background information linked to the CS 2014-2017 portfolio is presented in Annex 8.

Based on an assessment of the Logical Framework Matrix (LFM) of the individual projects under the CS domains of intervention, it is evident that the projects within the CS 2014-2017 portfolio provide clear linkage to the intended Swiss portfolio outcomes, as well as a plausible and feasible contribution to the intended country development outcomes – the synopsis Results Framework of the CS 2014-2017 is presented in Annex 7.

Overall, the quality of the intervention logic provided in the projects' LFM is satisfactory, although there are weaknesses in terms of the consistency of application of the logical framework approach. The LFM for projects in the water/ sanitation domain are notable for the variable quality of formulation of the intervention strategy and the structuring of results: whereas the LFM for projects under the other CS domains are logically structured, forming a traditional pyramid-shaped hierarchy of intervention objectives/ effects (i.e. 2-5 outputs leading to each outcome, with 2-3 outcomes leading to a single impact), the LFM in the water/ sanitation domain provide a variable shaped hierarchy of the intended effects (e.g. a bottom-heavy, long-list of outputs leading to a single outcome, indicating that the outcome objectives have not been suitably defined in terms of indicating/ capturing the intended short-term effects within the results chain, purely the medium-term effect). The variability of the LFM in the water/ sanitation domain is also, in part, a reflection of the range of different projects and partners: 3 projects are/ were SDC project contributions implemented by other donor partners, each with its own LFM planning requirements.

It is also evident that the overall approach to the formulation of project risks/ assumptions is variable: e.g. at times running to a long-list of 21 risks/ assumptions that are considered common for all project outputs leading to outcomes, rather than detailed per output, at times resorting to somewhat generic rather than project-specific risks/ assumptions (e.g. the GoM does not dissolve or significantly restructure the relevant Ministries/ institutions), at times incorrectly placing risks/ assumptions within the intervention hierarchy (e.g. personnel assigned remain in their position for the duration of the project, is relevant linking outputs to outcomes, but only partially insofar as linking outcomes to impact).

Regarding the number and size (financial value) of projects, the SCO has effectively sought to concentrate the increased level of SDC funding planned under the CS 2014-2017 on projects with larger financial volumes/ disbursement capacity rather than via an unmanageable increase in the number of projects: in late-2016 there are 14 main projects.

Regarding the types of support used in aid delivery, the portfolio is predominantly composed of project/program contributions or mandates with fiduciary funds: accounting for an estimated 97% of Swiss Cooperation disbursement over the period 2014-2017. This is appropriate for the present CS and the composition of contract/ implementing partners.

Whether as mandate or project/program contribution, 6 of the projects within the portfolio are undertaken with UN agencies as contract/ implementing partner – WHO, UNICEF, UNFPA, UNDP, IOM, UNECE. Over the period 2014-2017, approximately 19% of Swiss Cooperation disbursements are foreseen to be managed by UN agencies. In addition, in the water/ sanitation domain, SDC has worked in close partnership with ADA since 2005 and more recently (since 2015) with GIZ. The project/program contributions provided by SDC as co-funding to projects managed by ADA and GIZ account for a further

approximate 11% of Swiss Cooperation disbursements over the period 2014-2017. Other major contract partners consist of specialized Swiss organizations (e.g. Swiss Tropical and Public Health Institute, SKAT Foundation) and non-governmental organizations (Swiss and other European states). Only a limited number of projects under the domains of intervention directly involve Moldovan organizations as the key contract partner.

However, looking forward, in the framework of the CS 2018-2021, it would be appropriate for the SCO to further assess the feasibility of providing support to key partners (national/ local organizations), with a proven management/ delivery capacity, as project contribution. This would be in line with the increased focus provided under the CS 2014-2017 to enhancing governance/ steering and strengthening the capacity and ownership of national partners/ stakeholders in the domains, as well as the further extension under the CS 2014-2017 of the SCO's experience in Moldova with using the country system.

### **Domain: Health**

SDC has been the main bilateral donor in the sector over the past decade, primarily support in the areas of mother and child health (addressing perinatal/ pediatric health, as well as youth sexual and reproductive health services) and mental health.

The CS 2014-2017, building on achievements realized to date via Swiss Cooperation, reorients interventions linked to better access to improved essential health services for the rural population and vulnerable groups (to include reforms in primary health care (PHC) in rural areas with a special focus on non-communicable diseases (NCDs) and injuries), as well as strengthens the focus on the empowering of individuals and communities to take more responsibility for and engagement in health issues. These 2 outcomes are addressed via 4 projects: in the areas of pediatric health and children's injuries, youth/ adolescent health, mental health, and NCDs. The third Health portfolio outcome, to strengthen steering, governance and evidence-based decision-making, is directly addressed via a specific project (implemented via the WHO), as well as via measures under all of the other projects regarding governance/ the enabling environment and the evidence-based reports/ analysis the projects produce in their sub-domains. The portfolio also includes a project supporting confidence-building measures (CBM) in the Transnistria region, geographically extending the program's interventions and proven achievements in the area of perinatal (and pediatric) health. Finally, the portfolio includes the phasing-out of projects (2014-2015) in the perinatal health area in the rest of the country.

In terms of the types of support, number and size of projects, and partners included in the portfolio, the health portfolio has utilized an appropriate mix: longer-term projects, on the whole, which are of adequate size (financial value, intensity of actions to achieve results), implemented via a mix of appropriate providers (Swiss expertise/ other contractors at the technical level, UN-agencies, plus local NGOs and professional associations) in close collaboration with the national authorities, regional/ local health care service providers.

### **Domain: Water and Sanitation**

SDC has been a leading bilateral donor in the sector over the past decade, focused on promoting the access of Moldova's rural population to decentralized drinking water and on-site sanitation systems that are ecologically and economically sustainable. In addition, capacity building support to implement the Protocol on Water and Health (PWH) in Moldova was provided, plus in the development of secondary legislation to regulate water quality, the management of river basins and the protection of drinking water sources.

Over the period 2014-2017 the Swiss Cooperation support, building on achievements realized, targets 2 outcomes: to consolidate and replicate the experience of decentralized safe drinking water supply and sanitation (WSS) systems, with a focus on scaling up at the meso-level, and to strengthen steering, governance and decision-making by stakeholders to plan, build and operate WSS services in a sustainable, efficient and equitable manner. Linked to the consolidation/ replication of WSS services, 3 projects are

supported under the portfolio: 2 longer-term projects, ApaSan (Phase 3 runs up to mid-2019) co-funded by the ADA, and rehabilitation of water supply system Nisporeni (to be completed in summer 2016) financed by ADA and co-funded by SDC (and the EU), plus a new project (2015-2018) on the improvement of WSS services through integrated regional planning, an SDC contribution to co-fund the WSS component of the larger-scale GIZ project on the “Modernization of Local Public Services” (GIZ also receives co-funding for the wider project from Romania, Sweden and the EU). Linked to steering/ governance, with the completion of the project on secondary legislation in mid-2014, and the project on implementation of the PWH in late-2016, the portfolio now consists of the project on the strengthening of the institutional framework in the WSS sector (2015-2019), as well as via ApaSan (Phase 3), now also oriented to strengthening institutional support for rural WSS.

In terms of the types of support, number and size of projects, and partners included in the portfolio, the Water/ Sanitation portfolio utilizes an appropriate mix: longer-term projects, on the whole, which are also provided adequate size (financial value, intensity of actions to achieve results), implemented via a mix of appropriate providers (Swiss expertise/ other contractors at the technical level, ADA and GIZ, and UNECE), in close collaboration with the national/ regional/ local authorities, community stakeholders and service providers.

### **Domain: Migration and Development**

SDC provided initial support in the domain addressing anti-trafficking: focusing on the rehabilitation and integration of the victims, the development of trans-national referral mechanisms, and on prevention measures for groups at risk. In 2013, SDC also provided co-funding contribution to an EU financed project “Strengthening the Link between Migration and Development: Testing an Integrated Service Provider project” (NEXUS). While not a component of the bilateral program, Moldova is also part of the global initiative on mainstreaming migration into development planning (MOMID project) supported by the SDC Global Program Migration and Development, over the period 2012-2017. SDC is perceived as one of the main partners in the field, as it provides not only financial support, but also thematic expertise, and is very much involved in policy dialogue.

Over the period 2014-2017, the Swiss Cooperation support, as a relatively new field of activity for SDC in the country, focuses on examining/ piloting innovative interventions aimed at enhancing the positive effects of migration and diminishing its negative impact, as well as strengthening functional coordination mechanisms between different stakeholders (the GoM, development partners, migrants/ Diaspora, civil society, private sector actors). The SCO has, for the first time, attempted to apply a programmatic approach to the 2014-2017 intervention in the domain, combining 3 distinct but complementary initiatives with joint program objectives: (1) contribution to NEXUS, (2) consolidating the institutional framework (IOM implemented, with the BRD), (3) innovative actions to develop and test products, services and investment channels relevant for migrants and their families to support local development (UNDP implemented).

In terms of the types of support, number and size of projects, and partners included in the portfolio, the portfolio has utilized an appropriate mix: the initial projects have traditionally been of a 2-year or so period, allowing for SDC to reflect prior to undertaking a potentially longer-term follow-up project, with projects implemented via a mix of appropriate providers (international NGOs, Swiss NGOs, the IOM and the UNDP) in close collaboration with the national authorities, local authorities, migrant groups, civil society, and the private sector.

### **Other actions/ interventions**

The overall portfolio for Swiss Cooperation in Moldova also includes smaller-scale actions or specific projects. These include: (1) support to civil society promoting inclusive policies and equal opportunities in policy making, (2) support for culture actions (e.g. progressive music, visual arts, documentary film, and social theatre), (3) small actions in other areas and (4) a contribution to the project implemented by the UNFPA (2014-2016) linked to undertaking the population and housing census.

212 *To what extent are the approaches being applied appropriately in the domains?  
Which innovative approaches produce added value?*

Since 2015, in order to promote synergy and concrete cooperation between the Swiss Cooperation projects, the SCO has held bi-annual program meetings with partners (at the domain level). Furthermore, to strengthen strategic coherence at domain level, and as a communication/ visibility tool, the SCO has also developed an overall conceptual program vision via the preparation of short and concise “the Swiss program [domain] in a nutshell” overview<sup>25</sup>. In the absence of a theory of change per domain, detailed ex-ante, as part of the CS, these provide a useful, basic summary, from a demand-side and supply-side perspective, at national/ regional/ local level, of the intended program logic per domain.

Regarding the extent to which the approaches in the project/program portfolio establish a coherent focus and integrated logic, this is primarily evident in the health domain: the portfolio has been well structured to address dimensions of health promotion, prevention, care and rehabilitation, as well to build complementarity/ synergy between the projects. Regarding the migration/ development domain, the potential synergy between the project approaches is primarily evident in regard to the IOM and the UNDP implemented projects.

The projects in the water/ sanitation domain are more diverse in their nature, rather than a coherently structured, integrated portfolio. This reflects that the 3 projects promoting the consolidation/ replication of WSS services (with a focus on provision in rural areas and clusters of localities) are, in part, stand-alone project actions in confined geographical areas/ districts. However, the actions have, overall, been geographically spread to ensure a reasonable level of cover has been provided at commune level under the portfolio to include the different regions of Moldova. In addition, it is recognized that the 3 projects are following different approaches, i.e. each generating alternative models for potential future replication within the country (including also evidences as to the cost-effectiveness or cost-benefit of the alternative models). Furthermore, the SCO has provided increased attention under the CS 2014-2017 to promoting greater synergy across the portfolio of projects in the domain, for which the institutional framework project acts as the nexus, so as to consolidate the different models and to strengthen stakeholders’ capacity, with the overall policy goal to engrain support in national institutions for rural WSS systems.

Across all areas of intervention, SDC define gender and governance as transversal themes and principles to be considered/ addressed in terms of approaches and activities. The themes were also highlighted as issues to be mainstreamed by the SCO within the CS Moldova under the CS 2010-2013<sup>26</sup>. To orient the focus of the program from a gender and human rights perspective in the health and water/ sanitation domains, in 2013 the SCO also commissioned an assessment of its relevance for the CS. However, the proposed framework for mainstreaming was not institutionalized.

Nevertheless, the themes are considered by the SCO and contract partners, at some level, within the implementation of the individual projects (e.g. in regard to tailored information/ communication channels to ensure male and female take-up of youth friendly health services, in regard to promoting women’s participation in Water Consumer Associations, in regard to the inclusion of the most vulnerable persons as part of water supply systems). In regard to governance issues in the domains, these are also being directly addressed via a number of the projects as specific results to be achieved. During 2016, the SCO has also made further efforts to promoting a dedicated emphasis on equality and inclusion within the program, notably via the specific project actions strengthening the capacity of civil society to advocate for a more inclusive policy-making.

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<sup>25</sup> Finalized by the SCO in summer 2016, published in English, Romanian, and Russian

<sup>26</sup> “Objectives and indicators for gender equality mainstreaming into projects have to be developed for each sector,” and that “the principles of good governance [accountability, participation, transparency, non-discrimination and efficiency] are taken into account at the level of project and program management cycle” and that the “transversal themes will be monitored at the project and program levels”.

Overall, while the transversal themes are considered, the SCO has not, yet, achieved the goal to mainstream the themes into the program/projects (per domain and/or the overall CS portfolio). There is also no common understanding as to the application of the themes at the level of the 'project management cycle', e.g. specific gender and/or governance issues that should be assessed, at minimum, by SCO and partners in the design phase.

In addition to the themes gender and governance, the transversal theme of human rights has also, periodically, been deliberated within the context of the program in Moldova. More recently, since 2015, also issues of conflict sensitive program management (CSPM).

## 2.2 Conclusions and Recommendations for Evaluation Area 2

| <b>Conclusions (C)</b>     |  |
|----------------------------|--|
| C1                         | Projects provide clear linkage to the intended Swiss portfolio outcomes, as well as a plausible/ feasible contribution to the intended country development outcomes.   |
| C2                         | Overall, the quality of the intervention logic provided in the projects' LFM is satisfactory, although there are weaknesses in terms of the consistency of application of the logical framework approach. It is also evident that the overall approach to the formulation of project risks/ assumptions across the projects' LFM is variable.  |
| C3                         | Over the period 2014-2017, approximately 19% of Swiss Cooperation disbursements are implemented/ managed via UN agencies as contract partner. In addition, in the water/ sanitation domain, approximately 11% of Swiss Cooperation disbursements are provided as co-funding to ADA or to GIZ as contract partner. Other major contract partners include specialized Swiss organizations, plus Swiss and EU-based NGOs.   |
| C4                         | While Moldovan partners are directly involved in project implementation, only a limited number of projects involve Moldovan organizations as the key contract partner.   |
| C5                         | In the absence of a theory of change per domain, detailed ex-ante, as part of the CS, the SCO has developed an overall conceptual program vision via the preparation of short and concise "the Swiss program [domain] in a nutshell" overview. To promote synergy and concrete cooperation between the Swiss Cooperation projects, the SCO has held bi-annual program meetings with partners (at the domain level) since 2015.   |
| C6                         | Regarding the extent to which the project/program portfolio and the approaches establish a coherent focus and integrated logic, this is primarily evident in the health domain. Projects in the water/ sanitation domain are more diverse in their nature, in part stand-alone actions, rather than a structured, integrated portfolio. However, the WSS replication projects each generates alternative models for potential future replication within the country. The SCO has also provided increased attention under the CS 2014-2017 to promoting greater synergy across the water/ sanitation portfolio. |
| C7                         | The SCO has not, yet, achieved its goals to realize the mainstreaming of the transversal themes or to promote/ ensure a common understanding as to the application of the themes at the level of project cycle management. The themes are considered, at some level, within the implementation of the individual projects.   |
| <b>Recommendations (R)</b> |  |
| R1                         | In order to support orientation of the CS 2018-2021 and the development of portfolio synergy, a theory of change should be prepared per domain of intervention.  |
| R2                         | The SCO should strengthen its review/ control of LFM in order to promote greater consistency in the quality of LFM and application of the logical framework approach.  |
| R3                         | The portfolio is predominantly composed of project/program contributions or mandates with fiduciary funds. Looking forward, it would be appropriate for the SCO to further assess the feasibility of providing support to key partners (national/ local organizations), with a proven management/ delivery capacity, as project contribution.  |
| R4                         | In order to mainstream the transversal themes, the SCO should define the basic criteria for the application of the themes at the level of the project management cycle.  |



### Evaluation Area 3: Implementation of the CS and its portfolio

*Purpose: Appraise the efficiency of the portfolio management by the SCO and its contribution to an optimal achievement of results*

#### 3.1 Management performance

*311 How effective and efficient is the portfolio management of the SCO (regarding transversal themes, policy dialogue, collaboration with the global programs, financial and human resources, aid diplomacy)? What are its contributions to an optimal achievement of results?*

Regarding the transversal themes, as indicated under question 212 above, management of these by the SCO is primarily undertaken at the level of individual projects, rather than by the SCO mainstreaming the themes across the portfolio, or per domain, or by ensuring a common understanding as to application of themes in the project management cycle. As such, while management of the themes is considered, at some level, per project (as well as governance included as a specific issue to be addressed by a number of projects), and the management of the individual projects may proceed in an effective and efficient manner, the overall management of the themes by the SCO is not, yet, systematic.

During 2016, the SCO has made further efforts to promoting a stronger focus on gender: via preparation of the “Gender Facts” overview of development challenges and issues in Moldova, plus modifying the SCO processes so as to put more responsibility on National Program Officers (NPOs) for mainstreaming gender in the domain portfolios, plus via the development of criteria (gender equality and inclusion) for the small actions global credit. The SCO has also made progress in putting gender and inclusion issues more prominently on partners’ agenda, through discussions on gender and inclusion at partners’ meetings, project directors’ meetings and the bi-annual review meetings. However, this has not translated, yet, into significantly better mainstreaming by partners at project level.

In regard to gender, feedbacks during the field mission indicate that there is still, in part, a degree of reluctance, for a minority of partners/ stakeholders, to regard gender as a “real issue”; at least in terms of its direct/ potential relevance to the implementation and results of ‘their’ projects. Primarily this appears to reflect an understanding of gender, by a minority, as a point of detail (a nuisance box to be ticked) rather than an issue of equality.

Regarding policy dialogue, SCO conducts this with the GoM and line ministries, in close coordination with like-minded development partners. In each domain of intervention under the CS, policy dialogue has delivered certain results so as to influence systemic changes, as well as to raise the profile of the domains on the governmental policy agenda, although progress overall is modest in the water/ sanitation domain. In order to enhance the effectiveness of policy dialogue, the SCO has also developed a policy influencing tool, adjusted in 2016 to the three domains of SDC activity and now being gradually applied at project level (e.g. ApaSan, Mental Health). The policy influencing concept note prepared by the SCO is well conceived and should enable the SCO (and contract partners) to lead a more systematic policy dialogue at project level, diversifying both key stakeholders/ interlocutors and the channels by which to address and engage them. During 2017, the SCO plans to extend the policy influencing tool to cover the additional mandate projects within the CS portfolio, as well as to develop an overall policy influencing tool/ strategy related to the issues to be addressed by the SCO and partners covering each domain.

Regarding the SDC Global Programs, in the migration/ development domain the Global Program is directly active in Moldova via its Mainstreaming of Migration into Development (MOMID) initiative; the other Global Programs are not directly active at country-level via their projects. The MOMID project in Moldova is implemented by the IOM and the UNDP, which are both also contract/ implementing partners for SCO under the bilateral program. As such, the SCO remains suitably informed as to the wider SDC portfolio in-country.

Regarding financial resources, over the period 2014-2017 the CS foresees approximately CHF 54.5 million for Swiss Cooperation in Moldova. This represents a marked extension of intensity of Swiss financing: averaging CHF 13.6 million per annum (compared to a disbursement of approximately CHF 6.4 million per annum over the period 2010-2013)<sup>27</sup>. The SCO has successfully managed the process for scaling up of the Swiss funding and the need to ensure necessary capacities for financial management and control both at the level of the SCO itself and the level of contract/ implementing partners. The Internal Control System (ICS) is rated by the SCO as compliant (“standardized”), while the availability of data and evidences for purposes of necessary control/ checking is strong. Annually, the SCO commissions an external audit review of its operations during the previous calendar year. Feedback provided by the auditor has generally been positive.

Despite delays in 2014 in the identification of new projects to support the increase in funding, notably in the water/ sanitation domain, planned funding under the CS in the domains was already fully committed by the end of 2015. The SCO has also managed the portfolio in compliance with the indicative share of funding per domain as set in the CS.

Regarding human resources, to reflect the increased intensity of Swiss funding, as well as the modified objectives of the CS 2014-2017, the staffing at the SCO, as well as its composition, has been strengthened over the recent years: an additional staff, full-time-equivalent (FTE), of 2.5 persons. The SCO staff in 2016 is 12.85 FTE persons (Female 7.85 FTE, Male 5.0 FTE). The SCO management, as well as the SDC, is well aware of the need to reflect on the appropriateness of its human resources and the overall efficiency and effectiveness of its structure and procedures. To reflect the changing staffing level and composition over the time, as well as in response to the evolving nature of the demands of portfolio management, the SCO has taken appropriate action to periodically review and to further modify its internal structure/ organigram plus its operational procedures. Going forward, within the context of the orientation of the next CS, as well as the further extension of the policy influencing tool by the SCO as a core component of activity to be included within the overall activity of the SCO, the staffing needs, structure/ operations of the SCO should be further assessed, to ensure that these are appropriate.

Regarding the contributions of the SCO to an optimal achievement of results, the principal contribution of the SCO is its level of considered judgement, persistence and at times patience, in terms of engaging in policy dialogue with the GoM, as well as its focus on close cooperation with like-minded donor partners in this manner. The modus operandi is not one of issuing ultimatums, but rather to progressively build the foundations to achieve the intended CS program and the related country development goals. In addition, a key contribution of the SCO is its level of open engagement and dialogue with contract and implementing partners so as to steer project implementation and results delivery, plus the clear focus provided to ensure results capitalization at the end of projects/ project phases. This also includes efforts by the SCO to identify good and poor practice in terms of the management and steering of the projects: entry point interventions of a potentially longer-term nature are tested via shorter-term Phase 1 projects, allowing for reflection on the appropriateness of interventions, as well as of the organizational/ management structure.

*311-1 Are there any conflict sensitive program management (CSPM) related issues that should be better addressed? If yes, which ones?*

The SDC has long been aware of the need to promote the geographical coverage of Swiss Cooperation to the Moldovan territories/ areas also where ethnic minorities predominantly reside, as well, as feasible to territories subject to internal conflict (i.e. the de facto authorities Transnistria). While this remains limited in terms of Swiss projects in Transnistria (the health CBM project addressing perinatology), the SCO does periodically

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<sup>27</sup> Subsequently, due to budget-wide cuts decided by the Swiss Parliament for 2016-2017, SDC has been required to review/ closely monitor its budget framework. In the case of Moldova the budget allocations for 2016 have been reduced by 15.4% (from CHF 15.0 million in the CS plan to CHF 12.7 million).

review the on-going CS portfolio in order to identify potential entry points that could feasibly be considered in terms of extending the range of CBM actions supported. The SCO is also aware of the risks that need to be considered in terms of aid management and effectiveness linked to projects undertaken in Transnistria. In other ethnic minority territories, SDC has achieved a clear presence for Swiss Cooperation, e.g. in Gagauzia, where the Swiss program is engaged under each of the CS domains of intervention.

Within the SCO, there has been a stronger focus, over the recent years, to promoting the pro-active discussion of CSPM issues during team meetings, annual review meetings, MERV meetings etc., to ensure that issues of CSPM/ ethnic-national inclusion are suitably identified and thereafter addressed by the SCO and by partners at CS program and projects' level. This is now most evident in terms of the enhanced focus of the SCO/ partners on the provision of information outputs targeting ethnic minority speakers.

A training workshop on CSPM was organized for the SCO staff by SDC (Conflict & Human Rights and South Asia Division) in June 2015: SCO staff feedbacks indicated a generally positive assessment of the training, although the assessment was partially ambiguous.

In regard to CSPM related issues that should be better addressed: as with any other transversal theme – whether formally identified in the CS, or a relevant additional theme that should to be taken into consideration by the SCO/ partners at project level – it would be useful for the SCO to formally establish practical steps as to how to mainstream CSPM issues in practice (or how to address CSPM during the 'project management cycle').

The evaluation team project visits also provided evidence that, while different Swiss Cooperation project output and information materials are available in Romanian and increasingly also in Russian, further attention is needed by the SCO/ contract partners to ensure that this is actually achieved/ delivered at the local level. For example, an Ecosan toilet facility visited by the evaluators in a predominantly Russian-speaking area had instructions for school children/ staff (how to use the Ecosan facility and the need for the washing of hands) in Romanian: it is accepted that the instructions are primarily graphic, but also clear that the brief hygienic messages the instructions seek to convey to the users should be presented in Russian, to ensure effective understanding of the message.

*311-2 Are there any cost-effectiveness considerations to be addressed? If yes, which ones?*

In 2016, the SCO commissioned the independent cost benefit / cost efficiency analysis of 2 projects<sup>28</sup>. The draft cost benefit analysis of the NEXUS project concludes that generally the project should attain a positive economic impact in Moldova, but that the identification of an appropriate measure for quantification of the benefits identified a drawback in the monitoring and evaluation indicators adopted by the project. The analysis is clearly valuable regarding the specific project, and should allow the NEXUS project management to further adapt its organizational and operational systems to maximize project efficiency.

Regarding the overall CS portfolio, information is presented in external evaluations and the SCO's End of Phase reports (EPR), when appropriate, as to the cost-effectiveness of project actions, e.g. advancements achieved in the cost-efficiency of the technical solution for Ecosan toilet units, as well as the less effective results in regard to the constructed wetlands rural wastewater treatment technology. It is not evident to the evaluators that any of the projects are ineffective. There are no specific considerations to be addressed.

### **3.2 Quality of the CS monitoring system**

*321 To what extent is the process management of the CS monitoring system relevant, effective and efficient in order to provide evidence-based data/ information for accounting for results (reporting) and CS steering?*

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<sup>28</sup> The cost benefit analysis on the Nexus project was provided to the SCO in November 2016, while a cost effectiveness study of the Repemol project is presently under preparation

The SCO's Concept Note on the Monitoring System for the CS 2014-2017 provides a clear overview as to goals and purpose of monitoring, how this is performed by the SCO on the three levels of monitoring observation, the main tools and processes for operation of the function, plus linkages between reporting tools within the overall annual process.

The Results Framework at the level of the CS domains/ program present clear detail as to the intended Swiss portfolio outcomes and associated country development outcomes, with a suitably manageable number of indicators per outcome. The Results Framework provide explanation of the 'contribution of the Swiss program' toward the achievement of the country development outcomes, plus a basic statement/ outline of assumptions and risks linked to the achievement of results. The explanation of the 'contribution of the Swiss program' toward country outcomes in the Health domain is highlighted by the evaluators for the brevity of the statements: the description of the Swiss contribution read more a strategy for managing the portfolio, rather than a statement of 'how'/ via which mechanisms the Swiss program is intended to contribute toward the country outcomes.

The Monitoring Matrix at the domains' level was completed by the SCO in spring 2015; timely preparation of the Matrix in year 2014 was delayed due to the process of SDC staff rotation from one SCO Director of Cooperation to another. The Matrix was elaborated in a participatory process involving project partners, which also served to sensitize partners for their role in implementation/ monitoring of the CS. Against each Swiss portfolio and related country development outcome the Matrix details indicators selected to measure progress in results achievement. For the Swiss portfolio outcomes, the Matrix also details the results that need to be achieved leading to the outcome and the indicators to measure such progress. In total, 32 indicators of country development and 44 indicators for the Swiss portfolio are provided; often indicators also contain sub-group data to be gathered. For each indicator, baseline data (and year) plus the target value to be met (and year) is required/ assumed to be included, plus information on the sources of verification, as well as the latest observed information relating to the indicator. However, while data is provided for the majority of indicators, for a clear minority of indicators baseline data and/or target value is still (even in late-2016) not available/ is to be determined<sup>29</sup>.

For an additional minority of indicators the target value declared is 'dynamics to be observed'. The SCO indicates that it has utilized this principally in respect to fields of observation where it is less certain of the potential scale of results achievement.

At project level, the individual LFM set out the range of project-specific indicators of achievement. For the majority of LFM the indicators are adequate, although certain gaps exist in terms of baseline data or target values. However, it is also evident that a minority of LFM are weaker in terms of the quality of the indicators<sup>30</sup>, notably the PWH project.

Overall, the responsibility of the different partners within the process of the monitoring system is suitably understood. In addition to the formal bi-annual progress meetings held with projects per domain, plus formal project/ contract progress reports, the SCO also maintains a good level of overview of contract partners' progress in implementation via periodic meetings, or attendance at project workshop events. However, a partial weakness in terms of the SCO monitoring function at project level relates to the frequency of field project visits undertaken by SCO staff to the regions: the SCO indicated that NPOs undertake field visits in the regions approximately every 6-8 weeks, or so. There is the risk of detaching from the project reality by only dealing with the main partners in Chisinau.

Furthermore, the SCO indicates a weakness with the monitoring system exists in terms of the overall timeliness of national reporting on statistics in regard to country development results, as well as sometimes the reliability and the consistency of national statistical data.

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<sup>29</sup> For several indicators the SCO is reliant on projects that just started only during 2015/2016, which explains the lack of baseline data. However, at the same time, this makes the achievement of certain targets less likely within the current CS period; some will need to be extended into the new CS period.

<sup>30</sup> Which should be 'SMART': Specific, Measurable, Achievable, Relevant, Time-bounded

Regarding the extent that the process management of the CS monitoring system is relevant, effective and efficient in order to provide evidence-based data/ information for accounting for results and CS steering, the system is overall satisfactory although still, as outlined above, with room for further improvement/ fine-tuning to strengthen the system.

### **3.3 Coordination and aid effectiveness in the country setup**

*331 Which role does the SCO play within the network of different Swiss agencies in charge of development cooperation (SDC, SECO, Directorate of Political Affairs / Human Security Division) and vis-a-vis the national government and the donor community (alignment and harmonization)? Which added values result due to Switzerland's support in the respective country?*

Regarding the role played by the SCO within the network of different Swiss agencies in charge of development cooperation, the role is primarily one within the SDC.

The individual SCO staff participate, at some level, in 7 of SDC's thematic networks/ groups operational at the SDC corporate level; actively as participants of discussions in the networks covering the domains Health, Water, and Migration. The SCO-Moldova also engages with other SCOs (notably in the Europe and Central Asia region) via hosting or participating in workshops for staff to share experiences, good practice, etc. Overall, the role played by the SCO within the SDC knowledge learning/ capacity development network seems appropriate to the SCO's needs and capacity. The primary focus of the SCO is management of the bilateral program. As with all SCOs, it is mainly a demand-side user, seeking potential wisdom and examples within the network; but does also act on the supply-side with good practice examples to share (e.g. the policy influencing tool).

Regarding the role played by the SCO vis-a-vis the national government and the donor community, it is evident the SCO is actively engaged in Moldova, working with national and other donor partners in the promotion of donor coordination, alignment with national development strategies, harmonization with country systems whenever relevant, and in the promotion of policy dialogue with the authorities (national and local), stakeholders, civil society and private actors. As an aid donor, Switzerland is well regarded by the partners.

SDC, as the largest bilateral donor in the health sector, continues playing an important role in the Health Sector Coordination Council, chaired by the MoH and WHO. The strategic partnership between SDC and WHO is further bolstered through the Swiss Cooperation project (now Phase 2) on the strengthening of governance and evidence-based decision-making in the sector, implemented by WHO. Strong donor coordination in the sector and the regular ODA mapping exercises undertaken has allowed for the effective joint planning of actions, notably in the area of NCDs: where SDC, WHO, WB, UNFPA, and Norway communicate intensively to seize synergies and avoid overlaps.

In its capacity of a leading donor in the water sector, SDC supported the establishment of the Sector Cooperation Council for the environment, water and sanitation sectors. The Council, supported and co-chaired by SDC, is a useful platform for the exchange of information and harmonization on water-related strategic issues. The SCO has worked in the past two years, with success to improve the council and the pre-donor meeting in order to have more strategically relevant discussions. SDC has reconfirmed its strategic partnership with ADA, as well as expanded cooperation in Moldova with GIZ and is exploring potentials of expanding cooperation with other donor partners, as appropriate.

The SCO was actively involved in the elaboration (in collaboration with WB, EU, UN, USAID, Germany, Sweden, and ADA) of a Briefing Book from development partners of Moldova, presented to the Moldovan Government in January 2015 (the SCO took the lead in preparing the chapter on water/ sanitation), and it was also involved in all follow-up activities: a press conference with the Prime Minister, a one-day retreat with the entire Cabinet, and a meeting with the leaders of the six parties represented in Parliament. In 2016, the SCO has also taken on the role as country facilitator for the Multilateral

Organization Performance Assessment Network (MOPAN). In 2015, the SDC/ SCO was also invited to join the group of EU Development Counsellors, to participate in their regular meetings in Moldova and in the analytical activities of the EU's joint programming efforts<sup>31</sup>.

SDC has now been active in Moldova for more than 15-years, providing longer-term support in specific domains rather than sudden, dramatic changing of course with successive CS, primarily focusing Swiss interventions in areas of recognized Swiss comparative advantage. In this respect, Switzerland can be regarded as a reliable and predictable donor for Moldova. SDC has also proven its capacity to operate with governments of different composition, and the SCO has developed a generally good level of collaboration/ coordination with the various ministry partners, professional associations, local authorities and stakeholders, plus donor partners. Switzerland's voice counts due to its being targeted, focused on the achievement of agreed outcomes. Furthermore, the added value of Swiss engagement in Moldova, in light of the geopolitical setting, is the capacity for SDC to operate as a neutral actor.

### 3.4 Conclusions and Recommendations for Evaluation Area 3

| <b>Conclusions (C)</b>  |
|---|
| C1 Overall, the SCO has a good track record in terms of its management performance, notably the results achievement of the Swiss projects/program portfolio.  |
| C2 However, the management of the transversal themes by the SCO and reporting on their application within the portfolio remains an area to be further strengthened: the SCO has achieved some progress, but the themes are not, yet, mainstreamed.  |
| C3 The CS monitoring system and its process management is, overall, satisfactory. However, gaps remain (in late-2016) for several indicators in terms of the provision of baseline date and target values for progress achievement. For an additional clear minority the target value is merely 'dynamics to be observed'. At project level, there are partial weaknesses in terms of the quality of the indicators (not always 'SMART'). The monitoring function of the SCO at project level could be strengthened via increased frequency of field project visits by SCO staff outside the Chisinau region. |
| C4 Reflecting the increased level of funding disbursement under the CS 2014-2017, the SCO has effectively sought to concentrate support on projects with larger financial volumes rather than via an unmanageable increase in the number of projects.   |
| C5 The SCO is actively engaged in Moldova with national/ local stakeholders and also within the community of donor partners. The role played by the SCO is appreciated both by the GoM and by the donor partners. Switzerland is regarded as a reliable and predictable donor for Moldova.  |
| C6 To enhance the effectiveness of policy dialogue, the SCO has developed a policy influencing concept and tool, now being tested and gradually applied at project level.   |
| C7 The SCO and SDC is aware of the need to periodically reflect on the appropriateness of its human resources and the overall effectiveness of its structure and procedures, in response to the evolving nature of the demands of portfolio management.   |
| <b>Recommendations (R)</b>  |
| R1 The SCO should continue to strengthen the framework for its management of the transversal themes and for partners reporting on their application within the portfolio.   |
| R2 The SCO should strengthen its review/ control of LFM in order to promote greater consistency in the 'SMART' quality of the indicators at project level.  |

<sup>31</sup> The EU Joint Analysis exercise was finalized in summer 2016, with the SCO contributing analysis to six (out of 13) chapters of the report: Justice and Home Affairs; Health and Social Development; Culture; Civil Society; Environment and Climate Change; and Transnistria.

- R3 The SCO should review the relevance of the indicators declared in the Monitoring Matrix in order to confirm that the availability and timeliness of data is assured.
- R4 The SCO should enhance the frequency of staff field project visits (including on-the-spot monitoring of the availability of information/ materials in terms of CSPM issues).
- R5 In light of the innovative nature of the policy influencing tool, the SCO should prepare an analysis of lessons learned (in 2017-18, after a suitable period of testing the tool).
- R6 In the context of the orientation of the next CS, as well as the further extension of the policy influencing tool during 2017 as a core component of activity to be included in the overall activity of the SCO, the staffing needs, structure/ operations of the SCO should be further assessed by the SCO/ SDC to ensure that these are appropriate.

#### **Evaluation Area 4: Results of the CS – in relation to the results at country level**

*Purpose: Appraise and compare the contribution of the Swiss Cooperation portfolio at the output and outcome level to the achievement of the development results of the partner country*

##### **4.1 Domain results, effectiveness and contribution to country results**

*411 Which contributions of the Swiss Cooperation portfolio become visible at the output and outcome level, particularly regarding the achievement of the development results in the partner country? Which internal and external factors enhance or hinder aid performance and results achievements?*

The results achievement, effectiveness/ contribution of the Swiss Cooperation to the achievement of country development results is rated by the SCO per domain (in the CS Annual Reports). Utilizing the same rating scale, the evaluation presents its own rating as to the overall the performance of the domains – see Annex 11 for the evaluation ratings.

##### **CS Moldova 2014-2017: program**

Overall, it is evident that good progress has been made in terms of Swiss Cooperation results achievement under each domain, with outputs and outcomes visible. These have contributed to the achievement of country development results, at the national as well as at the local level. The achievements in regard to the health domain are very clear, at the national as well as at the local level. With regard to the water/ sanitation, as well as to the migration/ development domain, achievements at the national level are also evident, but more prominently so at the local level of specific Swiss Cooperation projects in delivery.

Under each domain the key factors determining the pace of progress are: the extent of ownership and prioritization of the reforms by the GoM/ line ministries, including in decision-making to enable enactment, and the capacity of key partners and decision-makers to communicate the reforms so as to secure the consensus of various national/ local stakeholders and vested interests. In this respect, the progress of decision-making in the water/ sanitation domain is still hindered. In addition, across all domains, budgetary management decision-making by the state is conducted annually, not multi-annually.

##### **Domain: Health**

The results, effectiveness and contribution to country results in the health domain is rated by the SCO as “very satisfactory” (2014, 2016) or “satisfactory” (2015). The SDC Management Responses indicate that SDC considers the results are indeed impressive, the relationship between Swiss contributions and country development results is clearly established, and shows the importance of Swiss Cooperation in this historic sector.

Key country development results achieved, supported by the Swiss contribution, include:

- The establishment of a regionalized system of pediatric emergency care is now fully functional, with 3 regional centers (North, Centre and South) providing high quality healthcare to children aged 0-18. Services are integrated into the package covered by mandatory health insurance, which guarantees their sustainability. The emergency system responds better to patients' needs by referring more severe cases to the most suitable hospitals, thanks to the regionalized quality services and a functional referral system. The number of patients admitted in pediatric emergency departments and treated in intensive care units of the 3 regional centers increased by 21% in 2015 compared to 2013 (107,321 vs 88,458), while the referrals from surrounding districts increased by 24%. As a result, more patients are satisfied with the access to and the quality of care (satisfaction with pediatric emergency of 65% in 2013, increasing to 71.4% in 2016). Better access to quality pediatric emergency services has contributed to a further decrease in the mortality of children under-5: from 14.4% (2009), to 12.2% (2012), to 11.7% (2015). The move from a district to a regionally managed pediatric emergency ambulance system and a new dispatch model, piloted in the North region since 2015, has demonstrated positive efficiency returns. As a result, the share of emergency calls that were responded to within less than 90 seconds increased from 36.5% in 2014 to 40.2% in 2016, while the average service time of response has reduced from 68 minutes to 40 minutes.
- Scaling up of the Youth Friendly Health Centers (YFHC) to cover the entire country at district level (except for Transnistria), as well as a result of the YFHC outreach services undertaken, has seen the access of the population of adolescents/ youth to the YFHC services increase: from 5% in 2009, to 16-20% in 2013-2014<sup>32</sup>. The total number of YFHC service users has increased: from 88,260 young people in 2013, to 116,567 in 2014, 134,877 in 2015, and 98,640 in the first 6 months of 2016. More than one third of the YFHC beneficiaries are now from disadvantaged rural areas; 38% of beneficiaries are boys; while 10% of beneficiaries are vulnerable adolescents. In regions where YFHC have been operating for more than 5 years, the adolescent fertility rate is two times lower than in regions where such services are not so embedded. About 400 volunteers in YFHCs are engaged in promoting healthy lifestyles and awareness of the services among adolescents. Financial sustainability of services is assured through the health insurance package.
- PHC and public health professionals closely collaborate to inform about the prevention of domestic accidents and traffic accidents (reaching 85,000 families with children under 5 and 21,000 school children). Moldova achieved a steady decrease in trauma/ poisoning mortality of children under-5: from 1.7% (2009) to 1.0% (2014).

Based on the evaluation findings, the overall performance is rated as "very satisfactory". Important development results are evident in regard to Outcome 1 (access to essential health services) and increasingly evident in regard to Outcome 3 (sector steering/ governance). Good progress is also evident in regard to Outcome 2 (health promotion and community empowerment), though potential for further strengthening still exists in terms of health promotion/ community awareness raising, plus community mobilization and the capacity of civil society to engage in the sector in dialogue with local/ national authorities.

#### **Domain: Water and Sanitation**

The results, effectiveness and contribution to country results in the water/ sanitation domain is rated by the SCO as "satisfactory" (2014, 2016) and "less satisfactory" (2015). The SDC Management Responses indicate that SDC appreciates that there are challenges for results delivery/ achievement, but suggests the rating of "less satisfactory" is quite conservative; noting the need to strengthen policy dialogue.

Key country development results achieved, supported by the Swiss contribution, include:

<sup>32</sup> Variability of the 2013-2014 data reflects it is based on persons 15-19 in one year, 15-24 the other year



- During 2014-2016, SDC actions directly supported a further 31,596 people gain access to safe water, and 9,912 people benefit from access to improved sanitation facilities<sup>33</sup>; over the period 2010-2013, approximately 9000 people gained access to safe water, and 10,000 people from access to improved sanitation facilities; since SDC started interventions in the domain in 2000, up to 2016, approximately 72,500 people have gained access to safe water, and 23,500 people from access to improved sanitation facilities. A better geographical targeting (clustered communities) has improved the efficiency of such infrastructure investments.
- All small rural water supply systems supported in the current CS cover the entire population of the respective villages, including disadvantaged groups (as opposed to earlier systems that covered max. 80% of a village for cost-effectiveness reasons).
- 26 water consumer associations (WCAs) created with SDC support continuously provide safe water corresponding to national standards to their customers; the 26 WCAs are formally united in a Community of Practice (CoP), which serves as a platform of mutual learning and networking with sector professionals. 70% of the WCAs operate in a sustainable manner on the criteria: (a) yearly financial balance, (b) revenue collection rate, (c) water quality, (d) service continuity/ interruptions. Women representation in the boards of WCAs is increasing (26% in 2016 vs. 22% in 2013), encouraged by the quota for female representation in WCAs' statute (30%).
- SDC decentralized WSS models have been officially incorporated, as viable solutions for rural areas, into the National WSS Strategy approved by the GoM in 2014. The new technology and management solutions are fully documented and ready for replication. However, effective roll-out/ replication of the rural WSS models has not yet materialized, due to the lack of prioritization of the issue for financing by the GoM. In addition, large-scale roll-out of WSS is only feasible once water tariffs are liberalized and set on a cost-recovery basis. This is foreseen in the Law on Water Supply/ Sewerage Public Services and the National Energy Regulatory Agency of Moldova has started applying the new methodology on water tariffs; however, so far only for urban operators; rural systems are not yet a priority focus.
- National Guidelines for District WSS Master Plans, which incorporates SDC experience from Ialoveni, were approved by the MoEnv in 2014. The first legal model for a regional operator established to run a multi-municipal water supply system started its operation in 2016 (in Nisporeni district). It serves as example for other regional operators: notably for other SDC-funded water supply systems (e.g. in Cahul district), as well as for managing inter-municipal cooperation at village level.

Based on the evaluation findings, the overall performance is rated as “satisfactory”. Good results are evident in regard to Outcome 1 (improved access to water/ sanitation), though potential for further strengthening still exists in terms of wider replication. While the SDC-supported actions have principally generated local development results, the supported actions have been geographically spread to ensure a reasonable level of regional cover. Results in regard to Outcome 2 (management of water/ sanitation services/ sector) are evident, though potential for further strengthening exists to engrain support for rural WSS at the national level, as well as in further strengthening local capacity to manage WSS, and for civil society to engage in the sector in dialogue with local/ national authorities.

### **Domain: Migration and Development**

The results, effectiveness and contribution to country results in the migration/ development domain is rated by the SCO as “satisfactory” (2014, 2015, and 2016). SDC Management Responses indicate that SDC considers the portfolio is developing smoothly and showing encouraging results, including synergies developed with the Global Program.

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<sup>33</sup> In 2014, via all partners (GoM/ donors), over 130,000 people across the country were connected to WSS

Key country development results achieved, supported by the Swiss contribution, include:

- Thanks to previous SDC interventions and advocacy efforts, migration/ development has become a priority issue on Moldova's political agenda. A comprehensive mechanism for mainstreaming migration into all government strategies and policies was established at the national level, and a sound legal and institutional framework, including the creation of the BRD within the State Chancellery, was put in place.
- The BRD continues building efficient communication with Moldovans abroad; and constantly ensures horizontal coordination of policy across the government. The BRD collaborates with over 250 diaspora associations in 30 countries supporting them to become more structured and organized, and to meaningfully engage in the policy development. In February 2016, the GoM approved the first National Diaspora Strategy (Diaspora 2025) and action plan for 2016-2018; the strategy/ action plan were developed by the BRD with SDC support, and participation with the diaspora.
- 6,400 migrants and community members (50/50 male-female ratio) are actively involved in the development of their communities through Home Town Associations (HTAs) in 25 municipalities across the country, including Gagauzia and the security zone (bordering with Transnistria). Over 3,500 migrants, members of the HTAs, collaborated with the local public authorities to produce local socio-economic development strategies, to plan and implement different projects, thus contributing to the development of their communities of origin. 23 local infrastructure projects (access to water/ sanitation, roads rehabilitation, street lighting) are now prepared and ready for implementation, while over 100 social, educational, cultural, and environmental projects have been implemented. 50 additional municipalities have created HTAs without SDC support, demonstrating the appeal of the HTA concept.
- Access of Moldovan migrants and members of their families to information/ tailored assistance during every phase of the migration experience is provided via the NEXUS service centers that provide service packages for current, potential and returned migrants. In 2014, more than 600 clients (migrants and members of their families) benefited from the NEXUS services (counselling, referral, and outreach), increasing to 2,500 in 2015 and more than 4,100 in 2016 (46/54 male-female ratio). Regional and local authorities, as well as representatives of the business sector (banks, small and medium enterprises, economic analysts) and migrant groups are actively involved in regional-level Economic Clubs, created by NEXUS.

Based on the evaluation findings, the overall performance is rated as "satisfactory". Good results are evident in regard to the goal (promotion of innovative interventions harnessing the development potential of migration), though potential for further strengthening exists, in terms of delivering local development results, by increasing the focus of HTA and local authorities cooperation toward promoting local economic/ social development projects.

*411-1 To what extent has the structured policy dialogue conducted by the SCO, in collaboration with implementing partners, contributed to the results of the current CS?*

In regard to structured policy dialogue, the contribution to the results of the current CS are mainly evident in regard the health domain. More strategic decisions in the health sector are taken as a result of evidence-based policy analysis carried out with SDC support, and the allocation of resources has become more consistent with health sector priorities.

The policy influencing tool developed by the SCO, and now being piloted at project level, is well conceived and should enhance the targeting of structured policy dialogue.

*411-2 Has the Swiss Program contributed to systemic changes in the sectors of activity?*

In regard to the Swiss program contribution to systemic changes in the different sectors, as evidenced by the key country development results achieved, these are mainly evident in regard the health domain. Systemic changes in the water/ sanitation domain have been

achieved, but to date principally at the local level of supported infrastructure projects, not yet more widely replicated as systemic changes across the sector in terms of rural WSS. In the migration/ development domain, the take up and expansion of the HTA concept demonstrates a very positive contribution of the Swiss program to the delivery of change.

#### *411-3 What is the cause-effect relation between SDC assistance and country results?*

In terms of country development results that have been demonstrably achieved, for which the SDC assistance has been a core contribution factor, these are primarily evident in the health domain. Country results in the other domains of intervention are primarily evident at the localized level, rather than a significantly scaled up national level. In the absence of a domain level theory of change, prepared ex-ante, the evaluation concludes that the health portfolio has been well structured to address dimensions of health promotion, prevention, care and rehabilitation, as well to build complementarity/ synergy between the projects.

## **4.2 Sustainability and scaling up**

#### *421 Which innovations generated by field experience have been scaled up through policy dialogue, alliances, networking and dissemination?*

A number of innovations/ approaches have been generated that produced added value and are being scaled up:

- Health technology management (HTM) system and OpenMEDIS, a medical devices information system providing web-access to resource materials for engineers and medical staff, plus comprehensive data on the inventory of medical devices in all public health institutions, for efficient HTM, maintenance and procurement.
- iPath, allows for professional exchanges/ telemedicine consultations between providers to get expert advice at a distance, via a web-based exchange platform.
- In-service education/ simulation trainings for teams of perinatal professionals.
- In the area of pediatric care, the process of monitoring activities, as well as the reliability of data on service delivery, was strengthened due to introduction of an electronic patient file and specific software to collect data recording activity.
- The WSS models (water supply systems and Ecosan toilets) have advanced in terms of cost-efficiency and are adopted by the GoM as viable solutions for rural areas. However, large scale replication of the models by partners remains limited<sup>34</sup>.
- In terms of knowledge sharing, the Water and Sanitation CoP has become an active and self-steered functional platform for joint learning and sector advancement, although it is not clear yet if it will be sustained after the end of ApaSan.
- The HTAs, while still a relatively new concept being tested/ operated in Moldova, have already been significantly expanded without the provision of SDC support.

#### *422 Which actions have been taken at country level to enhance the sustainability of the Swiss investments?*

Within the health sector, the majority of results generated via the Swiss Cooperation projects have been institutionalized at the level of the supported partners, where necessary also via MoH by-laws and regulations. Working with and through professional associations generally helps to ensure the sustainability of results, although experiences in this regard are mixed. In terms of services financing, these are primarily covered by mandatory health insurance, which guarantees their sustainability, although reforms are still on-going in Moldova to ensure long-term sustainability of the health insurance system.

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<sup>34</sup> The End of Phase Report regarding ApaSan Phase 2 (of December 2015) indicates that the Ecosan toilet model has been built in 1 village and water supply systems in 7 villages without ApaSan support

In the migration/ development sector, the ownership of the GoM has been declared and the results generated by the Swiss program at the national level have strong ownership within the BRD. However, the innovative mechanisms being operated/ tested by the BRD will need to be consolidated by the GoM in terms of secure funding over the longer-term. The sustainability of the HTAs will primarily be secured via the HTAs and locally, insofar as they are able to demonstrate positive results and thereby harnessing of migrant input.

In the water/ sanitation sector, the sustainability of the Swiss investments in terms of WSS services is provided for at the local level of the supported partners and service-providers. In terms of wider scale replication of the WSS models, which have been adopted as viable solutions, this requires the GoM to undertake/ facilitate substantial investment in the sector – via national funds, e.g. environmental or regional development, or external loans.

#### 4.3 Conclusions and Recommendations for Evaluation Area 4

| <b>Conclusions (C)</b>     |  |
|----------------------------|--|
| C1                         | The overall performance of the health domain is rated as “very satisfactory”. Important development results are evident in regard to Outcome 1 (access to essential health services) and increasingly evident in regard to Outcome 3 (sector steering/ governance). Good progress is also evident in regard to Outcome 2 (health promotion and community empowerment), though potential for further strengthening still exists in terms of health promotion/ community awareness raising, plus community mobilization and the capacity of civil society to engage in the sector in dialogue with local/ national authorities. The majority of results generated via the Swiss Cooperation projects have been institutionalized at the level of the supported partners and sustainability assured.  |
| C2                         | The overall performance of the water/ sanitation domain is rated as “satisfactory”. Good results are evident in regard to Outcome 1 (improved access to water/ sanitation), though potential for further strengthening still exists in terms of wider replication. While the SDC-supported actions have principally generated local development results, the supported actions have been geographically spread to ensure a reasonable level of regional cover. Results in regard to Outcome 2 (management of water/ sanitation services/ sector) are evident, though potential for further strengthening exists to engrain support for rural WSS at the national level, as well as in further strengthening local capacity to manage WSS, and for civil society to engage in the sector in dialogue with local/ national authorities. Sustainability of the WSS services is provided at the local level by the partners and service-providers. |
| C3                         | The overall performance of the migration/ development domain is rated as “satisfactory”. Good results are evident in regard to the goal (promotion of innovative interventions harnessing the development potential of migration), though potential for further strengthening exists, in terms of delivering local development results, by increasing the focus of HTA and local authorities cooperation toward promoting local economic/ social development projects.   |
| C4                         | Overall, it is evident that while good progress has been made in results achievement under each domain, the pace of progress was hampered during 2015 due the wider political context and governmental instability. Even without the exceptional events in 2015, the pace of progress (aid performance/ results achievement) has often been mixed, subject to securing consensus of various stakeholders and vested interests.   |
| <b>Recommendations (R)</b> |  |
| R1                         | The SCO should continue to actively engage with national/ local partners to build the interest, support and ownership of stakeholders to scale up promising innovations/ technical solutions that have been generated linked to the Swiss program.   |
| R2                         | The SCO should continue to strengthen its policy dialogue with the GoM, as well as with the CALM and relevant professional associations and civil society organizations.   |

### 3. General conclusions and Lessons learned

#### Positioning of Swiss Cooperation in Moldova over the medium-term period

511 *Given the strategic priorities of the Moldovan government and the actual needs and wants of the population, how relevant are the domains in which SDC is active in Moldova? How could SDC's relevance be further increased?*

The domains in which SDC is active in Moldova continue to be relevant to the actual development needs of the country and its population. While development progress has been achieved by Moldova, the country remains the poorest in Europe and it lags behind the region in terms of its HDI value. The MDGs in the health domain were partially fulfilled by Moldova (successfully in regard to child mortality, but variable regarding other health related MDGs). The MDGs on increasing permanent access to improved water sources/ sanitation facilities were statistically achieved, based on the country's own report, i.e. 65% of the population by 2015; nevertheless, access to, and the quality of WSS services in rural areas, where most of Moldova's extreme poor live, are noted as particularly lagging<sup>35</sup>. In regard to migration/ development, a significant minority of the Moldova's population is economically active abroad on a long-term or a temporary migratory basis. Based on the current trends, net outward migration is expected over the medium-term.

Each of the domains of intervention are supported by current GoM sectorial strategic plans. Nevertheless, strategic prioritization of the domains and the level of ownership demonstrated by the GoM linked to the specific goals of the Swiss program is variable. In addition, while progress has been achieved in the domains of health and water/ sanitation to strengthen the demand-side level, further effort is required to strengthen community mobilization/ participation and the capacity of civil society to engage in dialogue with local/ national authorities. Therefore, it is evident that relevance of the Swiss Cooperation program, going forward, could be further increased, although while still needing to ensure that suitable follow-up is provided, via policy dialogue and influencing, so as to further promote the scaling up of the demonstrated results of the Swiss Cooperation program.

In the health domain, the level of prioritization and ownership of the GoM is demonstrated. The Swiss program is well targeted in terms of its intended development outcomes: access to essential health services, health promotion and community empowerment, and sector steering/ governance. In light of the current difficult fiscal situation, the MoH is under increased pressure to enhance overall efficiency of the health system/ services, potentially to include reform of the overall hospital system (via introduction of a regional approach for hospital services and the reform of district hospitals). The Swiss program is well positioned to support steering/ governance and evidence-based decision-making in the sector. The focus of the Swiss program on improving access to quality, affordable PHC for the rural population and vulnerable groups, including via outreach measures, remains valid. The Swiss program has also established a good record in terms the strengthening of collaboration between service providers at the local and district levels. Further attention is needed to strengthen health promotion/ community awareness raising, plus community mobilization and the capacity of civil society to engage in the sector.

In the water/ sanitation domain, the Swiss program has provided a range of valuable results (e.g. WSS solutions, district WSS master plan, legal model for multi-municipal/ regional WSS operators). But, beyond being formally incorporated by the GoM/ MoEnv in strategies or guidelines, no progress has been achieved in terms of putting in place suitable mechanisms to ensure replication of viable rural WSS systems at the local level. The priority of the GoM, as with the majority of donor partners in the sector, is toward the financing of larger, urban or regional investments (the "economy of scale" argument). The WB undertook a village development scoping study in 2016 in regard to rural WSS

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<sup>35</sup> World Bank Group, (2016), "Republic of Moldova Village Development Scoping Study: Policy Note on Rural Water and Sanitation Services"

services, as well as indicated its interest to consider a program of support with the GoM. However, to date the issue of rural WSS is not evidently a key priority for the GoM. There is a recognition at the local level of the need to upgrade WSS systems (and other local infrastructure), for which a series of projects have been advanced via the HTAs as the local priority project to be financed/ implemented in cooperation with the local authorities. However, outside of being graced by a forward-looking HTA and associated potential financing, the capacity of rural and smaller local authorities and WSS operators to undertake investment to address needs in terms of rural WSS systems upgrade is limited.

In the migration/ development domain, the level of ownership linked to testing innovative models to facilitate the leveraging of migrants' potential and their continued engagement with Moldova is positively demonstrated by the BRD and at the local level via the HTAs. Nevertheless, with Moldova continuing to face a cumulative migration flow outward, as well as internally from rural to semi-urban areas, and the readiness of the diaspora to return over the longer-term not materializing as reality, it is evident that the root causes underlying the migrant flow (notably from rural areas) are not yet being suitably addressed by the GoM or the donor community. The innovative models for leveraging migrants' potential and continued engagement are valuable, but they can only go some way to effectively targeting and addressing socio-economic development needs at the local level.

*512 What are the specific strengths of SDC in Moldova, on which the new Cooperation Strategy should build, and what are the weaknesses that should be improved upon?*

One of the core strengths of SDC in Moldova is that it does, generally, enter into a domain/ domain sub-field only on the basis of a clear vision as to the purpose/ contribution of the Swiss Cooperation, along with an understanding of the necessity for a longer-term commitment to demonstrate results and to strengthen local capacity and overall ownership. This allows for SDC to engage in policy dialogue in the country based on proven commitment/ actual results delivered via the Swiss Cooperation at the local level.

In addition, the Swiss program is focused on a limited number of domains, rather than scattered, which ensures that SDC is well positioned and regarded as a donor in the sectors in which it is active. In addition, SDC does not abruptly withdraw from sectors and ensures that the phasing out of projects is carefully assessed in terms of further operation of the delivered results, scaling up and sustainability, plus of the potential follow up needs.

Aware of the need to safeguard aid effectiveness, SDC also ensures that entry point interventions of a potentially longer-term nature are tested via shorter-term Phase 1 projects, allowing for SDC to reflect on the appropriateness of interventions, the detailed design of actions or delivery modalities operated, plus the level of local ownership proven, prior to undertaking longer-term commitments. Equally, SDC also ensures measures are undertaken per project per end-of-phase for the capitalization of results achieved via the Swiss Cooperation and their scaling up by the national/ local authorities and stakeholders.

A further strength of SDC in Moldova is the clear focus provided by the Swiss program to addressing the development needs of the rural population and vulnerable groups, adhering to the Sustainable Development Goal principle of "no-one left behind". In addition, at the local level, where the Swiss program has been active, there is a high level of enthusiasm, commitment, active participation and engagement of local partners.

A further strength of SDC in Moldova is its capacity to engage as a neutral partner, supporting local development in sectors and areas where the political economy allows it.

In terms of weaknesses at the level of the SCO that should be improved upon, the most notable weakness overall is the lack of progress achieved by the SCO to mainstream the CS transversal themes across the portfolio, or per domain, or by ensuring a common understanding as to application of themes in the project management cycle.

*513 Should SDC consider a repositioning of its assistance in light of both context-related requirements and Swiss comparative advantages?*

Repositioning of Swiss Cooperation assistance to Moldova should be considered by the SDC. As indicated under question 511 above, the level of ownership demonstrated by the GoM linked to utilization of the results of the Swiss program is variable, while further effort is also required to strengthen community mobilization/ participation and the capacity of civil society to engage in the sectors in dialogue with local/ national authorities. In addition, with the finalization of some of the on-going projects in the health and the water/ sanitation domains during 2017-2019, the phasing-out of Swiss support for the projects is already foreseen by SDC. In addition, a number of entry point phase interventions have been undertaken in the recent years, e.g. the SDC contribution to GIZ in water/ sanitation, that are also worthy of detailed assessment prior to further Swiss Cooperation engagement.

*514 What could be potential new sectors or a tentative “redefinition” of existing sectors for Swiss Development Cooperation under the new Cooperation Strategy?*

The identification of potential new sectors or tentative “redefinition” of existing sectors for Swiss development cooperation, under the new CS, should build on the results of the present CS, as well as the country context and the development needs of the population, plus reflect on the duration for implementation of the on-going CS portfolio and the phasing-out of specific Swiss projects already planned over the period 2017-2019.

It is clear that the SDC focus on the strengthening of institutional/ sectorial governance and decision-making in Moldova remains highly relevant to domain results achievement at the country level, and that the continuation of Swiss support in this respect will be worthwhile (linked to the on-going domains/ support as well as future potential sectors of the Swiss contribution). In this respect, support over the period of the next CS should be continued in the area of steering/ governance and in promoting evidence-based decision-making in the sectors health, water/ sanitation, and migration/ development. In each sector, increased effort to strengthening community mobilization and the capacity of civil society to engage in the sector in dialogue with the authorities should also be provided.

As noted as one of the strengths of SDC in Moldova, the Swiss program has also been designed so as to be able to demonstrate concrete development results at the local level, which serve to bolster the value and effectiveness of policy dialogue and influencing.

In this regard, it is evident that the continuation of Swiss support in the health domain is justified: based on the demonstrated level of ownership and prioritization of the sector by the GoM, as well as the need to further strengthen the supply-side aspects of PHC provision, transparency and accountability, health promotion/ community empowerment.

Building on the results in the water/ sanitation and in the migration/ development domains, which are notably evident at the local/ multi-municipal level, it is suggested that these be further exploited by the SDC within the context of support principally targeted to promoting local economic development and inclusion. This should be addressed alongside Swiss support provided to the strengthening of local governance capacity (e.g. institutional set-up and capacity of local authorities, service delivery, transparency and accountability).

Potential areas of focus in regard to governance issues could include: the fiscal decentralization agenda; the better functioning of local governance for service provision at commune level (including in respect to health, water/ sanitation, migration/ development); plus in the fostering of inter-municipal cooperation; as well as supporting constituency-based organizations to build political check-and-balances and foster greater demand for accountability toward public administration. In order to promote local development, the successful innovative initiatives to leverage migrants’ engagement, promoted by the BRD and at the local level via the HTAs, should be further exploited, and as suitable expanded. In addition, SDC should consider to engage in co-financing capital investment of public infrastructure at the local level (including, but not exclusively, in regard to upgrading WSS infrastructure), so that governance can also be exercised based on concrete issues in the delivery of local socio-economic development and inclusion.

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## Annexes

|           |   |    |
|-----------|---|----|
| Annex 1:  | Evaluation matrix with the evaluation questions                         | 41 |
| Annex 2:  | List of reviews and End-of-Phase reports (EPR)                          | 47 |
| Annex 3:  | Interviews during the preparation phase                                 | 48 |
| Annex 4:  | Interviews and meetings during the field mission                        | 49 |
| Annex 5:  | Republic of Moldova – administrative units                              | 57 |
| Annex 6:  | Basic statistical data  | 58 |
| Annex 7:  | Synopsis Result Framework of the Cooperation Strategy                   | 60 |
| Annex 8:  | Portfolio analysis  | 64 |
|           | Swiss Cooperation: Duration of Projects                                 | 64 |
|           | Swiss Cooperation: Distribution of the projects on types of support     | 65 |
|           | Swiss Cooperation: Project list   | 69 |
|           | Staff composition: Swiss Field Office (FO) and project staff in numbers | 76 |
| Annex 9:  | Donor community/ partners' engagement in the Republic of Moldova        | 77 |
| Annex 10: | Context analysis  | 78 |
| Annex 11: | Rating of results achievement per domain of intervention                | 82 |

## Annex 1: Evaluation matrix with the evaluation questions

| Evaluation Area 1: Context analysis (referring to the partner country context, the region and to the Swiss context)   |   |  |   |                      |
|---|---|--|---|----------------------|
| 1.1 Positioning and adaptation of CS with respect to country and regional context as well as Swiss policies   |   |  |   |                      |
| Questions/ Variables  | Criteria / Indicators   | Methods  | Source of information   | Resp.                |
| 111. How well does the CS (strategic orientation, overall goal, domains of intervention and transversal themes, global challenges) reflect the development priorities set by the partner country/countries and the policies of the Federal Council Dispatch?  | Domains and their objectives match with priorities set out in relevant national documents                 | Document study. Peer exchange and selected interviews (Partners, SDC/SCO)                  | National Strategy and Policy Papers. CS<br>Resource persons   | Consultant,<br>Peers |
|   | Coherence of interventions with identified gender inequalities per domain                                 | Document study. Peer exchange and selected interviews (Partners, SDC/SCO)                  | CS. MERV. CS Annual Report. Studies transversal themes (e.g. gender study)<br>Resource persons                                    |                      |
| 112. Which changes in the context (national and regional) were the most important and what effects may they have caused on the CS? Which adaptations have been taken?   | Adaptations made on the basis of context changes in the country, in the Swiss context and ODA environment | Change matrix ( <b>Tool 112</b> )  | CS. MERV. AR. Studies<br>Resource persons   | Consultant,<br>Peers |
| 1.2 Quality of context analysis   |   |  |   |                      |
| Questions / Variables   | Criteria / Indicators   | Methods  | Source of information   | Resp.                |
| 121. To what extent is the context analysis realistic and relevant? To what extent is the broad political context taken into account in the CS and the CS Annual Reports? Does the analysis include current issues (e.g. social and economic inequality, global challenges, power relations, regional disparities) and relevant stakeholders (e.g. private sector, state apparatus and political parties, institutions and powers)? | Quality of context analysis (overall and per domain)  | Political Economy Analysis <sup>36</sup> (if available)                                    | CS. MERV. CS Annual Report. Studies<br>Resource persons   | Consultant           |
|   |   | Review of the context analysis presented by other donors                                   |   |                      |
|   |   | Quality assessment framework ( <b>Tool 121a</b> )  | Independent information like Bertelsmann Transformation Index, MDG monitoring, Transparency International (see <b>Tool 121b</b> ) |                      |
|   |   | Summarize basic information with relevant macro data at country level ( <b>Tool 121b</b> ) |   |                      |

<sup>36</sup> Political Economy Analysis – conducted especially in the area of governance at the local and the national level – should include aspects like social and economic inequality, property rights, power relations, regional disparities, system of exchange and markets, the state apparatus, the political parties, institutions and powers.

## Evaluation Area 2: Relevance and appropriateness of projects/program portfolio with regard to the domains of intervention of the CS

### 2.1 Relevance of the projects/program portfolios

| Questions / Variables   | Criteria / Indicators   | Methods  | Source of information  | Resp.   |
|---|---|--|--|---|
| 211. To what extent are the projects/ programs portfolios relevant, coherent and appropriate for achieving the results of the CS regarding its domains of intervention? | Types of support<br>Financial categories<br>Composition of implementing agencies (national, international)<br>Evolution of project / program portfolio per domain | Project / program portfolio structure ( <b>Tool 211a</b> )<br>Qualitative assessment of the portfolio composition<br>Project visits  | Project list and project fact sheets<br>CS Monitoring system – Level 3<br>SCO staff, national partners, project / program managers | Consultant, SCO/SDC operational division, Peers |
| 212. To what extent are the approaches being applied appropriately in the domains? Which innovative approaches produce added value?                                     | Level of integration of approaches in the projects/ programs portfolio per domain to deliver change<br>Validation of the approaches                               | Document study. Analysis of external evaluation and reviews ( <b>Tool 212</b> )<br>Qualitative assessment with SCO staff and peers. Selected interviews (partners, HQ)<br>Project visits | CS Annual Report. Evaluation and review reports<br>SCO staff, focal points / thematic networks of SDC                              | Consultant<br>Consultant/ Peers                 |

## Evaluation Area 3: Implementation of the CS and its portfolio

### 3.1 Management Performance

| Questions / Variables  | Criteria / Indicators  | Methods   | Source of information  | Resp.   |
|--|--|---|--|---|
| 311. How effective and efficient is the portfolio management of the SCO (regarding transversal themes, policy dialogue, collaboration with the global programs, financial and human resources, aid diplomacy)? What are its contributions to an optimal achievement of results?<br><br><i>Additional sub-questions to address:</i> | Financial management according HQ rules:<br>Balance between staff number (FTE) and work load; Gender, number of domain staff in regard to competences and specialization, professional specialization for different domains, turnover of staff, capacity building program, needs in human resources and capacity | Study annual audit report and annual reports<br>Exchange between SCO staff and peers<br><b>Tool 311</b> : Staff composition and composition | OMR. Annual Audit report. CS Annual Report. Resource persons | SCO/SDC operational division, Peers, Consultant |



|   |  |   |  |                   |
|---|--|---|--|-------------------|
| 311-1. Are there any conflict sensitive program management (CSPM) related issues that should be better addressed? If yes, which ones? | building for eventual new domains<br>Identification and assessment of potential conflict sensitive program management issues, at CS level and per domain | Document study. Qualitative assessment with SCO staff and peers. Selected interviews (partners, HQ) | CS Annual Report. OMR. SDC Management Responses. SCO staff, thematic networks of SDC | Consultant, Peers |
| 311-2. Are there any cost-effectiveness considerations to be addressed? If yes, which ones?   | Assessment of cost-effectiveness guidance and tools, their utilization by the SCO and their perceived strengths/ weaknesses                              | Document study. Qualitative assessment with SCO staff and peers. Selected interviews (partners, HQ) | QA Guidance/ tools. CS Annual Report. Evaluations and Studies. SDC/SCO staff.        | Consultant, Peers |

### 3.2 Quality of the CS monitoring system

| Questions / Variables  | Criteria / Indicators   | Methods   | Source of information                | Resp.             |
|--|---|---|--------------------------------------|-------------------|
| 321. To what extent is the process management of the CS monitoring system relevant, effective and efficient in order to provide evidence-based data/ information for accounting for results (reporting) and CS steering? | Process of monitoring (per domain, transversal themes)<br>Indicator quality and reliability of collected data<br>Coherence between monitoring and reporting | Qualitative assessment by SCO staff and peers ( <b>Tool 321</b> ) | Exchange between SCO staff and peers | Peers, Consultant |

### 3.3 Coordination and aid effectiveness in the country setup

| Questions / Variables  | Criteria / Indicators   | Methods  | Source of information  | Resp.                   |
|--|---|--|--|-------------------------|
| 331. Which role does the SCO play within the network of different Swiss agencies in charge of development cooperation (SDC, SECO, Directorate of Political Affairs / Human Security Division) and vis-a-vis the national government and the donor community (alignment and harmonization)? Which added values result due to Switzerland's support in the respective country? | Number of donor coordination groups with active SCO participation (with details on lead)                                | Document study   | CS Annual Report. OMR. SDC Management Responses. Donor reports.          | Consultant              |
|  | Representation of SCO in multilateral programs (e.g. HIV/AIDS)  | Exchange between peers and SCO. Selected interviews (Partners, HQ)       | CS Annual Report. CS Monitoring system. SCO, other donor representatives | Consultant<br>SCO staff |
|  | Level of harmonization  | Qualitative assessment through Peer exchange                             | Evaluation report of Paris Declaration                                   | Peers                   |
|  | Level and quality of cooperation among SCO and other Swiss organizations: Intensity of exchange, level of participation | Qualitative assessment through Peer exchange<br>Selected interviews (HQ) | CS Annual Report. SCO staff, representatives of other donors             | Peers,<br>Consultant    |

Value added of Swiss aid in relation to other cooperation programs:

- Quality of contribution to policy dialogue and scaling up of field experiences
- Similar / different fields of intervention, compared to what others do

Exchange between peers and SCO and semi-structured interviews

Project visits

SCO staff, representatives of other donors

Peers, Consultant

## Evaluation Area 4: Results of the CS – in relation to the results at country level

### 4.1 Domain Results, Effectiveness and Contribution to country results

| Questions / Variables   | Criteria / Indicators  | Methods  | Source of information   | Resp.             |
|---|--|--|---|-------------------|
| 411. Which contributions of the Swiss Cooperation portfolio become visible at the output and outcome level, particularly regarding the achievement of the development results in the partner country? Which internal and external factors enhance or hinder aid performance and results achievements? | Comparison results planned – achieved.   | Detailed analysis of results achievement for the thematic domains of intervention on the basis of the results framework of the Cooperation strategy. | CS, CS Annual Report. CS monitoring system  | Consultant, Peers |
| <i>Additional sub-questions to address:</i>   |  | Document study. Analysis of monitoring results. Exchange between peers and SCO. Selected interviews (Partners, HQ)                                   |   |                   |
| 411-1. To what extent has the structured policy dialogue conducted by the SCO in collaboration with the implementing partners contributed to the results of the current CS?   | Identification of evidences that policy dialogue actions have contributed to the overall results achievement   | <b>Tool 411a:</b> Analysis of Results Statements of Annual Reports   | CS, CS monitoring system, CS Annual Report, External evaluation and review reports, End of phase reports. |                   |
| 411-2. Has the Swiss Program contributed to systemic changes in the different sectors of activity?  | Identification of systemic changes to which the Swiss contribution is plausible, feasible and evidenced  | Results analysis workshop ( <b>Tool 411b</b> ) with participation of SCO staff and selected partner organization                                     | Exchange between SDC / SCO staff and peers, national and other partners/ stakeholders.                    |                   |
| 411-3. What is the cause-effect relation between SDC assistance and country results?  | Assessment of the original 'theory of change' underpinning the CS and reconfiguration of the actual 'theory of change' as evidenced in CS program/project delivery | <b>Tool 411c:</b> Rating of results achievement per domains  |   |                   |

## 4.2 Sustainability and scaling up

| Questions / Variables  | Criteria / Indicators   | Methods  | Source of information  | Resp.                |
|--|---|--|--|----------------------|
| 421. Which innovations generated by field experience have been scaled up through policy dialogue, alliances, networking and dissemination? | Innovations scaled up and channels of dissemination           | Document study. Analysis of external evaluation and reviews  | CS Annual Report, External evaluation and review reports, End of phase reports<br>Resource persons | Consultant.<br>Peers |
|  | Success factors for scaling up/ leverage                      | Qualitative assessment with SCO staff  |  |                      |
|  | Innovations replicated by others organizations                | Project visits<br>Interviews with national and international partners  |  |                      |
| 422. Which actions have been taken at country level to enhance the sustainability of the Swiss investments?                                | Technical, social, financial and institutional sustainability | Document study. Analysis of external evaluation and reviews. Peer exchange and selected interviews (Partners, SDC/SCO) | CS Annual Report, External evaluation and review reports, End of phase reports<br>Resource persons | Consultant.<br>Peers |

| <b>Positioning of Swiss Cooperation in Moldova over the medium-term period (additional evaluation questions)</b>   |  |   |   |                   |
|--|--|---|---|-------------------|
| <b>Questions / Variables</b>   | <b>Criteria / Indicators</b>   | <b>Methods</b>  | <b>Source of information</b>  | <b>Resp.</b>      |
| 511. Given the strategic priorities of the Moldovan government and the actual needs and wants of the population, how relevant are the domains in which SDC is active in Moldova? How could SDC's relevance be further increased? | Assessment of the medium-term priorities/ needs of Moldova and the extent that the domains in which SDC is active are prioritized by the Moldovan side<br><br>Mapping of donors on-going and future priorities in Moldova in the domains of intervention   | Document study. Peer exchange and selected interviews (Partners, SDC/SCO)<br><br>Workshop: Qualitative assessment with SCO staff  | National Strategy and Policy Papers. Donor strategies. Evaluations.<br><br>Resource persons.                          | Consultant, Peers |
| 512. What are the specific strengths of SDC in Moldova, on which the new Cooperation Strategy should build, and what are the weaknesses that should be improved upon?  | Assessment of the strengths / weaknesses of SDC/SCO actions (strategic and operational) in the context of Swiss support to Moldova   | Document study. Peer exchange and selected interviews (Partners, SDC/SCO)<br><br>Workshop: Qualitative assessment with SCO staff  | Evaluations and Studies. CS Annual Report.<br><br>Resource persons  | Consultant, Peers |
| 513. Should SDC consider a repositioning of its assistance in light of both context-related requirements and Swiss comparative advantages?   | Status assessment of the phasing out of portfolio components and the more recent components<br><br>Review of the financial weight apportioned to the domains/non-core areas supported via the CS<br><br>Identification of areas of Swiss added value offer in regard to aid effectiveness/ delivery in Moldova | Assessment of the balance between upstream and downstream initiatives in the domains/non-core areas<br><br>Document study. Peer exchange and selected interviews (Partners, SDC/SCO)<br><br>Workshop: Qualitative assessment with SCO staff | Assessments of the project pipeline/ project readiness. CS Annual Report, Evaluations, EPRs.<br><br>Resource persons. | Consultant, Peers |
| 514. What could be potential new sectors or a tentative "redefinition" of existing sectors for Swiss Development Cooperation under the new Cooperation Strategy?   | Identification/risk-assessment of potential new or redefined sectors to orient a future CS in Moldova<br><br>Prioritization of potential new or redefined sectors  | Document study. Peer exchange and selected interviews (Partners, SDC/SCO)<br><br>Workshop: Qualitative assessment with SCO staff  | National Strategy and Policy Papers. Donor strategies. Evaluations, EPRs.<br><br>Resource persons                     | Consultant, Peers |

## Annex 2: List of reviews and End-of-Phase reports (EPR)

### External reviews

| Evaluated project  | Year | Evaluators                                  |
|--|------|---|
| <b>Health</b>  |      |   |
| Healthy Generation – Scaling up Youth Friendly Health Services in Moldova: External Review   | 2013 | S. Bivol, S. Carai and V. Chandra-Mouli     |
| <b>Water and Sanitation</b>  |      |   |
| External Review: APASAN Phase II   | 2014 | Erika Schläppi, Leonid Meleca, Peter Koenig |
| External Review: Implementation of Targets under the Protocol on Water and Health in Moldova | 2015 | Ernst Basler + Partner Ltd.                 |
| <b>Migration and Development</b>   |      |   |
| External Evaluation of SDC's Counter-Trafficking Program in Moldova                          | 2003 | Martin Andreas Wyss                         |

### End-of-Phase/ End-of-Project Reports (EPR)

| Domain                           | Concerned project   | Year |
|----------------------------------|---|------|
| <b>Health</b>                    |   |      |
| CEE                              | End of Phase Report (Phase 2): Regionalization of Pediatric Emergency and Intensive Care Services in Moldova (REPEMOL)  | 2014 |
| CEE                              | End of Project Report (Phase 3): Modernizing the Moldovan Perinatal System  | 2015 |
| CEE                              | End of Phase Report (Phase 1): Healthy Generation – Scaling-up Youth Friendly Health Services in Moldova  | 2015 |
| CEE                              | End of Project Report (Phase 1): Support to strengthening governance and policy dialogue in health sector   | 2015 |
| CEE                              | End of Phase Report (Phase 1): Contribution to Confidence Building Measures Program in Transnistria – Health sector   | 2016 |
| <b>Water and Sanitation</b>      |   |      |
| CEE                              | End of Phase Report (Phase 2): Water and Sanitation Project (ApaSan) in the Republic of Moldova   | 2015 |
| <b>Migration and Development</b> |   |      |
| OZA                              | End of Phase Report (Phase 2): FACT Transnational Action “Protection of Moldovan children at risk or victims of exploitation and/ or trafficking in Russian Federation and Ukraine” | 2014 |

### Annex 3: Interviews during the preparation phase

| Date                      | Organization                               | Department  | Name                               |
|---------------------------|--|---|------------------------------------|
| 28/08/2016                | SDC  | Swiss Special Envoy for Water / Geneva Water Hub Initiative   | François Münger                    |
| 29/08/2016                | SDC  | Co-Head, Commonwealth of Independent States Division  | Barbara Böni                       |
|                           | SKAT Consulting Ltd.                       | Water and Environmental Sanitation Specialist   | Florian Klingel                    |
|                           | SDC  | Quality Assurance, Cooperation with Eastern Europe Department<br>Deputy Head, Quality Assurance and Aid Effectiveness Section | Carole Eggenberger<br>Lea Valaulta |
|                           | SDC  | Conflict and Human Rights Network   | Simone Troller                     |
| 30/08/2016                | SDC  | Programme Officer Moldova and Focal Point Health  | Erika Placella                     |
|                           | SDC  | Head, Global Programme Migration and Development  | Markus Reisle                      |
|                           | SDC  | Focal Point Gender Network and Quality Assurance Gender   | Ursula Keller                      |
|                           | SDC  | Deputy Head, Cooperation with Eastern Europe Department   | Adrian Maitre                      |
| 31/08/2016                | SDC  | Member of the Water Network   | Thomas Walder                      |
|                           | SDC  | Member of the Gender Network  | Chantal Felder                     |
|                           | SDC  | Deputy Head, Evaluation and Corporate Controlling Division<br>Evaluation and Corporate Controlling Unit                       | Ruedi Felber<br>Valérie Rossi      |
| 01/09/2016                | SDC  | Programme Officer Moldova and Focal Point Health  | Erika Placella                     |
|                           | SDC  | Co-Head, Commonwealth of Independent States Division  | Barbara Böni                       |
|                           | SDC  | Head, Evaluation and Corporate Controlling Division   | Peter Bieler                       |
|                           | SDC  | Quality Assurance and Aid Effectiveness Section, South Cooperation Department   | Anne Moulin                        |
| 06/09/2016<br>(telephone) | SDC  | Global Programme Migration and Development  | Bettina Etter                      |
|                           | SDC  | Head, Global Programme Water Initiatives  | Johan Gély                         |
|                           | SDC  | Head, Cooperation with Eastern Europe Department  | Elisabeth Von Capeller             |
| 07/09/2016<br>(telephone) | Swiss Tropical and Public Health Institute | Deputy Unit Leader, Sexual and Reproductive Health Unit   | Adriane Martin Hilber              |
|                           | SDC  | Member of the Democratisation, Decentralisation, Local Governance Network   | Harald Schenker                    |

## Annex 4: Interviews and meetings during the field mission

### CS evaluation team members:

Shawn Webb (SW)  
Marie Marchand (MRH)  
Frank Wiederkehr (WIF)

### Swiss Cooperation Office:

**Emergency Contacts SCO:**  
Simone Giger (GIGSI), DoC  
Viorica Cretu (CREVI), DeputyDoC  
Anastasia Derjavina (DERAN), Adm. Assistant  
Valeriu Muscinschi (MCU), Driver

### Other SCO team members:

Matthias Leicht (LHM), Program Manager  
Galina Ignat (IGG), CFA  
Olga Cojocar (COJOL), Accountant  
Andrei Cantemir (CAR), NPO Water  
Valeriu Sava (SAVVA), NPO Health  
Radu Danii (DANRA), NPO Migration & Development  
Natalia Cernat (CERNA), NPO Communication & Gender  
Cristina Cojocar-Parsons (COJCR) Program Assistant

| Date   | Time        | Interviewee(s) / participants   | Peers & Consultant |     |     | Activities   |
|--|-------------|---|--------------------|-----|-----|--|
|  |             |   | SW                 | MRH | WIF |  |
| <b>Day 1</b><br><b>30/10</b>                   |             |   | X                  | X   | X   | Arrival: international consultant and peers<br>Team meeting: preparation meeting   |
| <b>Day 2</b><br><b>Monday</b><br><b>31/10</b>  | 09:00-10:30 | All staff SCO   | X                  | X   | X   | <b>Kick-off briefing meeting:</b> Objectives CS Evaluation, expectations, comments Inception report, review working program  |
|  | 10:30-12:30 | <ul style="list-style-type: none"> <li>Head SCO, Simone Giger</li> <li>Deputy Head SCO, Viorica Cretu</li> </ul>  | X                  | X   | X   | EA 1: Context analysis<br>1.1 Positioning and adaptation of CS with respect to country context and Swiss policies (EQs 111, 112)<br>1.2 Quality of CS context analysis (EQ 121)  |
|  | 13:30-16:00 | <ul style="list-style-type: none"> <li>Head SCO, GIGSI</li> <li>Deputy Head SCO, CREVI</li> <li>NPOs: LHM/CAR/SAVVA/DANRA/CERNA/COJCR</li> </ul>  | X                  | X   | X   | EA 4: Results of the CS<br>Per domain: Analysis of results statements of the CS Annual Reports, Swiss Cooperation contribution to country development and key factors (positive/negative) influencing results achievement of the Swiss Cooperation<br>4.1 Domain results, effectiveness and contribution to country results (EQ 411) |
|  | 16:00-17:00 | <ul style="list-style-type: none"> <li>Head SCO, GIGSI</li> <li>Deputy Head SCO, CREVI</li> <li>NPOs: LHM/CAR/SAVVA/DANRA/CERNA/COJCR</li> </ul>  | X                  | X   | X   | EA 1: Context analysis<br>Additional questions re. future positioning (EQs 511, 512, 513, 514)   |
| <b>Day 3</b><br><b>Tuesday</b><br><b>01/11</b> | 09:00-10:00 | Focus Group meeting with donor representatives (M&D) <ul style="list-style-type: none"> <li>Adriana Barilov, IOM</li> <li>Valeria Ieseanu, UNDP</li> <li>Corneliu Eftodi, UN Women</li> </ul> | X                  | X   |     | <b>Focus Group meeting with donor representatives (M&amp;D)</b><br>(EQs 112, 331, 411, 421, 422, 511, 512)   |

| Date | Time        | Interviewee(s) / participants   | Peers & Consultant |     |     | Activities  |
|------|-------------|---|--------------------|-----|-----|---|
|      |             |   | SW                 | MRH | WIF |   |
|      |             | <ul style="list-style-type: none"> <li>Fabien Schaeffer, EU Delegation</li> <li>Artur Raducanu, Romanian Embassy</li> <li>Katerina Silhankova, Czech Embassy</li> <li>DANRA</li> </ul>  |                    |     |     |   |
|      | 09:00-11:00 | SKAT Moldova Foundation <ul style="list-style-type: none"> <li>Julie Bergamin, planning and monitoring manager</li> <li>Corina Andronic, task manager</li> </ul>  |                    |     | X   | Interview with contract/ implementing partner (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)   |
|      | 10:15-11:15 | Focus Group meeting with donor representatives (Health) <ul style="list-style-type: none"> <li>Haris Hajrulahovic, WHO</li> <li>Margarita Tileva, UNICEF</li> <li>Irina Guban, WB</li> <li>Iuliana Stratan, EU Delegation</li> <li>Martin Kade, GIZ</li> <li>Yosuke Umemiya, JICA</li> <li>LHM/SAVVA</li> </ul> | X                  |     |     | <b>Focus Group meeting with donor representatives (Health)</b><br>(EQs 112, 331, 411, 421, 422, 511, 512)   |
|      | 10:30-12:30 | International Agency for Source Country Information – Nexus project   |                    | X   |     | Interview with contract/ implementing partner (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)   |
|      | 11:30-12:30 | Focus Group meeting with donor representatives (W&S) <ul style="list-style-type: none"> <li>Henno Putnik, EU Delegation</li> <li>Alexandru Cosovan, EBRD</li> <li>Sergiu Gutu, KfW</li> <li>Svetlana Zhekova, EU adviser to the MoEnv</li> <li>Daniela Petrussevschi, ADA</li> <li>LHM/CAR</li> </ul>           | X                  |     | X   | <b>Focus Group meeting with donor representatives (W&amp;S)</b><br>(EQs 112, 331, 411, 421, 422, 511, 512)  |
|      | 12:30-13:15 | Congress of Local Authorities Moldova (CALM)  |                    | X   |     | Interview with main national partners (EQs 111, 112, 212, 331, 411, 421, 422, 511, 512)   |
|      | 13:30-15:30 | SCO: 3 thematic domain teams (with NPOs) <ul style="list-style-type: none"> <li>SW = Health, SAVVA</li> <li>MRH = M&amp;D, DANRA</li> <li>WIF = W&amp;S, CAR</li> </ul>   | X                  | X   | X   | EA 2: Relevance/ coherence of portfolio<br>2.1 Relevance of portfolios, innovation, transversal themes (EQs 211, 212)<br>EA 3: Implementation of the CS<br>3.1 Portfolio management (EQ 311)<br>3.2 Quality of CS monitoring (EQ 321)<br>3.3 Coordination, aid effectiveness (EQ 331)<br>EA 4: Results of the CS<br>4.2 Sustainability/ scaling up (EQs 421, 422) |



| Date   | Time        | Interviewee(s) / participants  | Peers & Consultant |     |     | Activities  |
|--|-------------|--|--------------------|-----|-----|---|
|  |             |  | SW                 | MRH | WIF |   |
|  | 15:45-17:00 | Ministry of Labor, Social Protection and Family <ul style="list-style-type: none"> <li>• Mrs. Raisa Scai, Deputy-minister</li> <li>• Mrs. Ana Gherganov, Head of employment division</li> <li>• DANRA</li> </ul>   | X                  | X   |     | Interview with main national partners (EQs 111, 112, 212, 331, 411, 421, 422, 511, 512)                   |
|  | 16:00-17:00 | Focus Group meeting with environmental NGOs <ul style="list-style-type: none"> <li>• Daniela Bordeianu, Head SEAM Moldova</li> <li>• Ilia Trombitky, Head Eco-Tiras</li> <li>• Ina Cosieru, Head NEC Moldova</li> <li>• Alecu Renita, Head Eco movement</li> <li>• Rodica Iordanov, Head Eco-Contact</li> <li>• CAR</li> </ul> |                    |     | X   | <b>Focus Group meeting with environmental NGOs</b> (EQs 111, 112, 331, 411, 421, 422, 511)                |
| <b>Day 4</b><br><b>Weds.</b><br><b>02/11</b> | 09:00-10:30 | State Chancellery, Aid Management & Coordination Unit <ul style="list-style-type: none"> <li>• Mrs. Oxana Gluscenco, Head of general directorate of policy coordination, foreign assistance and CPA reform</li> <li>• DANRA</li> </ul>   | X                  |     | X   | Interview with main national partners (EQs 111, 112, 212, 331, 411, 421, 422, 511, 512)                   |
|  | 09:00-10:30 | State Chancellery, Decentralization Policy and Local Governance Unit <ul style="list-style-type: none"> <li>• Victoria Cujba, Head</li> <li>• CAR</li> </ul>   |                    | X   |     | Interview with main national partners (EQs 111, 112, 212, 331, 411, 421, 422, 511, 512)                   |
|  | 11:00-12:30 | Bureau for Relations Diaspora <ul style="list-style-type: none"> <li>• Liuba Valcov, Deputy Head BRD</li> <li>• Dorin Toma</li> <li>• Maia Metaxa</li> <li>• DANRA</li> </ul>  | X                  | X   |     | Interview with main national partners (EQs 111, 112, 212, 331, 411, 421, 422, 511, 512)                   |
|  | 11:00-12:30 | ADA, GIZ (re. SDC projects & strategic alliances/ coop.) <ul style="list-style-type: none"> <li>• Gerhard Schaumberger, Head of ADA Office</li> <li>• Ulrich Kleppmann, German Embassy Head of cooperation</li> <li>• Philipp Johannsen, GIZ Country Director Moldova</li> <li>• LHM/CAR</li> </ul>                            |                    |     | X   | Interview with contract/ implementing partner (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511) |
|  | 13:30-15:00 | Ministry of Health <ul style="list-style-type: none"> <li>• Deputy Ministers, Liliana Iasan and Oleg Creciun</li> <li>• National Centre for Health Management</li> <li>• National Health Insurance Co.</li> <li>• SAVVA</li> </ul>   | X                  |     |     | Interview with main national partners (EQs 111, 112, 212, 331, 411, 421, 422, 511, 512)                   |

| Date  | Time        | Interviewee(s) / participants   | Peers & Consultant |           |           | Activities  |
|---|-------------|---|--------------------|-----------|-----------|---|
|   |             |   | SW                 | MRH       | WIF       |   |
|   | 13:30-15:00 | SCO: Communications and Gender<br>• CERNA   |                    | X         |           | EA 2: Relevance/ coherence of portfolio<br>2.1 Relevance of portfolios, innovation, transversal themes (EQs 211, 212)<br>EA 3: Implementation of the CS<br>3.1 Portfolio management (EQ 311)<br>3.2 Quality of CS monitoring (EQ 321)<br>3.3 Coordination, aid effectiveness (EQ 331)<br>EA 4: Results of the CS<br>4.2 Sustainability/ scaling up (EQs 421, 422) |
|   | 13:30-15:00 | Ministry of Environment<br>• Valeriu Munteanu, minister<br>• Inga Podoroghin, State secretary<br>• Serafima Tronza, head of division<br>• Igor Hincu, director Apele Moldovei Agency<br>• CAR |                    |           | X         | Interview with main national partners (EQs 111, 112, 212, 331, 411, 421, 422, 511, 512)   |
|   | 15:30-17:00 | Ministry of Regional Development and Construction<br>• Anatol Usati, vice-minster<br>• Igor Malai, head of division<br>• Oxana Paierale, head of division<br>• CAR                            | X                  |           | X         | Interview with main national partners (EQs 111, 112, 212, 331, 411, 421, 422, 511, 512)   |
|   | 15:30-17:00 | Terre des Hommes, Moldova<br>• Dorina Ardeleanu, Head   |                    | X         |           | Interview with contract/ implementing partner (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)   |
| <b>Day 5</b><br><b>Thurs.</b><br><b>03/11</b> | 08:30-10:30 | SCO Management<br>• GIGSI/CREVI/IGG   | X                  | X         | X<br>lead | EA 3: Implementation of the CS<br>3.1 Management performance and the specific additional questions on CSPM & cost-effectiveness (EQ 311)<br>3.3 Coordination and aid effectiveness in the country set up (EQ 331)   |
|   | 10:45-12:45 | SCO staff in charge of CS monitoring<br>• CREVI/LHM/NPOs  | X                  | X<br>lead | X         | 3.2 Quality of the CS monitoring system (EQ 321)  |
|   | 14:00-15:30 | UNICEF, UNFPA, WHO (re. SDC projects)<br>• Angela Capcelea, UNICEF<br>• Eugenia Berzan, UNFPA<br>• Angela Ciobanu, WHO  | X                  |           |           | Interview with contract/ implementing partner (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)   |
|   | 14:00-15:30 | UNDP, IOM (re. SDC projects)<br>• Valeria Ieseanu, Oleseca Cazacu, UNDP   |                    | X         |           | Interview with contract/ implementing partner (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)   |

| Date                     | Time        | Interviewee(s) / participants  | Peers & Consultant |     |     | Activities  |
|--------------------------|-------------|--|--------------------|-----|-----|---|
|                          |             |  | SW                 | MRH | WIF |   |
|                          |             | <ul style="list-style-type: none"> <li>• Simion Terzioglo, IOM</li> </ul>  |                    |     |     |   |
|                          | 14:00-15:00 | National Regulator on Energy Tariffs, ANRE <ul style="list-style-type: none"> <li>• Evlampie Donos, head of W&amp;S regulation</li> <li>• CAR</li> </ul>   |                    |     | X   | Interview with main national partners (EQs 111, 112, 212, 331, 411, 421, 422, 511, 512)   |
|                          | 15:30-16:30 | Association of Water Utilities (AMAC) <ul style="list-style-type: none"> <li>• Iurii Nistor, executive director</li> <li>• CAR</li> </ul>  |                    |     | X   | Interview with main national partners (EQs 111, 112, 212, 331, 411, 421, 422, 511, 512)   |
| Day 6<br>Friday<br>04/11 |             |  | X                  | X   | X   | <b>Project visits:</b> evaluators visit projects to meet relevant local partners and implementers – <b>Chisinau</b> area/region   |
|                          | 09:00-10:30 | State University of Medicine and Pharmacy <ul style="list-style-type: none"> <li>• Romanceno Andrei, director Simulation center</li> <li>• SAVVA</li> </ul>  | X                  |     |     | Interview with contract/ implementing partner & on-site project visit (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511) |
|                          | 11:00-12:00 | Centre for Health Policies and Services, REPEMOL: <ul style="list-style-type: none"> <li>• Silvia Morgoci</li> <li>• SAVVA</li> </ul>  | X                  |     |     | Interview with contract/ implementing partner (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)                         |
|                          | 13:00-14:00 | Trimbos Institute – contractor for mental health project <ul style="list-style-type: none"> <li>• Victoria Condrat</li> <li>• SAVVA</li> </ul>   | X                  |     |     | Interview with contract/ implementing partner (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)                         |
|                          | 14:30-15:30 | UNICEF (re. YFHS) <ul style="list-style-type: none"> <li>• Angela Capcelea, UNICEF</li> <li>• SAVVA</li> </ul>   | X                  |     |     | Interview with contract/ implementing partner (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)                         |
|                          | 16:00-17:00 | Health for Youth NGO (NEOVITA) <ul style="list-style-type: none"> <li>• Conference on Adolescent Health</li> </ul>   | X                  |     |     | Exchanges with Neovita management, youth volunteers, international speakers/ participants at the conference                       |
|                          | 09:00-10:30 | National Employment Agency: <ul style="list-style-type: none"> <li>• Anastasia Oceretnyi, Deputy-minister</li> <li>• Cretu Aliona, Head of demographic and migration policies division</li> <li>• Raisa Dogaru, Head of the National Employment Agency</li> <li>• DANRA</li> </ul> |                    | X   |     | Interview with main national partners (EQs 111, 112, 212, 331, 411, 421, 422, 511, 512)   |
|                          | 11:00-12:30 | Contractor “Equal Opportunities in Policy Making” East Europ Found + Partnership for Development <ul style="list-style-type: none"> <li>• Alexei Buzu</li> <li>• Andrei Brighidin</li> </ul>   |                    | X   |     | Interview with contract/ implementing partner (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)                         |

| Date                                | Time        | Interviewee(s) / participants   | Peers & Consultant |     |     | Activities  |
|-------------------------------------|-------------|---|--------------------|-----|-----|---|
|                                     |             |   | SW                 | MRH | WIF |   |
|                                     |             | <ul style="list-style-type: none"> <li>• Sorin Mereacre</li> <li>• CERNA</li> </ul>   |                    |     |     |   |
|                                     | 14:00-17:00 | M&D local initiative UNDP project (visit to operators, local partners) <ul style="list-style-type: none"> <li>• Ialoveni town</li> <li>• DANRA</li> </ul>   |                    | X   |     | On-site project visit (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)   |
|                                     | 09:00-10:30 | SCO: Global Credit/ Culture <ul style="list-style-type: none"> <li>• COJCR</li> </ul>   |                    |     | X   | EA 2: Relevance/ coherence of portfolio<br>2.1 Relevance of portfolios, innovation, transversal themes (EQs 211, 212)<br>EA 3: Implementation of the CS<br>3.1 Portfolio management (EQ 311)<br>3.2 Quality of CS monitoring (EQ 321)<br>3.3 Coordination, aid effectiveness (EQ 331)<br>EA 4: Results of the CS<br>4.2 Sustainability/ scaling up (EQs 421, 422) |
|                                     | 11:00-12:30 | Contractor W&S “Institutional/ Reg. Framework” <ul style="list-style-type: none"> <li>• Cyrille VALLET, Sr. international advisor, IFP</li> <li>• Valentin Plesca, head POP</li> <li>• Serafima Tronza, head of division</li> <li>• Radu Cazacu, Apele Moldovei</li> <li>• Mihail Gonta, e-transformation</li> <li>• CAR</li> </ul> |                    |     | X   | Interview with contract/ implementing partner (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)   |
|                                     | 14:00-17:00 | Visit of Ialoveni –master plan project (visit to operators, local partners) <ul style="list-style-type: none"> <li>• Anatolie Dimitriu, Ialoveni district president</li> <li>• Vasieni ecosan: Nina Mihalache, school director</li> <li>• Horodca WS: Ștefan Vlasi, mayor and Lidia Vlasi, WUA president</li> <li>• CAR</li> </ul>  |                    |     | X   | On-site project visit (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)   |
| <b>Day 7<br/>Saturday<br/>05/11</b> |             |   | X                  | X   | X   | Analyzing information, elaboration summary notes, individual report writing; preparations   |
| <b>Day 8<br/>Sunday<br/>06/11</b>   |             |   | X                  | X   | X   | Analyzing information, elaboration summary notes, individual report writing; preparations   |

| Date  | Time  | Interviewee(s) / participants  | Peers & Consultant |     |     | Activities  |
|---|---|--|--------------------|-----|-----|---|
|   |   |  | SW                 | MRH | WIF |   |
| <b>Day 9</b><br><b>Monday</b><br><b>07/11</b>   |   |  | X                  | X   | X   | <b>Project visits:</b> evaluators visit projects to meet relevant local partners and implementers – <b>North</b> area/region      |
|   | 08:00-09:00                                   | Health for Youth NGO (NEOVITA)<br>• Site visit Youth Friendly Health Service in Chisinau   | X                  | X   |     | Interview with contract/ implementing partner & on-site project visit (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511) |
|   | 3-3½ hours<br>1 <sup>st</sup> part of the day | Health project (local operators partners, authorities)<br>• Hospital and Ambulance Center, Balti, Maria Neamtu, head of Emergency Department<br>• Nord Ambulance Station, Dr. Igor Prisacaru, director   | X                  | X   |     | On-site project visit (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)   |
|   | 3-3½ hours<br>2 <sup>nd</sup> part of the day | M&D project (local operators partners, authorities)<br>• Local authority and HTA representatives, Chiscareni village   | X                  | X   |     | On-site project visit (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)   |
|   | 3-3½ hours<br>(x2) whole day                  | ApaSan project (x2) (local operators partners, authorities)<br>• ARD North (Balti): Ion Bodrug, director<br>• Floresti ApaCanal: Grigore Cojocaru, director, Sergiu Rusu, investment consultant and Feodosia Bunescu, mayor of Bahrinesti village<br>• Trebujeni water supply: Tudor Moraru, mayor and Andrian Benzin, president WUA |                    |     | X   | On-site project visit (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)   |
| <b>Day 10</b><br><b>Tuesday</b><br><b>08/11</b> |   |  |                    |     |     | <b>Project visits:</b> evaluators visit projects to meet relevant local partners and implementers – <b>South</b> area/region      |
|   | 3-3½ hours<br>1st part of the day             | Health project (local operators partners, authorities)<br>• Comrat (GagauzYery) ,YFHS, Mavrodi Svetlana<br>• Representatives of local authorities, NGOs, volunteers  | X                  |     | X   | On-site project visit (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)   |
|   | 3-3½ hours<br>2 <sup>nd</sup> part of the day | ApaSan project (local operators partners, authorities)<br>• Chirsova (GagauzYery): ecosan toilet, Gheorghii Vornicoglo, school director  | X                  |     | X   | On-site project visit (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)   |
|   | 3-3½ hours<br>(x2)                            | M&D project (x2) (local operators partners, authorities)<br>• HTA Vinogradovka village, Taraclia district<br>• Nexus Cahul   |                    | X   |     | On-site project visit (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)   |
| <b>Day 11</b><br><b>Weds.</b><br><b>09/11</b>   | 09.00-10.00                                   | Parliamentary Committee for Social Protection, Health and Family<br>• Mrs. O. Domenti, Head of the Committee   | X                  | X   |     | Interview with main national partners (EQs 111, 112, 212, 331, 411, 421, 422, 511, 512)   |
|   | 09.00-10.00                                   | Ministry of Culture<br>• Andrei Chistol, State Secretary   |                    |     | X   | Interview with main national partners (EQs 111, 112, 212, 331, 411, 421, 422, 511, 512)   |

| Date   | Time        | Interviewee(s) / participants  | Peers & Consultant |     |     | Activities  |
|--|-------------|--|--------------------|-----|-----|---|
|  |             |  | SW                 | MRH | WIF |   |
|  | 10:30-12:00 | Results Analysis Workshop (W&S)<br>SCO management/ Domain Teams/ Representatives of contract and implementing agencies/ partners   | X                  | X   | X   | <b>Results Analysis Workshop (W&amp;S)</b><br>EA 1 and 4: Context analysis and results of the CS (EQs 111, 112, 121, 211, 212, 321, 411, 421) |
|  | 13:30-15:00 | Results Analysis Workshop (Health)<br>SCO management/ Domain Teams/ Representatives of contract and implementing agencies/ partners  | X                  | X   | X   | <b>Results Analysis Workshop (Health)</b><br>EA 1 and 4: Context analysis and results of the CS (EQs 111, 112, 121, 211, 212, 321, 411, 421)  |
|  | 15:30-17:00 | Results Analysis Workshop (M&D)<br>SCO management/ Domain Teams/ Representatives of contract and implementing agencies/ partners   | X                  | X   | X   | <b>Results Analysis Workshop (M&amp;D)</b><br>EA 1 and 4: Context analysis and results of the CS (EQs 111, 112, 121, 211, 212, 321, 411, 421) |
| <b>Day 12</b><br><b>Thurs.</b><br><b>10/11</b>   | 09.00-11.00 | Focus Group meeting with Health NGOs   | X                  |     |     | <b>Focus Group meeting with health NGOs</b><br>(EQs 111, 112, 331, 411, 421, 422, 511)  |
|  | 09.00-11.00 | Focus Group meeting with Gender NGOs   |                    | X   |     | <b>Focus Group meeting with gender NGOs</b><br>(EQs 111, 112, 331, 411, 421, 422, 511)  |
|  | 09.00-11.00 | Focus Group meeting with Culture NGOs<br>• Lilian Severin, Igor Buzurniuc, POT Music<br>• Virgiliu Margineanu, OWH Studio<br>• Mihai Fusu, Coliseum Art Center<br>• Luminita Ticu, Coliseum Art Center |                    |     | X   | <b>Focus Group meeting with culture NGOs</b><br>(EQs 111, 112, 331, 411, 421, 422, 511)   |
|  | 11:00-12:00 | Senior Adviser to the Prime Minister<br>• Mircea Buga, adviser on health and social issues   | X                  |     |     | Interview with main national partners (EQs 111, 112, 212, 331, 411, 421, 422, 511, 512)   |
|  | 11:30-12:30 | On-site visit<br>• Nexus Chisinau district   |                    | X   |     | On-site project visit (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)   |
|  | 14:00-18:00 |  | X                  | X   | X   | Preparation of debriefing meeting   |
|  |             |  |                    |     |     |   |
| <b>Day 13</b><br><b>Friday</b><br><b>11/11</b>   | 09:30-12:00 | All staff SCO  | X                  | X   | X   | <b>Debriefing meeting:</b> evaluation team presentation and SCO feedback on the main findings, conclusions and recommendations                |
|  | 12.30-14.00 |  | X                  | X   | X   | Integration of debriefing results, decision on roadmap to finalize draft evaluation report  |
|  |             |  |                    | X   |     | Departure: MRH  |
| <b>Day 14</b><br><b>Saturday</b><br><b>12/11</b> |             |  | X                  |     | X   | Departure: WIF and SW   |

## Annex 5: Republic of Moldova – administrative units



## Annex 6: Basic statistical data

### Republic of Moldova

|   | 1995           | 2000           | 2005          | 2010   | 2015            |
|---|----------------|----------------|---------------|--------|-----------------|
| GDP / capita in PPP terms (USD)                     | 1,890          | 1,850          | 2,950         | 3,540  | 5,040           |
| GDP growth rate                                     | - 1.4          | 2.1            | 7.5           | 7.1    | - 0.5           |
| Poverty 1.25 USD (PPP) / day (%)                    | 15.7<br>(1997) | 25.0<br>(2001) | 12.5          | 0.4    | 0.2<br>(2011)   |
| FDI Flow (inward and outward) US\$ mio              | 66             | 128            | 191           | 204    | 166<br>(2014)   |
| FDI Stock (inward and outward) US\$ mio             | 79             | 426            | 995           | 2,896  | 3,469<br>(2014) |
| Swiss exports (mio CHF) Total:                      | 8.923          | 6.976          | 15.000        | 16.520 | 22.966          |
| Swiss imports (mio CHF) Total:                      | 1.305          | 7.512          | 1.262         | 2.010  | 14.427          |
| ODA / capita (USD)                                  | 17.9<br>(1997) | 33.7           | 47.0          | 132    | 145<br>(2014)   |
| Swiss aid inflows (mio. CHF)                        | 0              | 3.0            | 6.6           | 9.0    | 13.5            |
| Unemployment rate (% of labor force)                | 6.6            | 8.5            | 7.3           | 7.4    | 3.4<br>(2014)   |
| HDI   | 0.594          | 0.597          | 0.649         | 0.672  | 0.693<br>(2014) |
| Maternal mortality ratio (per 100,000 live births)  | 66             | 49             | 39            | 34     | 23              |
| % of seats held by women in nat. parliament         | 4.8<br>(1997)  | 8.9            | 15.8          | 23.8   | 20.8            |
| Gini coefficient                                    | 36.9<br>(1997) | 36.4           | 36.3          | 32.1   | 28.5<br>(2013)  |
| Corruption Perception Index (TI) (0 worst, 10 best) | 2.6<br>(1999)  | 2.6            | 2.9           | 2.9    | 3.3             |
| Bertelsmann Transformation Index                    |                |                |               |        |                 |
| - Status Index (1 worst, 10 best)                   | -              | -              | 5.1           | 5.8    | 6.2             |
| - Management Index (1 worst, 10 best)               | -              | -              | 3.5<br>(2006) | 4.5    | 5.3<br>(2016)   |
| Estimated adult (15 – 49) HIV prevalence (%)        | 0.1            | 0.3            | 0.4           | 0.5    | 0.6             |
| CO <sub>2</sub> emission / capita in tons           | 3.05           | 0.965          | 1.36          | 1.39   | 1.4<br>(2011)   |



**Sources:**

GDP/capita in PPP terms

(USD): <http://data.worldbank.org/indicator/NY.GDP.PCAP.PP.CD?page=4>

GDP growth rate: <http://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG?page=4>

Poverty 1.25 USD (PPP) / day (consumption based): <http://mdgs.un.org/unsd/mdg/Data.aspx>

FDI Flow and Stock: <http://unctadstat.unctad.org/wds/ReportFolders/reportFolders.aspx>

Trade: <https://www.swiss-impex.admin.ch/>

ODA / capita: <http://data.worldbank.org/indicator/DT.ODA.ODAT.PC.ZS?page=4>

Swiss aid inflow: <https://www.eda.admin.ch/deza/en/home/activities-projects/figures-statistics/statistische-tabellen.html>

Unemployment rate (% of labor

force): <http://data.worldbank.org/indicator/SL.UEM.TOTL.ZS?page=4>

HDI: <http://hdr.undp.org/en/indicators/137506>

Maternal mortality ratio: <http://data.worldbank.org/indicator/SH.STA.MMRT>

% of seats held by women in nat.

parliament: <http://unstats.un.org/unsd/mdg/SeriesDetail.aspx?srid=557&crd=>

Gini coefficient: <http://data.worldbank.org/indicator/SI.POV.GINI?page=4>

Corruption Perception Index: [http://www.transparency.org/policy\\_research/surveys\\_indices/cpi](http://www.transparency.org/policy_research/surveys_indices/cpi)

Bertelsmann Transformation Index: <http://www.bertelsmann-transformation-index.de/bti/laendergutachten/>

UNAIDS - Joint United Nations Programme on HIV/AIDS: <http://www.unaids.org/en/>

CO<sub>2</sub> emissions / capita: <http://data.worldbank.org/indicator/EN.ATM.CO2E.PC>

## Annex 7: Synopsis Result Framework of the Cooperation Strategy

| Overall Goal  |  |   |
|---|--|---|
| Switzerland supports the Republic of Moldova in its transition process by ensuring equitable access to good quality public services and improved institutional capacities with a special focus on the health and water sectors.   |  |   |
| Domains   |  |   |
| Health  | Water & Sanitation   | Migration & Development   |
| Country development outcomes  |  |   |
| <ul style="list-style-type: none"> <li>- All citizens have access to quality public health and health care services, in particular at primary health care (PHC) level, oriented towards basic health needs of the community.</li> <li>- Increased responsibilities of the Moldovan population for their own health; efforts of communities, individuals and groups towards healthier lifestyles supported.</li> <li>- The management of the healthcare system is improved through strengthening the capacity of the Ministry of Health (MoH) in policy development, strategic planning, monitoring and evaluation.</li> </ul>                                     | <ul style="list-style-type: none"> <li>- The population of Moldova has improved access to safe water and adequate sanitation services.</li> <li>- Water supply and sanitation (WSS) sector institutional set up is operationally efficient and enables rigorous development.</li> </ul>  | <ul style="list-style-type: none"> <li>- Opportunities are created in Moldova to retain the labor force and reduce youth emigration.</li> <li>- Capital formation is stimulated by removing constraints in doing business/investing remittances.</li> <li>- The positive effects of migration are maximized through promotion of the circular migration, facilitation of the “social remittances” transfer and the investment of financial remittances in businesses in the real sector of the economy.</li> <li>- The negative effects of migration are minimized through the reduction of the brain drain/waste and protection of the rights of children and families left behind by migrants.</li> </ul> |
| SDC portfolio outcomes  |  |   |
| <ul style="list-style-type: none"> <li>- Rural population and vulnerable groups have better access to improved essential health services, in particular, primary health care, mental health, pediatric emergency services and youth friendly services.</li> <li>- The population plays an active role in health promotion and prevention in the areas of adolescent health, mental health, NCDs and injuries and is empowered to demand better health services in dialogue with local and national authorities.</li> <li>- The steering and governance of the health system is strengthened with better evidence-based policy analysis and management.</li> </ul> | <ul style="list-style-type: none"> <li>- The Moldovan population has improved access to safe drinking water and proper sanitation services through sustainable, affordable and replicable decentralized models, in rural areas and small towns.</li> <li>- Key sector stakeholders (national and local, public and private) plan, build and operate water and sanitation services in a sustainable, efficient and equitable manner.</li> </ul> | <ul style="list-style-type: none"> <li>- Innovative interventions aimed at enhancing positive effects of migration and diminishing its negative impact are identified / developed and show first tangible results.</li> </ul>   |
| Indicative budget (SDC) = CHF 26 million  | Indicative budget (SDC) = CHF 19 million   | Indicative budget (SDC) = CHF 6 million   |
| Transversal themes: Gender and Good Governance  |  |   |

| <b>Health</b>  |  |  |
|--|--|--|
| <b>Swiss program Outcome 1</b>   | <b>Contribution of the Swiss program</b>   | <b>Country development Outcome 1</b>   |
| Rural population and vulnerable groups have better access to improved essential health services, in particular, primary health care, mental health, pediatric emergency services and youth friendly services.  | During the first part of the CS, SDC will phase out from the Mother & Child Health and reorient its interventions to reforms in PHC in rural area with a special focus on NCDs and injuries. SDC will support reform of the mental health system.  | All citizens have access to quality public health and health care services, in particular at primary health care (PHC) level, oriented towards basic health needs of the community.  |
| <b>Assumptions</b><br>The government adopts clear measures to redefine the role and enhance the status of nurses in PHC<br>The National Health Insurance Company (CNAM) continues increasing the coverage of essential drugs, including for NCDs<br>MoH continues to adjust the regulatory framework and implements performance and quality based payment mechanisms |  | <b>Risks</b><br>Political instability and resistance within the system may slow down the hospital reform<br>Migration of health professionals (brain drain/ waste)<br>Weak collaboration between the social and health sectors<br>Economic fragility undermines the capacity of the CNAM<br>Informal payments continue being a barrier to access health care |
| <b>Swiss program Outcome 2</b>   | <b>Contribution of the Swiss program</b>   | <b>Country development Outcome 2</b>   |
| The population plays an active role in health promotion and prevention in the areas of adolescent health, mental health, NCDs and injuries and is empowered to demand better health services in dialogue with local and national authorities.  | SDC intervention will be oriented at empowering individuals and communities to take more responsibility for their own health (health promotion and prevention), in particular with reference to adolescent health, mental health, NCDs and children's injuries; advocating for better health care.   | Increased responsibilities of the Moldovan population for their own health; efforts of communities, individuals and groups towards healthier lifestyles supported.   |
| <b>Assumptions</b><br>Informed NCD patients increasingly demand for quality primary care services<br>MoH takes clear measures to raise awareness regarding health issues and increase people's trust in primary health care providers  |  | <b>Risks</b><br>Reluctance of local authorities and resistance of some PHC managers to become more accountable towards service users   |
| <b>Swiss program Outcome 3</b>   | <b>Contribution of the Swiss program</b>   | <b>Country development Outcome 3</b>   |
| The steering and governance of the health system is strengthened with better evidence-based policy analysis and management.  | Recognizing the need of the health sector to improve its functioning as an overall system, SDC will support data analysis, strategic planning and management capacities of the MoH and related institutions, in close cooperation with WHO. It will support donor coordination and increase its engagement in policy dialogue, in particular issues relevant to access of the poor and vulnerable to health care services. | The management of the healthcare system is improved through strengthening the capacity of the MoH in policy development, strategic planning, monitoring and evaluation.  |
| <b>Assumptions</b><br>The GoM continues being committed to promoting the health sector reforms<br>The MoH develops the capacity of health care system managers at all levels to use the new procedures   |  | <b>Risks</b><br>Slow pace of decentralization in the health care system<br>Scarcity of financial resources (especially at the district level)  |

| <b>Water &amp; Sanitation</b>  |  |   |
|--|--|---|
| <b>Swiss program Outcome 1</b>   | <b>Contribution of the Swiss program</b>   | <b>Country development Outcome 1</b>  |
| The Moldovan population has improved access to safe drinking water and proper sanitation services through sustainable, affordable and replicable decentralized models, in rural areas and small towns.   | SDC will continue to consolidate and replicate the experience of decentralized safe drinking water and sanitation systems and will consider alternative models in this field with special attention paid to disadvantaged groups and regions. Investments into infrastructure projects will be continued and will be oriented to the adjustment and optimization of the already proven WSS models and to piloting new innovative options. At the same time, models of social mobilization and community partnerships will be further developed to fit the sector context. The infrastructure investment plans and selection of new partner-sites will be coordinated with the Moldovan authorities to ensure consistency with the sector/country development outcomes. Accumulated knowledge and expertise will be anchored to sector processes.   | The population of Moldova has improved access to safe water and adequate sanitation services.   |
| <b>Assumptions</b><br>A Inter-Ministerial Committee is created and facilitates promotion and coordination of public capital investment projects in the WSS sector<br>The new public capital investments regulation streamlines the synchronization between funding channels and increases the efficiency of publically funded WSS capital investment projects<br>The new budget classification enables accurate monitoring of water-related expenditures<br>Availability of funding (Moldovan Government and development partners) to support investments in the decentralized WSS<br>The approach of having WSS master plans at district level is institutionalized<br>Implementation of the national strategy on decentralization creates conducive environment for scaling up of decentralized WSS models<br>The GoM adopts measures (legislative and economic) ensuring the progressive achievement of an equitable access to safe drinking water and sanitation |  | <b>Risks</b><br>Political instability and economic fragility might deter domestic funding needed for WSS sector and slow down the scaling up of decentralized WSS systems<br>Weak absorption capacity of sector stakeholders undermines achievement of WSS targets<br>Low water affordability could jeopardize financial sustainability of rural decentralized water supply systems<br>Outdated technical and design norms hinder replication of decentralized WSS models |
| <b>Swiss program Outcome 2</b>   | <b>Contribution of the Swiss program</b>   | <b>Country development Outcome 2</b>  |
| Key sector stakeholders (national and local, public and private) plan, build and operate water and sanitation services in a sustainable, efficient and equitable manner.   | The current weak institutional set up is one of the major obstacles of water sector. SDC will contribute to reforming the institutional framework through policy dialog and capacity building. Platforms offered by the PWH will be considered to improve inter-sectoral coordination and communication.<br>SDC will strengthen the strategic partnership with ADA and further develop the cooperation with GIZ and EBRD to jointly model new WSS solutions. These partnerships will focus on the capitalization of the Swiss experience.<br>SDC will emphasize the importance of the poor and disadvantaged population inclusion by promoting equitable access to safe drinking water and decent sanitation services. In this context SDC supports the efforts of the Moldovan authorities to ensure the realization of human rights of population to water and sanitation.<br>Finally, SDC will continue to work systematically with the private sector (local | Water supply and sanitation (WSS) sector institutional set up is operationally efficient and enables rigorous development.  |

|   |   |   |
|---|---|---|
|   | entrepreneurs) through their capacity building and their involvement into all infrastructure investment projects.   |   |
| <b>Assumptions</b><br>Implementation of the new Water Law enables harmonization/ approximation of the regulatory framework with the EU WSS standards<br>The steering and governance of the water sector is strengthened with better management of evidence-based policy analysis<br>Sector investment programming is improved due to better policy coherence<br>Decentralization reform is advancing and enables the sector institutional set up<br>Responsibilities of the key sector stakeholders (national, ApaCanals, Apele Moldovei) are clarified<br>Sector Coordination Council and PWH national policy dialog platform ensure inter-sectoral coordination and communication |   | <b>Risks</b><br>The reform of the institutional set up is slow due to complexity, sensitivity and political rivalry<br>The EU-driven agenda of regionalization of urban water operators (ApaCanals) marginalizes WUA as viable rural community management models<br>Cost-recovery tariffs are not yet established (no independent water sector regulator and lack of mechanisms for social cases)<br>Cases of corruption and arbitrary decisions undermine operational efficiency   |
| <b>Migration &amp; Development</b>  |   |   |
| <b>Swiss program Outcome 1</b>  | <b>Contribution of Swiss program</b>  | <b>Country development Outcome 1</b>  |
| Innovative interventions aimed at enhancing positive effects of migration and diminishing its negative impact are identified / developed and show first tangible results.   | Migration and Development is a new field of activity for SDC in Moldova and globally. Within the 2014-2017 CS for Moldova, SDC will focus on examining and piloting interventions to support the implementation of the objectives set in the National Development Strategy "Moldova 2020" and in the 2011-2020 Migration and Asylum Strategy. | Opportunities are created in Moldova to retain the labor force and reduce youth emigration.<br>Capital formation is stimulated by removing constraints in doing business/investing remittances.<br>The positive effects of migration are maximized through promotion of the circular migration, facilitation of the "social remittances" transfer and the investment of financial remittances in businesses in the real sector of the economy.<br>The negative effects of migration are minimized through the reduction of the brain drain/waste and protection of the rights of children and families left behind by migrants.   |
| <b>Assumptions</b><br>Migration and development issues stay high on the agenda of the Moldovan Government;<br>M&D related policy documents are consistently implemented over the CS period;<br>The roles of different state agencies dealing with migration issues are clarified and the Diaspora Relations Bureau plays a coordination role in the field of M&D;<br>Initiatives supported by SDC in the field of M&D pass the "reality check", e.g., Moldovan Diaspora is willing to get involved in organized structures and to contribute to local development initiatives; etc.   |   | <b>Risks</b><br>Political instability in Moldova might, to some extent, jeopardize the timely implementation of actions. However, regardless of their structure and political affiliation, it is likely that the Moldovan authorities (national & local) will most probably tackle the migration processes seriously, given that all political actors understand the importance of an adequate macro-economic and regulatory environment for encouraging the return and investments of Diaspora/migrants.<br>Moldovan migrants are poorly organized – only about 2% are associated in Diaspora organizations.<br>Low level of information about available services for (potential) migrants and about the organizations / structures dealing with migration / Diaspora issues.<br>Lack of trust in Moldova's business environment and possible migrants' unwillingness to invest parts of their savings |

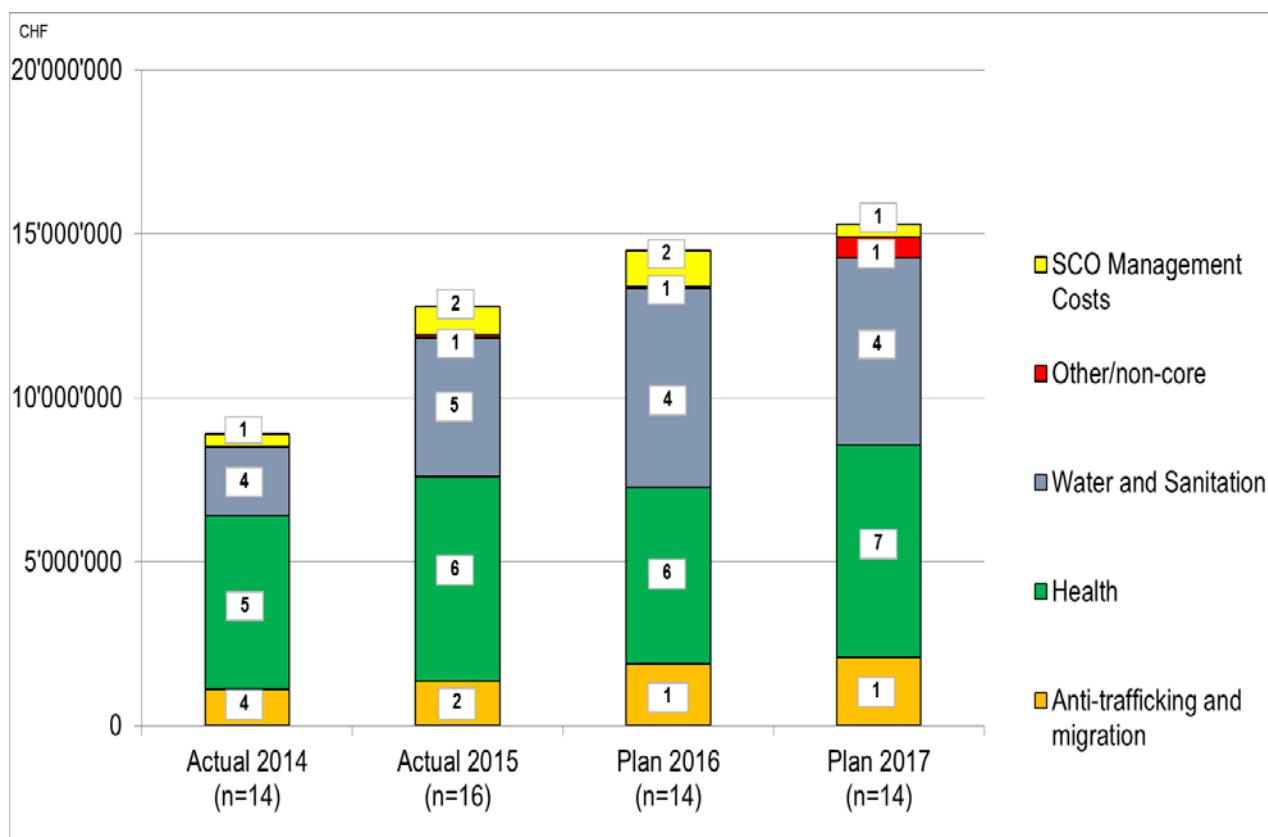
## Annex 8: Portfolio analysis

### Swiss Cooperation: Duration of Projects

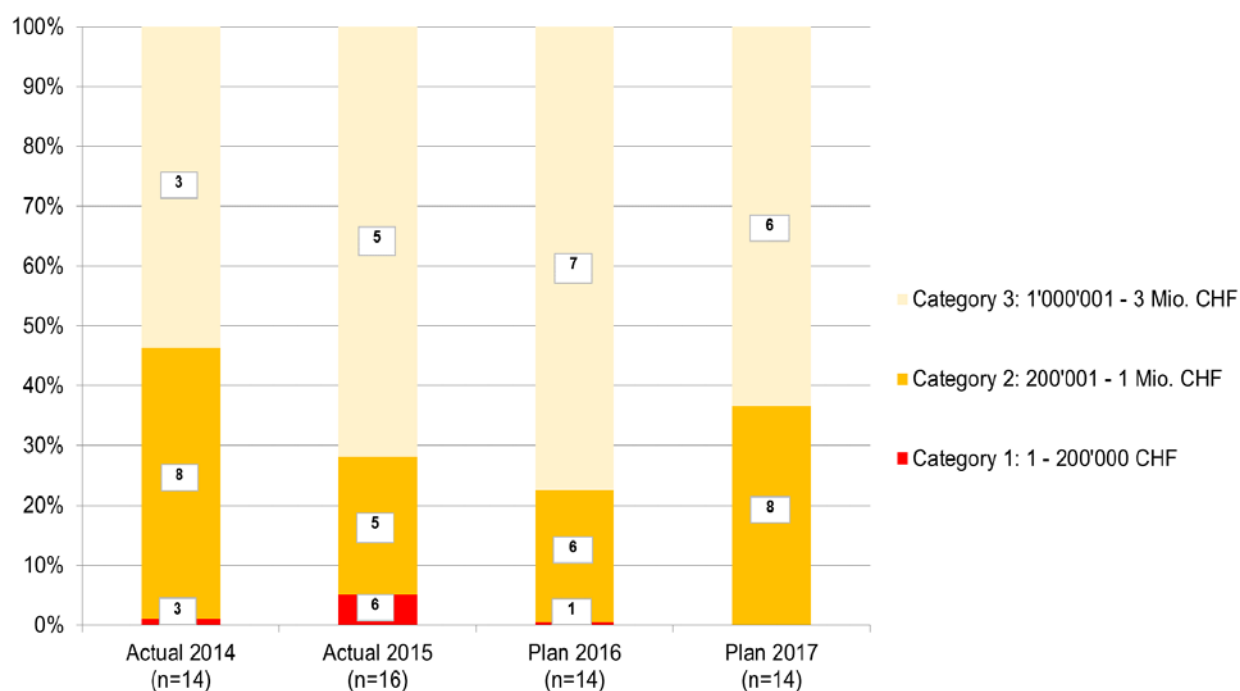
| Domain Anti-trafficking and migration    |               |      |         |         |          |          |          |         |          |          |      |      |             |
|--|---------------|------|---------|---------|----------|----------|----------|---------|----------|----------|------|------|-------------|
| Project Name                             | Project Start | 2011 | 2012    | 2013    | 2014     | 2015     | 2016     | 2017    | 2018     | 2019     | 2020 | 2021 | Project End |
| CIS Anti-trafficking program CAT         | 2008          |      | Phase 2 |         |          |          |          |         |          |          |      |      | 2014        |
| Tdh Moldova-Russia-Ukraine               | 2008          |      | Phase 2 |         |          |          |          |         |          |          |      |      | 2014        |
| NEXUS (migration project)                | 2013          |      |         | Phase 1 |          |          |          |         |          |          |      |      | 2022        |
| MOL: Migration and Development           | 2014          |      |         |         | Phase 1  |          |          |         |          |          |      |      | 2026        |
| Contri. Population & Housing Census RM   | 2014          |      |         |         | Phase 1  |          |          |         |          |          |      |      | 2016        |
| Domain Health                            |               |      |         |         |          |          |          |         |          |          |      |      |             |
| Project Name                             | Project Start | 2011 | 2012    | 2013    | 2014     | 2015     | 2016     | 2017    | 2018     | 2019     | 2020 | 2021 | Project End |
| Modernising Perinatology Moldova         | 2006          |      | Phase 3 |         |          |          |          |         |          |          |      |      | 2020        |
| Community Mental Health Care Service     | 2005          |      | Phase 2 |         |          |          |          |         |          |          |      |      | 2020        |
| Paediatric Care Services Reform          | 2008          |      | Phase 2 |         |          | Phase 3  |          |         |          |          |      |      | 2021        |
| Reducing the Burden of NCD               | 2015          |      |         |         |          | Phase 1  |          |         | Phase 99 |          |      |      | 2027        |
| Healthy Generation (YFHS) Moldova        | 2010          |      | Phase 1 |         |          |          | Phase 2  |         |          |          |      |      | 2021        |
| Support MChH Dept. Medic.Uni. Simulation | 2013          |      |         | Phase 1 |          |          |          |         |          |          |      |      | 2020        |
| Contr. Caritas RM support TB Hospital Ba | 2012          |      | Phase 1 |         |          |          |          |         |          |          |      |      | 2013        |
| Policy Dialogue Health                   | 2013          |      |         | Phase 1 |          |          |          | Phase 2 |          |          |      |      | 2020        |
| Reforming Mental Health Services in RM   | 2013          |      |         | Phase 1 |          |          |          |         |          |          |      |      | 2026        |
| CBM Transnistria Health                  | 2013          |      |         | Phase 1 |          |          |          | Phase 2 |          |          |      |      | 2021        |
| Blue project in Health                   | 2017          |      |         |         |          |          |          |         |          | Phase 1  |      |      | 2030        |
| Domain Water and Sanitation              |               |      |         |         |          |          |          |         |          |          |      |      |             |
| Project Name                             | Project Start | 2011 | 2012    | 2013    | 2014     | 2015     | 2016     | 2017    | 2018     | 2019     | 2020 | 2021 | Project End |
| Water and Sanitation ApaSan Moldova OZA  | 2008          |      | Phase 2 |         |          |          |          | Phase 3 |          |          |      |      | 2020        |
| Protocol Water & Health                  | 2009          |      |         | Phase 2 |          |          |          |         |          |          |      |      | 2020        |
| Rehabilitation of the water supply syste | 2010          |      |         | Phase 1 |          |          |          |         |          |          |      |      | 2020        |
| Contribution W&S services Regional Plan. | 2014          |      |         |         |          |          | Phase 1  |         |          |          |      |      | 2025        |
| Secondary Legislation for Water Law RM   | 2012          |      | Phase 1 |         |          |          |          |         |          |          |      |      | 2014        |
| Support institutional framework Water Se | 2014          |      |         |         |          |          | Phase 1  |         |          |          |      |      | 2023        |
| Blue project in water                    | 2017          |      |         |         |          |          |          |         |          | Phase 1  |      |      | 2030        |
| Domain Other/non-core                    |               |      |         |         |          |          |          |         |          |          |      |      |             |
| Project Name                             | Project Start | 2011 | 2012    | 2013    | 2014     | 2015     | 2016     | 2017    | 2018     | 2019     | 2020 | 2021 | Project End |
| Inclusive Policies through Civil Society | 2015          |      |         |         |          |          | Phase 1  |         |          | Phase 99 |      |      | 2025        |
| Domain SCO Management Costs              |               |      |         |         |          |          |          |         |          |          |      |      |             |
| Project Name                             | Project Start | 2011 | 2012    | 2013    | 2014     | 2015     | 2016     | 2017    | 2018     | 2019     | 2020 | 2021 | Project End |
| MOL: Kooperationsbüro Chisinau - Moldau  | 2004          |      |         | Phase 9 | Phase 10 | Phase 11 | Phase 12 |         |          |          |      |      | 2020        |
| MOL: Small Actions COOF Chisinau         | 2005          |      | Phase 4 |         | Phase 5  |          | Phase 6  |         | Phase 7  |          |      |      | 2020        |

## Swiss Cooperation: Distribution of the projects on types of support

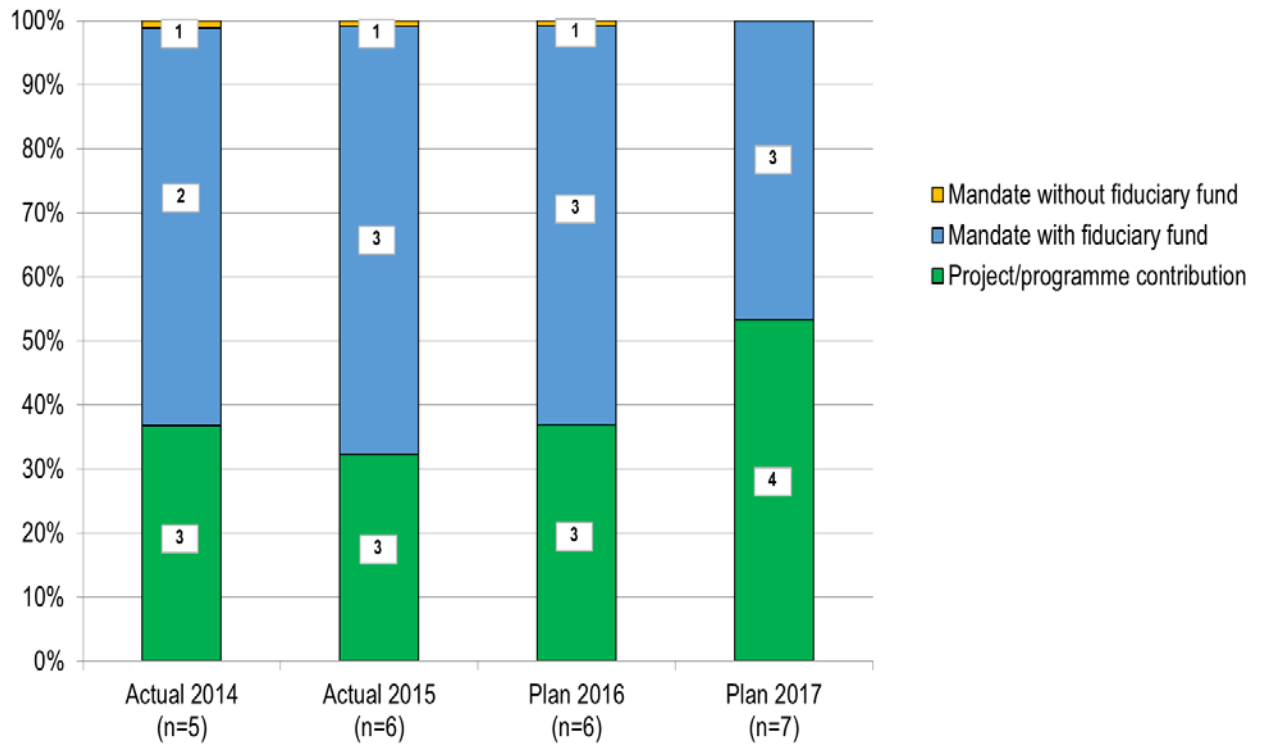
### Swiss Cooperation – Financial disbursement and number of projects



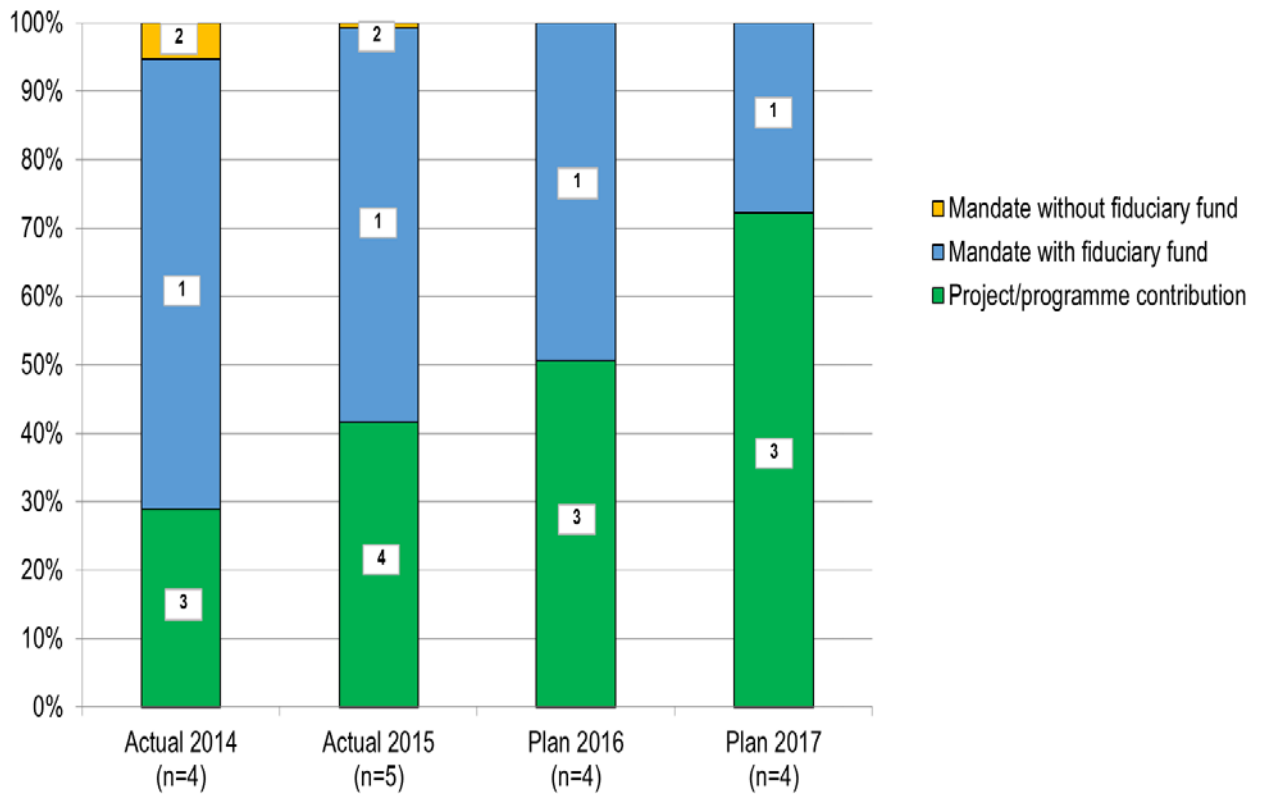
### Swiss Cooperation – Project size and number of projects



### Health – Distribution of the financing on types of support

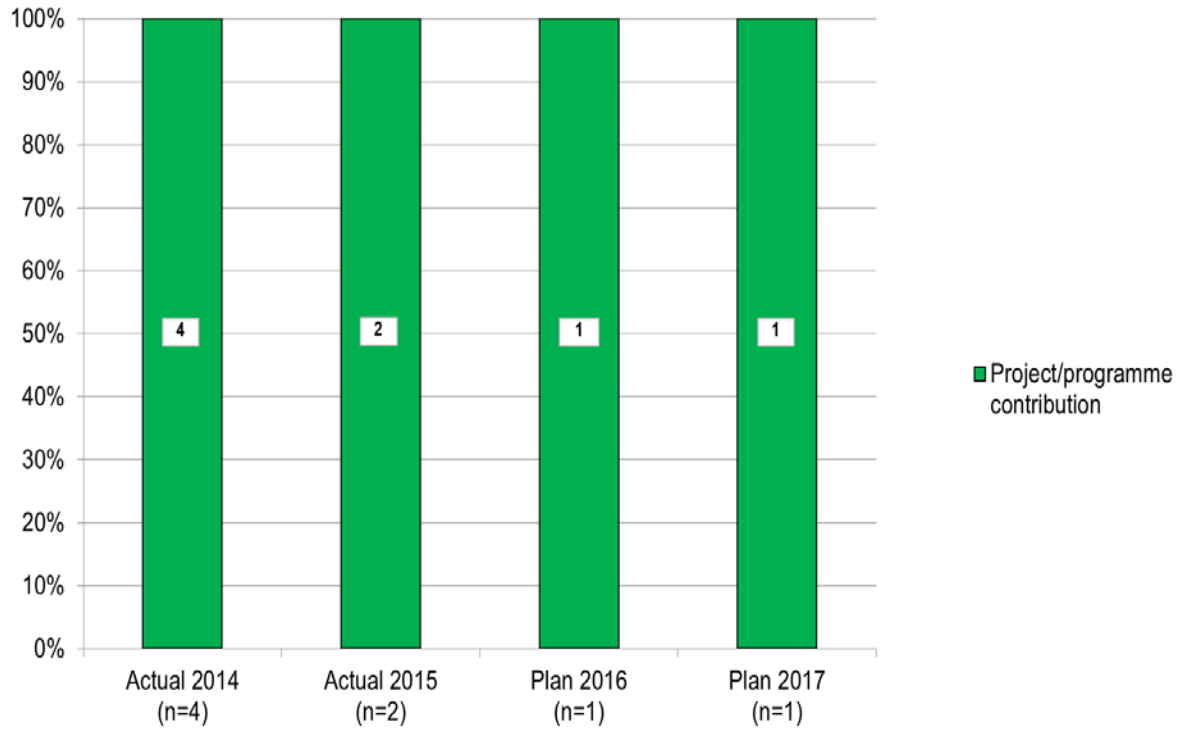


### Water and Sanitation – Distribution of the financing on types of support

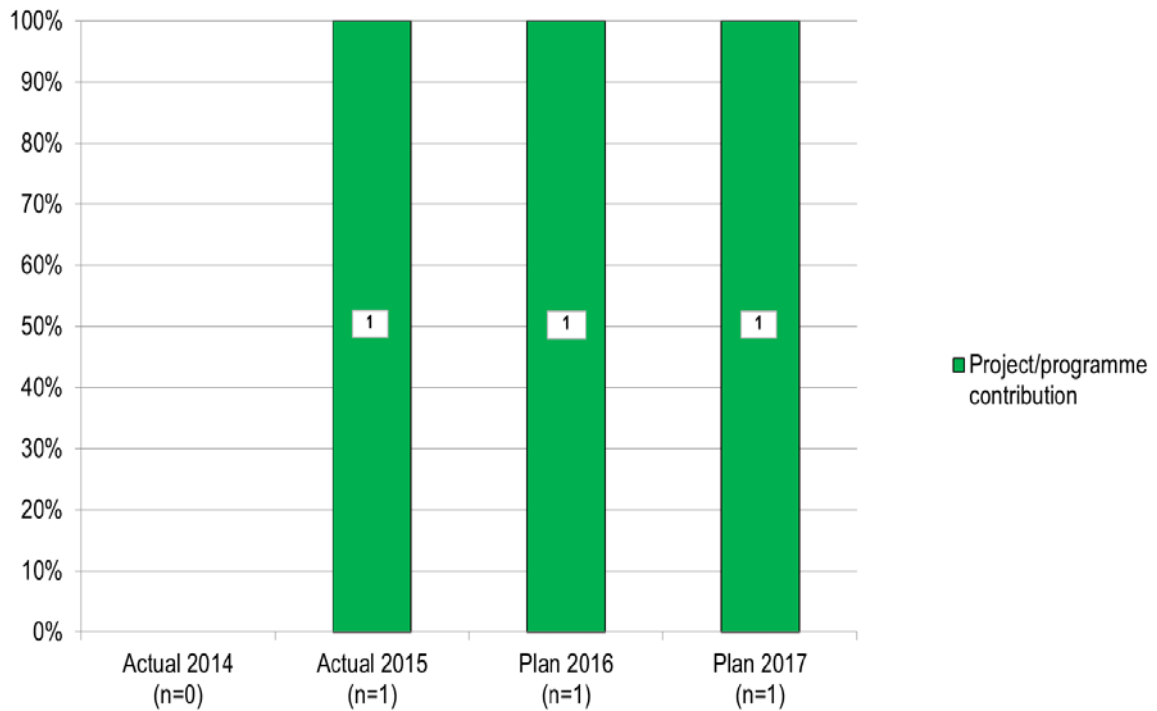




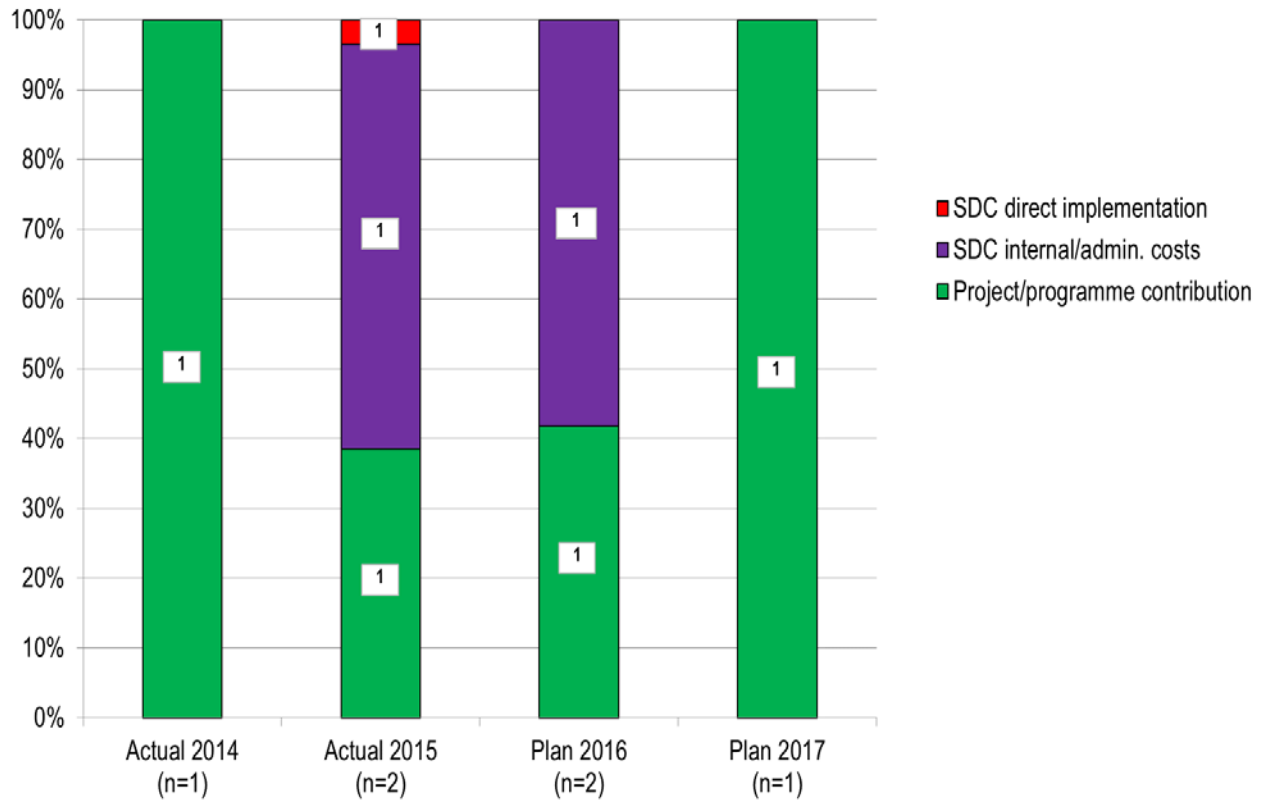
**Anti-trafficking and Migration (Migration and Development) – Distribution of the financing on types of support**



**Other/ non-core – Distribution of the financing on types of support**



### SCO Management Costs – Distribution of the financing on types of support



## Swiss Cooperation: Project list

| L | Project/WBS    | Thematic Domain                | Description                             | Resp.Person           | Start Date  | End Date    | Start 1st ph.rel. | End last ph.rel. | Status                   | Released / on going Closed Programme blanc/ bleu | CP Code | SDC Contract Partner          | TS Code | Type of Support                 | Actual 2014 | Actual 2015 | Actual 2016 | Plan 2016 | Plan 2017 |
|---|----------------|--------------------------------|---|-----------------------|-------------|-------------|-------------------|------------------|--------------------------|--|---------|-------------------------------|---------|---------------------------------|-------------|-------------|-------------|-----------|-----------|
|   | 7F-02498       | Health                         | Modernising Perinatology Moldova        | Coord.Office Chisinau | 01/06 /2006 | 31/12 /2020 | 01/06/20 06       | 31/08/20 14      |                          | Closed   |         |                               |         |                                 | 605,329     |             |             |           |           |
| 1 | 7F-02498.03    |                                | Modernising Perinatology Ph 3           | Coord.Office Chisinau | 01/06 /2011 | 31/08 /2014 |                   |                  | clos AVAC CLSD BUDG ISBD | Closed   |         |                               |         |                                 | 605,329     |             |             |           |           |
| 2 | 7F-02498.03.01 |                                | Projektkosten                           | Coord.Office Chisinau | 01/06 /2011 | 31/08 /2014 |                   |                  | clos AVAC CLSD BUDG      | Closed   | 1307 6  | Swiss TPH                     | 1713 0  | Mandate with fiduciary funds    | 605,329     |             |             |           |           |
|   | 7F-04474       | Health                         | Community Mental Health Care Service    | Coord.Office Chisinau | 15/10 /2005 | 31/12 /2020 | 01/11/20 05       | 31/05/20 13      |                          | Closed   |         |                               |         |                                 | -           |             |             |           |           |
| 1 | 7F-04474.02    |                                | Community Mental Health Care Services   | Coord.Office Chisinau | 01/03 /2009 | 31/05 /2013 |                   |                  | clos AVAC CLSD BUDG      | Closed   |         |                               |         |                                 | -           |             |             |           |           |
| 2 | 7F-04474.02.01 |                                | Project costs                           | Coord.Office Chisinau | 01/03 /2009 | 31/05 /2013 |                   |                  | clos AVAC CLSD BUDG      | Closed   | 1307 2  | Non-profit Org. of South/East | 1713 0  | Mandate with fiduciary funds    | -           |             |             |           |           |
|   | 7F-05432       | Health                         | Paediatric Care Services Reform         | Coord.Office Chisinau | 01/01 /2008 | 31/12 /2021 | 01/04/20 08       | 31/10/20 17      |                          | On going   |         |                               |         |                                 | 1,844,611   | 2,600,000   |             | 1,440,000 | 400,000   |
| 1 | 7F-05432.02    |                                | Paediatric Care Services Reform         | Coord.Office Chisinau | 01/11 /2010 | 31/10 /2013 |                   |                  | clos AVAC CLSD BUDG      | Closed   |         |                               |         |                                 | -           |             |             |           |           |
| 2 | 7F-05432.02.01 |                                | Project costs                           | Coord.Office Chisinau | 01/11 /2010 | 31/10 /2013 |                   |                  | clos AVAC CLSD BUDG      | Closed   | 1307 2  | Non-profit Org. of South/East | 1713 0  | Mandate with fiduciary funds    | -           |             |             |           |           |
| 1 | 7F-05432.03    |                                | Paediatric Care Services Reform         | Coord.Office Chisinau | 01/11 /2013 | 31/10 /2017 |                   |                  | rele REL AVAC BUDG       | Released   |         |                               |         |                                 | 1,900,000   | 2,600,000   |             | 1,440,000 | 400,000   |
| 2 | 7F-05432.03.01 |                                | Project costs                           | Coord.Office Chisinau | 01/11 /2013 | 31/10 /2017 |                   |                  | rele REL AVAC BUDG       | Released   | 1307 2  | Non-profit Org. of South/East | 1713 0  | Mandate with fiduciary funds    | 1,900,000   | 2,600,000   |             | 1,400,000 | 400,000   |
| 2 | 7F-05432.03.02 |                                | Reviews and Assessments                 | Coord.Office Chisinau | 01/11 /2013 | 31/10 /2017 |                   |                  | rele REL AVAC BUDG       | Released   | 1307 2  | Non-profit Org. of South/East | 1714 0  | Mandate without fiduciary fund  |             |             |             | 40,000    |           |
|   | 7F-06103       | Health                         | Reducing the Burden of NCD              | Coord.Office Chisinau | 01/01 /2015 | 31/12 /2027 | 01/01/20 15       | 30/06/20 16      |                          | On going   |         |                               |         |                                 |             | 60,000      |             | 439,000   | 1,300,000 |
| 1 | 7F-06103.01    |                                | Reducing the Burden of NCD              | Coord.Office Chisinau | 01/01 /2015 | 30/06 /2016 |                   |                  | rele REL AVAC BUDG       | Released   |         |                               |         |                                 |             | 60,000      |             | 39,000    |           |
| 2 | 7F-06103.01.01 |                                | Project costs, Opening Credit           | Coord.Office Chisinau | 01/01 /2015 | 30/06 /2016 |                   |                  | rele REL AVAC BUDG       | Released   | 1307 6  | Swiss TPH                     | 1713 0  | Mandate with fiduciary funds    |             | 60,000      |             | 39,000    |           |
| 1 | 7F-06103.99    |                                | Reducing NCD, Remaining Entry Proposal  | Coord.Office Chisinau | 01/07 /2016 | 30/04 /2027 |                   |                  | appr REL AVAC BUDG       | Program me blanc                                 |         |                               |         |                                 |             |             |             | 400,000   | 1,300,000 |
| 2 | 7F-06103.99.01 |                                | Project costs, remaining Main Credit    | Coord.Office Chisinau | 01/07 /2016 | 30/04 /2020 |                   |                  | appr REL AVAC BUDG       | Program me blanc                                 | 1399 8  | No Contract Partner           | 1713 0  | Mandate with fiduciary funds    |             |             |             | 400,000   | 1,300,000 |
|   | 7F-06408       | Anti-trafficking and migration | Tdh Moldova-Russia-Ukraine              | Coord.Office Chisinau | 01/09 /2008 | 30/04 /2014 | 15/11/20 08       | 30/04/20 14      |                          | Closed   |         |                               |         |                                 | 26,545      |             |             |           |           |
| 1 | 7F-06408.02    |                                | Tdh Transnational Action Moldova-Russia | Coord.Office Chisinau | 01/07 /2012 | 30/04 /2014 |                   |                  | clos AVAC CLSD BUDG      | Closed   |         |                               |         |                                 | 26,545      |             |             |           |           |
| 2 | 7F-06408.02.01 |                                | Project Costs                           | Coord.Office Chisinau | 01/07 /2012 | 30/04 /2014 |                   |                  | clos AVAC CLSD BUDG      | Closed   | 1305 1  | Terre des Hommes Lausanne     | 1701 0  | Project/Program me contribution | -           |             |             |           |           |
| 2 | 7F-06408.02.11 |                                | Project Costs (RK5)                     | Coord.Office Chisinau | 01/07 /2012 | 30/04 /2014 |                   |                  | clos AVAC CLSD BUDG      | Closed   | 1305 1  | Terre des Hommes Lausanne     | 1701 0  | Project/Program me contribution | 41,827      |             |             |           |           |
|   | 7F-06540       | Water and sanitation           | Water and Sanitation ApaSan Moldova OZA | Coord.Office Chisinau | 15/11 /2008 | 30/04 /2020 | 01/12/20 08       | 31/05/20 19      |                          | On going   |         |                               |         |                                 | 1,494,803   | 2,482,533   | -3,978      | 3,000,000 | 1,580,000 |
| 1 | 7F-06540.02    |                                | Water and Sanitation ApaSan MD OZA      | Coord.Office Chisinau | 01/06 /2011 | 31/05 /2015 |                   |                  | rele REL AVAC BUDG ISBD  | Released   |         |                               |         |                                 | 1,494,803   | 482,533     | 19          |           |           |
| 2 | 7F-06540.02.01 |                                | Project costs                           | Coord.Office Chisinau | 01/06 /2011 | 31/05 /2015 |                   |                  | rele REL AVAC BUDG       | Released   | 1309 4  | Private Sector SWISS          | 1713 0  | Mandate with fiduciary funds    | 1,400,000   | 448,597     |             |           |           |
| 2 | 7F-06540.02.02 |                                | Reviews and Assessments                 | Coord.Office Chisinau | 01/06 /2011 | 31/05 /2015 |                   |                  | rele REL AVAC BUDG       | Released   | 1307 2  | Non-profit Org. of South/East | 1714 0  | Mandate without fiduciary fund  | 94,803      | 33,936      |             |           |           |
| 2 | 7F-06540.02.03 |                                | Contributions ADA                       | Coord.Office Chisinau | 01/06 /2011 | 31/05 /2015 |                   |                  | rele REL AVAC            | Released   | 1309 4  | Private Sector SWISS          | 1713 0  | Mandate with fiduciary funds    |             |             | 19          |           |           |

| L | Project/WBS    | Thematic Domain      | Description                              | Resp.Person           | Start Date | End Date   | Start 1st ph.rel. | End last ph.rel. | Status                  | Released / on going Closed Programme blanc/ bleu | CP Code | SDC Contract Partner          | TS Code | Type of Support                 | Actual 2014 | Actual 2015 | Actual 2016 | Plan 2016 | Plan 2017 |           |
|---|----------------|----------------------|--|-----------------------|------------|------------|-------------------|------------------|-------------------------|--|---------|-------------------------------|---------|---------------------------------|-------------|-------------|-------------|-----------|-----------|-----------|
| 1 | 7F-06540.03    |                      | Water and Sanitation ApaSan MD OZA       | Coord.Office Chisinau | 01/06/2015 | 31/05/2019 |                   |                  | rele REL AVAC BUDG      | Released   |         |                               |         |                                 | 2,000,000   | -3,997      |             | 3,000,000 | 1,580,000 |           |
| 2 | 7F-06540.03.01 |                      | Project costs                            | Coord.Office Chisinau | 01/06/2015 | 31/05/2019 |                   |                  | rele REL AVAC BUDG      | Released   | 13198   | SKAT Foundation               | 17130   | Mandate with fiduciary funds    |             | 2,000,000   |             |           | 2,500,000 | 1,500,000 |
| 2 | 7F-06540.03.03 |                      | Contributions ADA                        | Coord.Office Chisinau | 01/06/2015 | 31/05/2019 |                   |                  | rele REL AVAC BUDG      | Released   | 13198   | SKAT Foundation               | 17130   | Mandate with fiduciary funds    |             |             | -3,997      |           | 500,000   | 80,000    |
|   | 7F-07033       | Water and sanitation | Protocol Water & Health                  | Coord.Office Chisinau | 01/08/2009 | 31/12/2020 | 01/08/2009        | 31/12/2016       |                         | On going   |         |                               |         |                                 | 282,150     | 145,404     |             |           |           |           |
| 1 | 7F-07033.02    |                      | Protocol Water & Health                  | Coord.Office Chisinau | 01/07/2012 | 31/12/2016 |                   |                  | rele REL AVAC BUDG ISBD | Released   |         |                               |         |                                 | 282,150     | 145,404     |             |           |           |           |
| 2 | 7F-07033.02.01 |                      | Contribution to Unece                    | Coord.Office Chisinau | 01/07/2012 | 31/12/2016 |                   |                  | rele REL AVAC BUDG      | Released   | 13143   | Other UN Org.                 | 17010   | Project/Program me contribution | 282,150     | 124,430     |             |           |           |           |
| 2 | 7F-07033.02.02 |                      | Reviews and assessments                  | Coord.Office Chisinau | 01/07/2012 | 31/12/2016 |                   |                  | rele REL AVAC BUDG      | Released   | 13143   | Other UN Org.                 | 17010   | Project/Program me contribution |             | 20,974      |             |           |           |           |
|   | 7F-07143       | Water and sanitation | Rehabilitation of the water supply syste | Coord.Office Chisinau | 01/07/2010 | 31/12/2020 | 01/11/2010        | 31/07/2016       |                         | On going   |         |                               |         |                                 | 319,000     | 1,386,000   | 710,000     |           | 710,000   |           |
| 1 | 7F-07143.01    |                      | Rehabilitation of water supply supply Ni | Coord.Office Chisinau | 01/11/2010 | 31/07/2016 |                   |                  | rele REL AVAC BUDG      | Released   |         |                               |         |                                 | 319,000     | 1,386,000   | 710,000     |           | 710,000   |           |
| 2 | 7F-07143.01.01 |                      | Project cost                             | Coord.Office Chisinau | 01/11/2010 | 30/06/2013 |                   |                  | rele REL AVAC BUDG      | Released   | 13091   | National State Inst. North    | 17010   | Project/Program me contribution | 58,815      | -139,627    | 80,812      |           |           |           |
| 2 | 7F-07143.01.02 |                      | Swiss Expertise                          | Coord.Office Chisinau | 01/11/2010 | 30/06/2013 |                   |                  | rele REL AVAC BUDG      | Released   | 13056   | Other Swiss Non-profit Org.   | 17140   | Mandate without fiduciary fund  | 19,000      | -19,000     |             |           |           |           |
| 2 | 7F-07143.01.11 |                      | Project cost (RK5)                       | Coord.Office Chisinau | 01/07/2013 | 31/07/2016 |                   |                  | rele REL AVAC BUDG      | Released   | 13091   | National State Inst. North    | 17010   | Project/Program me contribution | 241,185     | 1,525,627   | 629,188     |           | 710,000   |           |
| 2 | 7F-07143.01.12 |                      | Swiss Expertise (RK5)                    | Coord.Office Chisinau | 01/07/2013 | 31/07/2016 |                   |                  | rele REL AVAC BUDG      | Released   | 13056   | Other Swiss Non-profit Org.   | 17140   | Mandate without fiduciary fund  |             | 19,000      |             |           |           |           |
|   | 7F-07563       | Health               | Healthy Generation (YFHS) Moldova        | Coord.Office Chisinau | 01/03/2010 | 31/12/2021 | 01/06/2011        | 31/10/2018       |                         | On going   |         |                               |         |                                 | 847,759     | 906,660     | 1,599       |           | 1,040,000 | 889,500   |
| 1 | 7F-07563.01    |                      | Healthy Generation (YFHS)                | Coord.Office Chisinau | 01/06/2011 | 31/10/2014 |                   |                  | clos AVAC CLSD BUDG     | Closed   |         |                               |         |                                 | 8,069       | -8,084      |             |           |           |           |
| 2 | 7F-07563.01.01 |                      | Project Costs Neovita                    | Coord.Office Chisinau | 01/06/2011 | 31/10/2014 |                   |                  | clos AVAC CLSD BUDG     | Closed   | 13072   | Non-profit Org. of South/East | 17010   | Project/Program me contribution |             | -8,084      |             |           |           |           |
| 2 | 7F-07563.01.03 |                      | External Review                          | Placella Enrichetta   | 01/06/2011 | 31/10/2014 |                   |                  | clos AVAC CLSD BUDG     | Closed   | 13095   | Private Sector FOREIGN North  | 17010   | Project/Program me contribution | 8,069       |             |             |           |           |           |
| 1 | 7F-07563.02    |                      | Healthy Generation (YFHS)                | Coord.Office Chisinau | 01/11/2014 | 31/10/2018 |                   |                  | rele REL AVAC BUDG      | Released   |         |                               |         |                                 | 839,691     | 914,744     | 1,599       |           | 1,040,000 | 889,500   |
| 2 | 7F-07563.02.01 |                      | Project Costs Neovita                    | Coord.Office Chisinau | 01/11/2014 | 31/10/2018 |                   |                  | rele REL AVAC BUDG      | Released   | 13072   | Non-profit Org. of South/East | 17010   | Project/Program me contribution | 400,000     | 630,000     |             |           | 780,000   | 675,000   |
| 2 | 7F-07563.02.02 |                      | Technical Assistance UNicef              | Coord.Office Chisinau | 01/11/2014 | 31/10/2018 |                   |                  | rele REL AVAC BUDG      | Released   | 13129   | UNICEF                        | 17010   | Project/Program me contribution | 399,000     | 283,500     |             |           | 250,000   | 117,500   |
| 2 | 7F-07563.02.04 |                      | Backstopping Swiss TPH                   | Coord.Office Chisinau | 01/11/2014 | 31/10/2018 |                   |                  | rele REL AVAC BUDG      | Released   | 13095   | Private Sector FOREIGN North  | 17010   | Project/Program me contribution | 40,691      | 1,244       | 1,599       |           | 10,000    | 97,000    |
|   | 7F-07589       | Water and sanitation | Contribution W&S services Regional Plan. | Coord.Office Chisinau | 01/06/2014 | 31/03/2025 | 10/06/2014        | 30/06/2018       |                         | On going   |         |                               |         |                                 |             | 192,000     |             |           | 1,200,000 | 1,870,000 |
| 1 | 7F-07589.01    |                      | Contr. to GiZ: W&S serv. Regional Plan   | Coord.Office Chisinau | 10/06/2014 | 30/06/2018 |                   |                  | rele REL AVAC BUDG      | Released   |         |                               |         |                                 |             | 192,000     |             |           | 1,200,000 | 1,870,000 |
| 2 | 7F-07589.01.01 |                      | Contr. to GiZ: W&S serv. Regional Plan   | Coord.Office Chisinau | 10/06/2014 | 30/06/2018 |                   |                  | rele REL AVAC BUDG      | Released   | 13091   | National State Inst. North    | 17010   | Project/Program me contribution |             | 192,000     |             |           | 1,200,000 | 1,870,000 |
|   | 7F-07956       | Health               | Support MChH Dept. Medic.Uni. Simulation | SCO Chisinau          | 01/05/2013 | 31/03/2020 | 01/05/2013        | 30/09/2015       |                         | Closed   |         |                               |         |                                 | 733,498     | 128,687     | -2,128      |           | -2,128    |           |
| 1 | 7F-07956.01    |                      | Support MChH Dept. Medic.Uni. Simulation | SCO Chisinau          | 01/05/2013 | 30/09/2015 |                   |                  | clos AVAC CLSD BUDG     | Closed   |         |                               |         |                                 | 733,498     | 128,687     | -2,128      |           | -2,128    |           |
| 2 | 7F-07956.01.01 |                      | Simulation center SUMPh, project costs   | SCO Chisinau          | 01/05/2013 | 30/09/2015 |                   |                  | clos AVAC CLSD BUDG     | Closed   | 13173   | SDC Field Office              | 17010   | Project/Program me contribution | 706,403     | 128,687     | -2,128      |           | -2,128    |           |
| 2 | 7F-07956.01.02 |                      | Consultancy on procurement               | SCO Chisinau          | 01/05/2013 | 30/09/2015 |                   |                  | clos AVAC CLSD BUDG     | Closed   | 13173   | SDC Field Office              | 17010   | Project/Program me contribution | 27,095      |             |             |           |           |           |
|   | 7F-08189       | Water and sanitation | Secondary Legislation for Water Law RM   | Coord.Office Chisinau | 01/07/2012 | 30/06/2014 | 01/07/2012        | 30/06/2014       |                         | Closed   |         |                               |         |                                 | 57,654      |             |             |           |           |           |

| L | Project/WBS    | Thematic Domain                | Description                               | Resp.Person           | Start Date  | End Date    | Start 1st ph.rel. | End last ph.rel. | Status              | Released / on going Closed Programme blanc/ bleu | CP Code | SDC Contract Partner          | TS Code | Type of Support                 | Actual 2014 | Actual 2015 | Actual 2016 | Plan 2016 | Plan 2017 |
|---|----------------|--------------------------------|---|-----------------------|-------------|-------------|-------------------|------------------|---------------------|--|---------|-------------------------------|---------|---------------------------------|-------------|-------------|-------------|-----------|-----------|
| 1 | 7F-08189.01    |                                | Secondary Legislation for Water Law RM    | Coord.Office Chisinau | 01/07 /2012 | 30/06 /2014 |                   |                  | clos AVAC CLSD BUDG | Closed   |         |                               |         |                                 | 57,654      |             |             |           |           |
| 2 | 7F-08189.01.11 |                                | Project costs, additional credit          | Coord.Office Chisinau | 01/05 /2013 | 30/06 /2014 |                   |                  | clos AVAC CLSD BUDG | Closed   | 1309 4  | Private Sector SWISS          | 1714 0  | Mandate without fiduciary fund  | 57,654      |             |             |           |           |
|   | 7F-08358       | Health                         | Contr. Caritas RM support TB Hospital Ba  | Coord.Office Chisinau | 01/06 /2012 | 31/05 /2013 | 01/06/20 12       | 31/08/20 13      |                     | Closed   |         |                               |         |                                 | 4,046       |             |             |           |           |
| 1 | 7F-08358.01    |                                | Contr. Caritas RM support TB Hospital Ba  | Coord.Office Chisinau | 01/06 /2012 | 31/08 /2013 |                   |                  | clos AVAC CLSD BUDG | Closed   |         |                               |         |                                 | 4,046       |             |             |           |           |
| 2 | 7F-08358.01.01 |                                | Contribution                              | Coord.Office Chisinau | 01/06 /2012 | 31/08 /2013 |                   |                  | clos AVAC CLSD BUDG | Closed   | 1307 2  | Non-profit Org. of South/East | 1701 0  | Project/Program me contribution | 4,046       |             |             |           |           |
|   | 7F-08537       | Anti-trafficking and migration | NEXUS (migration project)                 | Coord.Office Chisinau | 01/02 /2013 | 31/12 /2022 | 01/05/20 13       | 31/01/20 16      |                     | On going   |         |                               |         |                                 | 224,93 5    | 132,455     |             |           |           |
| 1 | 7F-08537.01    |                                | NEXUS (migration project)                 | Coord.Office Chisinau | 01/05 /2013 | 31/01 /2016 |                   |                  | rele REL AVAC BUDG  | Released   |         |                               |         |                                 | 224,93 5    | 132,455     |             |           |           |
| 2 | 7F-08537.01.01 |                                | Contribution costs                        | Coord.Office Chisinau | 01/05 /2013 | 31/01 /2016 |                   |                  | rele REL AVAC BUDG  | Released   | 1307 1  | Other NGO Int/Foreign North   | 1701 0  | Project/Program me contribution | 212,50 0    | 120,000     |             |           |           |
| 2 | 7F-08537.01.02 |                                | Review/assessment to further develop SDC  | Placella Enrichetta   | 01/05 /2013 | 31/01 /2016 |                   |                  | rele REL AVAC BUDG  | Released   | 1307 1  | Other NGO Int/Foreign North   | 1701 0  | Project/Program me contribution | 12,435      | 12,455      |             |           |           |
|   | 7F-08704       | Health                         | Policy Dialogue Health                    | SCO Chisinau          | 01/05 /2013 | 31/12 /2020 | 01/09/20 13       | 31/05/20 19      |                     | On going   |         |                               |         |                                 | 665,08 7    | 932,500     |             | 350,000   | 900,000   |
| 1 | 7F-08704.01    |                                | Streng.Gov. & Policy Dialog Health        | SCO Chisinau          | 01/09 /2013 | 30/11 /2015 |                   |                  | rele REL AVAC BUDG  | Released   |         |                               |         |                                 | 665,08 7    | 332,500     |             |           |           |
| 2 | 7F-08704.01.01 |                                | Streng.Gov. & Policy Dialog Health, Costs | SCO Chisinau          | 01/09 /2013 | 30/11 /2015 |                   |                  | rele REL AVAC BUDG  | Released   | 1314 1  | WHO                           | 1701 0  | Project/Program me contribution | 600,00 0    | 280,000     |             |           |           |
| 2 | 7F-08704.01.02 |                                | Review and assessments                    | SCO Chisinau          | 01/09 /2013 | 30/11 /2015 |                   |                  | rele REL AVAC BUDG  | Released   | 1309 5  | Private Sector FOREIGN North  | 1714 0  | Mandate without fiduciary fund  | 65,087      | 52,500      |             |           |           |
| 1 | 7F-08704.02    |                                | Streng.Gov. & Policy Dialog Health        | SCO Chisinau          | 01/12 /2015 | 31/05 /2019 |                   |                  | rele REL AVAC BUDG  | Released   |         |                               |         |                                 | 600,000     |             |             | 350,000   | 900,000   |
| 2 | 7F-08704.02.01 |                                | Streng.Gov.&Policy Dialog Health (WHO)    | SCO Chisinau          | 01/12 /2015 | 31/05 /2019 |                   |                  | rele REL AVAC BUDG  | Released   | 1314 1  | WHO                           | 1701 0  | Project/Program me contribution |             | 600,000     |             | 350,000   | 900,000   |
|   | 7F-08711       | Health                         | Reforming Mental Health Services in RM    | SCO Chisinau          | 01/05 /2013 | 31/12 /2026 | 15/05/20 13       | 31/07/20 18      |                     | On going   |         |                               |         |                                 | 1,378, 391  | 1,500,00 0  | 433         | 1,515,000 | 1,335,000 |
| 1 | 7F-08711.01    |                                | Reforming Mental Health Services in RM    | SCO Chisinau          | 15/05 /2013 | 31/07 /2018 |                   |                  | rele REL AVAC BUDG  | Released   |         |                               |         |                                 | 1,378, 391  | 1,500,00 0  | 433         | 1,515,000 | 1,335,000 |
| 2 | 7F-08711.01.01 |                                | Project costs                             | SCO Chisinau          | 15/05 /2013 | 31/07 /2018 |                   |                  | rele REL AVAC BUDG  | Released   | 1307 1  | Other NGO Int/Foreign North   | 1713 0  | Mandate with fiduciary funds    | 1,378, 391  | 1,500,00 0  |             | 1,500,000 | 1,300,000 |
| 2 | 7F-08711.01.02 |                                | Backstopping WHO                          | SCO Chisinau          | 01/08 /2014 | 31/07 /2018 |                   |                  | rele REL AVAC BUDG  | Released   | 1307 1  | Other NGO Int/Foreign North   | 1713 0  | Mandate with fiduciary funds    |             |             | 433         | 15,000    | 5,000     |
| 2 | 7F-08711.01.03 |                                | External Review                           | SCO Chisinau          | 01/08 /2014 | 31/07 /2018 |                   |                  | rele REL AVAC BUDG  | Released   | 1307 1  | Other NGO Int/Foreign North   | 1713 0  | Mandate with fiduciary funds    |             |             |             |           | 30,000    |
|   | 7F-08718       | Anti-trafficking and migration | MOL: Migration and Development            | SCO Chisinau          | 15/01 /2014 | 31/12 /2026 | 15/01/20 14       | 31/12/20 18      |                     | On going   |         |                               |         |                                 | 30,488      | 1,226,50 0  | 1,455,00 0  | 1,875,000 | 2,072,200 |
| 1 | 7F-08718.01    |                                | Migration and Development                 | SCO Chisinau          | 15/01 /2014 | 31/12 /2018 |                   |                  | rele REL AVAC BUDG  | Released   |         |                               |         |                                 | 30,488      | 1,226,50 0  | 1,455,00 0  | 1,875,000 | 2,072,200 |
| 2 | 7F-08718.01.01 |                                | M&D Institutional Framework (IOM/BRD)     | SCO Chisinau          | 15/01 /2014 | 31/12 /2018 |                   |                  | rele REL AVAC BUDG  | Released   | 1316 1  | IOM                           | 1701 0  | Project/Program me contribution | 30,488      | 220,000     | 600,00 0    | 600,000   | 516,135   |
| 2 | 7F-08718.01.02 |                                | Migration and Local Development (UNDP)    | SCO Chisinau          | 01/08 /2015 | 31/12 /2018 |                   |                  | rele REL AVAC BUDG  | Released   | 1312 1  | UNDP                          | 1701 0  | Project/Program me contribution |             | 301,500     | 855,00 0    | 900,000   | 726,065   |
| 2 | 7F-08718.01.03 |                                | NEXUS Moldova (IASCI)                     | SCO Chisinau          | 01/08 /2015 | 31/12 /2018 |                   |                  | rele REL AVAC BUDG  | Released   | 1307 1  | Other NGO Int/Foreign North   | 1701 0  | Project/Program me contribution |             | 705,000     |             | 345,000   | 800,000   |
| 2 | 7F-08718.01.04 |                                | Review and Assessment                     | SCO Chisinau          | 01/08 /2015 | 31/12 /2018 |                   |                  | rele REL AVAC BUDG  | Released   | 1399 8  | No Contract Partner           | 1701 0  | Project/Program me contribution |             |             |             | 30,000    | 30,000    |
|   | 7F-08818       | Health                         | CBM Transnistria Health                   | SCO Chisinau          | 01/07 /2013 | 31/12 /2021 | 01/11/20 13       | 31/07/20 19      |                     | On going   |         |                               |         |                                 | 509,96 0    | 216,000     | 600,00 0    | 600,000   | 676,000   |
| 1 | 7F-08818.01    |                                | CBM Transnistria Health                   | SCO Chisinau          | 01/11 /2013 | 29/02 /2016 |                   |                  | rele REL AVAC BUDG  | Released   |         |                               |         |                                 | 509,96 0    | 216,000     |             |           |           |
| 2 | 7F-08818.01.01 |                                | CBM Transnistria Health Contribution SDC  | SCO Chisinau          | 01/11 /2013 | 29/02 /2016 |                   |                  | rele REL AVAC BUDG  | Released   | 1312 1  | UNDP                          | 1701 0  | Project/Program me contribution | 509,96 0    | 216,000     |             |           |           |

| L | Project/WBS    | Thematic Domain      | Description                              | Resp.Person               | Start Date | End Date   | Start 1st ph.rel. | End last ph.rel. | Status              | Released / on going Closed Programme blanc/ bleu | CP Code | SDC Contract Partner | TS Code | Type of Support                | Actual 2014 | Actual 2015 | Actual 2016 | Plan 2016  | Plan 2017  |
|---|----------------|----------------------|--|---------------------------|------------|------------|-------------------|------------------|---------------------|--|---------|----------------------|---------|--------------------------------|-------------|-------------|-------------|------------|------------|
| 1 | 7F-08818.02    |                      | CBM Transnistria Health                  | SCO Chisinau              | 01/03/2016 | 31/07/2019 |                   |                  | rele REL AVAC BUDG  | Released   |         |                      |         |                                |             |             | 600,000     | 600,000    | 676,000    |
| 2 | 7F-08818.02.01 |                      | CBM Transnistria Health Contribution SDC | SCO Chisinau              | 01/03/2016 | 31/07/2019 |                   |                  | rele REL AVAC BUDG  | Released   | 13121   | UNDP                 | 17010   | Project/Programme contribution |             |             | 600,000     | 600,000    | 676,000    |
|   | 7F-08870       | Water and sanitation | Support institutional framework Water Se | SCO Chisinau              | 01/03/2014 | 31/12/2023 | 01/03/2014        | 31/12/2019       |                     | On going   |         |                      |         |                                | 35,208      | 41,869      |             | 1,155,000  | 1,545,000  |
| 1 | 7F-08870.01    |                      | Support institutional set-up in W&S      | SCO Chisinau              | 01/03/2014 | 31/12/2019 |                   |                  | rele REL AVAC BUDG  | Released   |         |                      |         |                                | 35,208      | 41,869      |             | 1,155,000  | 1,545,000  |
| 2 | 7F-08870.01.01 |                      | Project costs SDC contributions          | SCO Chisinau              | 01/03/2014 | 31/12/2019 |                   |                  | rele REL AVAC BUDG  | Released   | 13998   | No Contract Partner  | 17010   | Project/Programme contribution | 35,208      | 26,869      |             | 650,000    | 1,040,000  |
| 2 | 7F-08870.01.02 |                      | Sector Backstopper                       | SCO Chisinau              | 01/09/2015 | 31/12/2019 |                   |                  | rele REL AVAC BUDG  | Released   | 13998   | No Contract Partner  | 17010   | Project/Programme contribution |             | 15,000      |             | 25,000     | 25,000     |
| 2 | 7F-08870.01.03 |                      | Contributions ADA                        | SCO Chisinau              | 01/09/2015 | 31/12/2019 |                   |                  | rele REL AVAC BUDG  | Released   | 13998   | No Contract Partner  | 17010   | Project/Programme contribution |             |             |             | 480,000    | 480,000    |
|   | 7F-08872       | Other/non-core       | Inclusive Policies through Civil Society | SCO Chisinau              | 01/12/2015 | 31/05/2025 | 01/12/2015        | 31/05/2017       |                     | On going   |         |                      |         |                                |             | 80,000      |             | 70,000     | 650,000    |
| 1 | 7F-08872.01    |                      | Inclusive Policies through Civil Society | SCO Chisinau              | 01/12/2015 | 31/05/2017 |                   |                  | rele REL AVAC BUDG  | Released   |         |                      |         |                                |             | 80,000      |             | 70,000     | 50,000     |
| 2 | 7F-08872.01.01 |                      | Inclusive Policies through Civil Society | SCO Chisinau              | 01/12/2015 | 31/05/2017 |                   |                  | rele REL AVAC BUDG  | Released   | 13998   | No Contract Partner  | 17010   | Project/Programme contribution |             | 80,000      |             | 70,000     | 50,000     |
| 1 | 7F-08872.99    |                      | Inclusive Policies through Civil Society | SCO Chisinau              | 01/06/2016 | 31/05/2025 |                   |                  | appr REL AVAC BUDG  | Released   |         |                      |         |                                |             |             |             |            | 600,000    |
| 2 | 7F-08872.99.01 |                      | Inclusive Policies Civil Society D.Futur | SCO Chisinau              | 01/06/2017 | 31/05/2025 |                   |                  | appr REL AVAC BUDG  | Released   | 13998   | No Contract Partner  | 17010   | Project/Programme contribution |             |             |             |            | 600,000    |
|   | 7F-08963       | Health               | Contri. Population & Housing Census RM   | SCO Chisinau              | 01/03/2014 | 30/06/2016 | 01/03/2014        | 30/06/2016       |                     | On going   |         |                      |         |                                | 826,063     |             |             |            |            |
| 1 | 7F-08963.01    |                      | Contri. Population & Housing Census RM   | SCO Chisinau              | 01/03/2014 | 30/06/2016 |                   |                  | rele REL AVAC BUDG  | Released   |         |                      |         |                                | 826,063     |             |             |            |            |
| 2 | 7F-08963.01.01 |                      | Contri. Population & Housing Census RM   | SCO Chisinau              | 01/03/2014 | 30/06/2016 |                   |                  | rele REL AVAC BUDG  | Released   | 13124   | UNFPA                | 17010   | Project/Programme contribution | 826,063     |             |             |            |            |
|   | 7F-09304       | Water and sanitation | Blue project in water                    | SCO Chisinau              | 01/01/2017 | 01/01/2030 |                   |                  |                     | Programme bleu                                   |         |                      |         |                                |             |             |             |            | 700,000    |
| 1 | 7F-09304.01    |                      | Phase 1 Blue project in water            | SCO Chisinau              | 01/01/2017 | 01/01/2030 |                   |                  | lock CRTD AVAC BUDG | Programme bleu                                   |         |                      |         |                                |             |             |             |            | 700,000    |
| 2 | 7F-09304.01.01 |                      | Phase 1, TA 1, D. Futur                  | SCO Chisinau              | 01/01/2017 | 01/01/2030 |                   |                  | lock CRTD AVAC BUDG | Programme bleu                                   | 13998   | No Contract Partner  | 17010   | Project/Programme contribution |             |             |             |            | 700,000    |
|   | 7F-09461       | Health               | Blue project in Health                   | Bruchez Brugger Georgette | 01/09/2017 | 31/12/2030 |                   |                  |                     | Programme bleu                                   |         |                      |         |                                |             |             |             |            | 1,000,000  |
| 1 | 7F-09461.01    |                      | Phase 1                                  | Bruchez Brugger Georgette | 01/09/2017 | 31/12/2030 |                   |                  | lock CRTD AVAC BUDG | Programme bleu                                   |         |                      |         |                                |             |             |             |            | 1,000,000  |
| 2 | 7F-09461.01.01 |                      | Phase 1, TA 1, D. Futur                  | Bruchez Brugger Georgette | 01/09/2017 | 31/12/2030 |                   |                  | lock CRTD AVAC BUDG | Programme bleu                                   | 13998   | No Contract Partner  | 17010   | Project/Programme contribution |             |             |             |            | 1,000,000  |
| T | TOTAL          |                      | Domain CEE                               |                           |            |            |                   |                  |                     |  |         |                      |         |                                | 9,838,889   | 12,030,609  | 2,760,926   | 13,391,872 | 14,917,700 |
|   | 7F-07632       | to be excluded       | Programme Sektion Eval.+Control. DEZA    | Clavel Jean-Marc          | 01/07/2010 | 31/12/2019 | 01/07/2010        | 31/12/2019       |                     | On going   |         |                      |         |                                |             |             |             | 50,000     | 30,000     |
| 1 | 7F-07632.02    |                      | Programme Sektion E+C 2015-2016 interim  | Clavel Jean-Marc          | 01/04/2015 | 31/12/2017 |                   |                  | rele REL AVAC BUDG  | Released   |         |                      |         |                                |             |             |             | 50,000     | 30,000     |
| 2 | 7F-07632.02.12 |                      | Evaluation CS Moldova 2014-2017          | Rossi Valérie             | 01/02/2016 | 31/03/2017 |                   |                  | rele REL AVAC BUDG  | Released   | 13094   | Private Sector SWISS | 17130   | Mandate with fiduciary funds   |             |             |             | 50,000     | 30,000     |
| T | TOTAL          |                      | SDC Services                             |                           |            |            |                   |                  |                     |  |         |                      |         |                                |             |             |             | 50,000     | 30,000     |

| L | Project/WBS    | Thematic Domain      | Description                              | Resp.Person           | Start Date  | End Date    | Start 1st ph.rel. | End last ph.rel. | Status                   | Released / on going Closed Programme blanc/ bleu | CP Code | SDC Contract Partner | TS Code | Type of Support                 | Actual 2014 | Actual 2015 | Actual 2016 | Plan 2016 | Plan 2017 |
|---|----------------|----------------------|--|-----------------------|-------------|-------------|-------------------|------------------|--------------------------|--|---------|----------------------|---------|---------------------------------|-------------|-------------|-------------|-----------|-----------|
|   | 7F-03995       | SCO Management costs | MOL: Kooperationsbüro Chisinau - Moldau  | Coord.Office Chisinau | 01/12 /2004 | 31/12 /2020 | 01/12/20 04       | 31/12/20 16      |                          | On going   |         |                      |         |                                 | 586,148     | 451,387     | 225,248     | 648,782   |           |
| 1 | 7F-03995.09    |                      | MOL: Kooperationsbüro Chisinau 2013      | Coord.Office Chisinau | 01/01 /2013 | 31/12 /2013 |                   |                  | clos AVAC CLSD BUDG      | Closed   |         |                      |         |                                 | 995         | -37,194     |             |           |           |
| 2 | 7F-03995.09.02 |                      | Other Costs Swiss Personnel              | Coord.Office Chisinau | 01/01 /2013 | 31/12 /2013 |                   |                  | clos AVAC CLSD BUDG      | Closed   | 13998   | No Contract Partner  | 17990   | SDC internal/ admin. costs      | 8,714       | -16,091     |             |           |           |
| 2 | 7F-03995.09.03 |                      | Operating Expenses                       | Coord.Office Chisinau | 01/01 /2013 | 31/12 /2013 |                   |                  | clos AVAC CLSD BUDG ACPT | Closed   | 13998   | No Contract Partner  | 17990   | SDC internal/ admin. costs      | -7,719      | -21,103     |             |           |           |
| 1 | 7F-03995.10    |                      | MOL: Kooperationsbüro Chisinau 2014      | Coord.Office Chisinau | 01/01 /2014 | 31/12 /2014 |                   |                  | clos AVAC CLSD BUDG      | Closed   |         |                      |         |                                 | 585,153     | -18,334     |             |           |           |
| 2 | 7F-03995.10.01 |                      | Swiss Personnel                          | Placella Enrichetta   | 01/01 /2014 | 31/12 /2014 |                   |                  | clos AVAC CLSD BUDG      | Closed   | 13173   | SDC Field Office     | 17990   | SDC internal/ admin. costs      | 223,607     |             |             |           |           |
| 2 | 7F-03995.10.02 |                      | Other Costs Swiss Personnel              | SCO Chisinau          | 01/01 /2014 | 31/12 /2014 |                   |                  | clos AVAC CLSD BUDG      | Closed   | 13173   | SDC Field Office     | 17990   | SDC internal/ admin. costs      | 69,765      | -23,269     |             |           |           |
| 2 | 7F-03995.10.03 |                      | Operating Expenses                       | SCO Chisinau          | 01/01 /2014 | 31/12 /2014 |                   |                  | clos AVAC CLSD BUDG ACPT | Closed   | 13173   | SDC Field Office     | 17990   | SDC internal/ admin. costs      | 291,782     | 4,935       |             |           |           |
| 1 | 7F-03995.11    |                      | MOL: Kooperationsbüro Chisinau 2015      | Coord.Office Chisinau | 01/01 /2015 | 31/12 /2015 |                   |                  | rele REL AVAC BUDG       | Released   |         |                      |         |                                 |             | 506,914     |             |           |           |
| 2 | 7F-03995.11.01 |                      | Swiss Personnel                          | Placella Enrichetta   | 01/01 /2015 | 31/12 /2015 |                   |                  | rele REL AVAC BUDG       | Released   | 13173   | SDC Field Office     | 17990   | SDC internal/ admin. costs      |             | 255,481     |             |           |           |
| 2 | 7F-03995.11.02 |                      | Other Costs Swiss Personnel              | Coord.Office Chisinau | 01/01 /2015 | 31/12 /2015 |                   |                  | rele REL AVAC BUDG ACPT  | Released   | 13173   | SDC Field Office     | 17990   | SDC internal/ admin. costs      |             | 33,609      |             |           |           |
| 2 | 7F-03995.11.03 |                      | Operating Expenses                       | Coord.Office Chisinau | 01/01 /2015 | 31/12 /2015 |                   |                  | rele REL AVAC BUDG ACPT  | Released   | 13173   | SDC Field Office     | 17990   | SDC internal/ admin. costs      |             | 217,824     |             |           |           |
| 1 | 7F-03995.12    |                      | MOL: Kooperationsbüro Chisinau 2016      | Coord.Office Chisinau | 01/01 /2016 | 31/12 /2016 |                   |                  | rele REL AVAC BUDG       | Released   |         |                      |         |                                 |             |             | 225,248     | 648,782   |           |
| 2 | 7F-03995.12.01 |                      | Swiss Personnel                          | Placella Enrichetta   | 01/01 /2016 | 31/12 /2016 |                   |                  | rele REL AVAC BUDG       | Released   | 13173   | SDC Field Office     | 17990   | SDC internal/ admin. costs      |             |             | 75,429      | 291,333   |           |
| 2 | 7F-03995.12.02 |                      | Other Costs Swiss Personnel              | Coord.Office Chisinau | 01/01 /2016 | 31/12 /2016 |                   |                  | rele REL AVAC BUDG       | Released   | 13173   | SDC Field Office     | 17990   | SDC internal/ admin. costs      |             |             | 29,001      | 53,334    |           |
| 2 | 7F-03995.12.03 |                      | Operating Expenses                       | Coord.Office Chisinau | 01/01 /2016 | 31/12 /2016 |                   |                  | rele REL AVAC BUDG       | Released   | 13173   | SDC Field Office     | 17990   | SDC internal/ admin. costs      |             |             | 120,818     | 304,115   |           |
|   | 7F-04447       |                      | MOL: Small Actions COOF Chisinau         | Coord.Office Chisinau | 01/09 /2005 | 31/12 /2020 | 01/09/20 05       | 30/06/20 17      |                          | On going   |         |                      |         |                                 | 366,256     | 367,086     | 208,004     | 464,941   | 379,260   |
| 1 | 7F-04447.04    |                      | MOL: pl. Small Actions COOF Chisinau     | Coord.Office Chisinau | 01/01 /2012 | 31/12 /2013 |                   |                  | clos AVAC CLSD BUDG      | Closed   |         |                      |         |                                 | 3,694       |             |             |           |           |
| 2 | 7F-04447.04.01 |                      | Support interactive workshop             | Coord.Office Chisinau | 25/01 /2012 | 15/04 /2012 |                   |                  | clos AVAC CLSD BUDG      | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution | 0           |             |             |           |           |
| 2 | 7F-04447.04.02 |                      | Social Taxi for handicapped children     | Coord.Office Chisinau | 15/03 /2012 | 15/09 /2012 |                   |                  | clos AVAC CLSD BUDG      | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution | 469         |             |             |           |           |
| 2 | 7F-04447.04.03 |                      | Production of REPEMOL cartoon on DVDs    | Coord.Office Chisinau | 29/03 /2012 | 31/08 /2012 |                   |                  | clos AVAC CLSD BUDG      | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution | -190        |             |             |           |           |
| 2 | 7F-04447.04.04 |                      | Creation of Automated Information System | Coord.Office Chisinau | 26/04 /2012 | 31/10 /2012 |                   |                  | clos AVAC CLSD BUDG      | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution | 908         |             |             |           |           |
| 2 | 7F-04447.04.05 |                      | Contribution to the Ethno-Jazz Festival  | Coord.Office Chisinau | 19/07 /2012 | 30/11 /2012 |                   |                  | clos AVAC CLSD BUDG      | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution | -618        |             |             |           |           |
| 2 | 7F-04447.04.09 |                      | Acquisition and delivery of coal         | Coord.Office Chisinau | 10/09 /2012 | 30/11 /2012 |                   |                  | clos AVAC CLSD BUDG      | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution | -293        |             |             |           |           |
| 2 | 7F-04447.04.14 |                      | Contribution to Ethno-Jazz Festival 2013 | Coord.Office Chisinau | 15/05 /2013 | 15/10 /2013 |                   |                  | clos AVAC CLSD BUDG      | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution | 3,418       |             |             |           |           |
| 1 | 7F-04447.05    |                      | MOL: pl. Small Actions COOF Chisinau     | Coord.Office Chisinau | 01/07 /2013 | 31/12 /2015 |                   |                  | rele REL AVAC BUDG       | Released   |         |                      |         |                                 | 362,561     | 211,908     | 12,577      | 14,380    |           |
| 2 | 7F-04447.05.01 |                      | Rehabilitation Department Cimislia       | Coord.Office Chisinau | 01/10 /2013 | 15/12 /2014 |                   |                  | clos AVAC CLSD BUDG      | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution | 32,042      |             |             |           |           |

| L | Project/WBS    | Thematic Domain | Description                               | Resp.Person           | Start Date | End Date   | Start 1st ph.rel. | End last ph.rel. | Status              | Released / on going Closed Programme blanc/ bleu | CP Code | SDC Contract Partner | TS Code | Type of Support                 | Actual 2014 | Actual 2015 | Actual 2016 | Plan 2016 | Plan 2017 |
|---|----------------|-----------------|---|-----------------------|------------|------------|-------------------|------------------|---------------------|--|---------|----------------------|---------|---------------------------------|-------------|-------------|-------------|-----------|-----------|
| 2 | 7F-04447.05.03 |                 | Improving Vocational Training - Riscani   | Coord.Office Chisinau | 02/10/2013 | 30/08/2014 |                   |                  | clos AVAC CLSD BUDG | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             | 52          |             |           |           |
| 2 | 7F-04447.05.04 |                 | Making Migration Work for Development     | Coord.Office Chisinau | 01/03/2014 | 28/02/2015 |                   |                  | rele REL AVAC BUDG  | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution | 86,640      | -2,650      |             |           |           |
| 2 | 7F-04447.05.05 |                 | Supporting Legal Advisor Services         | Coord.Office Chisinau | 22/04/2014 | 31/01/2015 |                   |                  | clos AVAC CLSD BUDG | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution | 9,563       | -234        |             |           |           |
| 2 | 7F-04447.05.06 |                 | Contribution to "Planet" Theatre          | Coord.Office Chisinau | 21/07/2014 | 20/06/2015 |                   |                  | clos AVAC CLSD BUDG | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution | 17,860      | -1,086      |             |           |           |
| 2 | 7F-04447.05.07 |                 | Acquisition and delivery of coal          | Coord.Office Chisinau | 01/08/2014 | 31/10/2014 |                   |                  | clos AVAC CLSD BUDG | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution | 16,132      | 331         |             |           |           |
| 2 | 7F-04447.05.08 |                 | Visegrad DISCUSS project                  | Coord.Office Chisinau | 16/02/2015 | 31/12/2015 |                   |                  | rele REL AVAC BUDG  | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             |             | 12,577      | 14,380    |           |
| 2 | 7F-04447.05.09 |                 | Participation "Arts in Conflict" Forum    | Coord.Office Chisinau | 09/03/2015 | 30/06/2015 |                   |                  | clos AVAC CLSD BUDG | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             | 5,592       |             |           |           |
| 2 | 7F-04447.05.10 |                 | Support School of Public Health Managem   | Coord.Office Chisinau | 18/03/2015 | 31/12/2015 |                   |                  | rele REL AVAC BUDG  | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             | 45,000      |             |           |           |
| 2 | 7F-04447.05.11 |                 | Animation & Multimedia Workshop for Youth | Coord.Office Chisinau | 20/03/2015 | 30/09/2015 |                   |                  | clos AVAC CLSD BUDG | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             | 19,634      |             |           |           |
| 2 | 7F-04447.05.12 |                 | Cronograph Documentary Film Fest 2015     | Coord.Office Chisinau | 15/04/2015 | 30/09/2015 |                   |                  | clos AVAC CLSD BUDG | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             | 22,189      |             |           |           |
| 2 | 7F-04447.05.13 |                 | TEDxChisinau                              | Coord.Office Chisinau | 15/04/2015 | 30/09/2015 |                   |                  | clos AVAC CLSD BUDG | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             | 6,570       |             |           |           |
| 2 | 7F-04447.05.14 |                 | Moldovan Govern Develop Partners Retreat  | Coord.Office Chisinau | 29/04/2015 | 15/05/2015 |                   |                  | clos AVAC CLSD BUDG | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             | 1,437       |             |           |           |
| 2 | 7F-04447.05.15 |                 | Straight as a Line                        | Coord.Office Chisinau | 12/05/2015 | 30/07/2015 |                   |                  | clos AVAC CLSD BUDG | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             | 8,087       |             |           |           |
| 2 | 7F-04447.05.16 |                 | SDC Annual Partners Meeting               | Coord.Office Chisinau | 15/05/2015 | 30/06/2015 |                   |                  | clos AVAC CLSD BUDG | Closed   | 13998   | No Contract Partner  | 17150   | SDC direct implementation       |             | 3,756       |             |           |           |
| 2 | 7F-04447.05.17 |                 | Ethno-Jazz Festival 2015                  | Coord.Office Chisinau | 22/06/2015 | 22/11/2015 |                   |                  | rele REL AVAC BUDG  | Released   | 13998   | No Contract Partner  | 17150   | SDC direct implementation       |             | 26,475      |             |           |           |
| 2 | 7F-04447.05.50 |                 | Contribution to Ethno Jazz Festival 2014  | Coord.Office Chisinau | 07/04/2014 | 15/10/2014 |                   |                  | clos AVAC CLSD BUDG | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution | 29,958      |             |             |           |           |
| 2 | 7F-04447.05.51 |                 | Contribution to IA Mania Festival         | Coord.Office Chisinau | 15/04/2014 | 31/07/2014 |                   |                  | clos AVAC CLSD BUDG | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution | 24,534      |             |             |           |           |
| 2 | 7F-04447.05.52 |                 | Contribution to Development Local Scene   | Coord.Office Chisinau | 15/05/2014 | 30/06/2015 |                   |                  | rele REL AVAC BUDG  | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution | 40,100      | -703        |             |           |           |
| 2 | 7F-04447.05.53 |                 | Production of animated film "In Exile"    | Coord.Office Chisinau | 01/05/2014 | 30/06/2015 |                   |                  | rele REL AVAC BUDG  | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution | 32,200      |             |             |           |           |
| 2 | 7F-04447.05.54 |                 | Contribution "Creative-Platform" project  | Coord.Office Chisinau | 01/08/2014 | 30/06/2015 |                   |                  | clos AVAC CLSD BUDG | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution | 32,200      | -568        |             |           |           |
| 2 | 7F-04447.05.55 |                 | Contribution "JOC-Energy for Life" Film   | Coord.Office Chisinau | 08/09/2014 | 28/02/2015 |                   |                  | clos AVAC CLSD BUDG | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution | 40,619      |             |             |           |           |
| 2 | 7F-04447.05.56 |                 | Reimbursement for "100 Risings" Project   | Coord.Office Chisinau | 01/01/2014 | 31/12/2014 |                   |                  | clos AVAC CLSD BUDG | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution | 713         |             |             |           |           |
| 2 | 7F-04447.05.57 |                 | Love in Penitentiaries                    | Coord.Office Chisinau | 17/11/2014 | 30/06/2015 |                   |                  | clos AVAC CLSD BUDG | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             | 33,410      |             |           |           |
| 2 | 7F-04447.05.58 |                 | Christmas Trees Ball 2014                 | Coord.Office Chisinau | 01/12/2014 | 30/06/2015 |                   |                  | clos AVAC CLSD BUDG | Closed   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             | 6,736       |             |           |           |
| 2 | 7F-04447.05.59 |                 | laMania Fest 2015                         | Coord.Office Chisinau | 15/05/2015 | 28/08/2015 |                   |                  | rele REL AVAC BUDG  | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             | 23,118      |             |           |           |
| 2 | 7F-04447.05.98 |                 | Amount not yet committed                  | Coord.Office Chisinau | 01/07/2013 | 31/12/2015 |                   |                  | rele REL AVAC BUDG  | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             | 14,761      |             |           |           |
| 1 | 7F-04447.06    |                 | MOL: pl. Small Actions COOF Chisinau      | Coord.Office Chisinau | 01/07/2015 | 30/06/2017 |                   |                  | rele REL AVAC BUDG  | Released   |         |                      |         |                                 |             | 155,179     | 195,428     | 450,561   | 144,260   |
| 2 | 7F-04447.06.01 |                 | Supp. Caritas Renovation Orfeu            | Coord.Office Chisinau | 27/07/2015 | 31/01/2016 |                   |                  | rele REL AVAC BUDG  | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             | 39,879      |             |           |           |
| 2 | 7F-04447.06.02 |                 | Migration and Protection                  | Coord.Office Chisinau | 23/10/2015 | 28/02/2017 |                   |                  | rele REL AVAC BUDG  | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             | 24,500      |             |           |           |



| L           | Project/WBS    | Thematic Domain | Description                              | Resp.Person           | Start Date | End Date   | Start 1st ph.rel. | End last ph.rel. | Status             | Released / on going Closed Programme blanc/ bleu | CP Code | SDC Contract Partner | TS Code | Type of Support                 | Actual 2014 | Actual 2015 | Actual 2016 | Plan 2016  | Plan 2017  |
|-------------|----------------|-----------------|--|-----------------------|------------|------------|-------------------|------------------|--------------------|--|---------|----------------------|---------|---------------------------------|-------------|-------------|-------------|------------|------------|
| 2           | 7F-04447.06.03 |                 | Palliative Pediatric Home Care           | Coord.Office Chisinau | 19/11/2015 | 28/02/2017 |                   |                  | rele REL AVAC BUDG | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             | 18,000      |             |            |            |
| 2           | 7F-04447.06.04 |                 | Person Next to You                       | Coord.Office Chisinau | 23/11/2015 | 28/02/2017 |                   |                  | rele REL AVAC BUDG | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             | 21,500      |             |            |            |
| 2           | 7F-04447.06.05 |                 | Cervical Cancer Screening                | Coord.Office Chisinau | 26/11/2015 | 28/02/2017 |                   |                  | rele REL AVAC BUDG | Released   | 13124   | UNFPA                | 17010   | Project/Program me contribution |             |             | 45,600      | 57,000     |            |
| 2           | 7F-04447.06.06 |                 | Early Interven Children with Disabilit   | Coord.Office Chisinau | 07/12/2015 | 28/02/2017 |                   |                  | rele REL AVAC BUDG | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             | 22,500      |             |            |            |
| 2           | 7F-04447.06.07 |                 | Empowering Community Disability Actors   | Coord.Office Chisinau | 01/02/2016 | 30/04/2017 |                   |                  | rele REL AVAC BUDG | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             |             | 26,000      | 26,000     | 6,500      |
| 2           | 7F-04447.06.08 |                 | Let Us Speak                             | Coord.Office Chisinau | 01/02/2016 | 30/11/2016 |                   |                  | rele REL AVAC BUDG | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             |             | 14,400      | 18,000     |            |
| 2           | 7F-04447.06.09 |                 | Photography services                     | Coord.Office Chisinau | 01/02/2016 | 28/02/2017 |                   |                  | rele REL AVAC BUDG | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             |             |             | 3,500      |            |
| 2           | 7F-04447.06.10 |                 | Patchwork and Quilting                   | Coord.Office Chisinau | 01/02/2016 | 31/03/2017 |                   |                  | rele REL AVAC BUDG | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             |             |             | 12,000     | 3,000      |
| 2           | 7F-04447.06.11 |                 | Advanced Trauma Life Support             | Coord.Office Chisinau | 01/02/2016 | 30/04/2017 |                   |                  | rele REL AVAC BUDG | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             |             | 20,328      | 16,240     | 4,060      |
| 2           | 7F-04447.06.12 |                 | SDC 15th Anniversary in Moldova          | Coord.Office Chisinau | 01/03/2016 | 31/12/2016 |                   |                  | rele REL AVAC BUDG | Released   | 13173   | SDC Field Office     | 17010   | Project/Program me contribution |             |             | 22,000      | 24,000     |            |
| 2           | 7F-04447.06.13 |                 | Emergency Service Capability Enhancement | Coord.Office Chisinau | 01/03/2016 | 30/11/2016 |                   |                  | rele REL AVAC BUDG | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             |             | 24,000      | 22,000     |            |
| 2           | 7F-04447.06.14 |                 | AniStudio at VAF1 7 JUNIOR Festival      | Coord.Office Chisinau | 30/03/2016 | 01/06/2016 |                   |                  | rele REL AVAC BUDG | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             |             | 1,100       | 1,100      |            |
| 2           | 7F-04447.06.50 |                 | POT Music 2016                           | Coord.Office Chisinau | 17/11/2015 | 28/02/2017 |                   |                  | rele REL AVAC BUDG | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             | 20,100      |             |            |            |
| 2           | 7F-04447.06.51 |                 | Embrace Gagauz Language                  | Coord.Office Chisinau | 19/11/2015 | 30/09/2016 |                   |                  | rele REL AVAC BUDG | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             | 3,200       |             |            |            |
| 2           | 7F-04447.06.52 |                 | National Carpet Fair                     | Coord.Office Chisinau | 26/11/2015 | 28/02/2016 |                   |                  | rele REL AVAC BUDG | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             | 5,500       |             |            |            |
| 2           | 7F-04447.06.53 |                 | Guerilla Knitting                        | Coord.Office Chisinau | 01/02/2016 | 31/03/2017 |                   |                  | rele REL AVAC BUDG | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             |             |             | 6,400      | 1,600      |
| 2           | 7F-04447.06.54 |                 | Ethno-Jazz Festival 2016                 | Coord.Office Chisinau | 16/03/2016 | 31/12/2016 |                   |                  | rele REL AVAC BUDG | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             |             | 27,500      | 27,500     |            |
| 2           | 7F-04447.06.55 |                 | Cronograf Documentary Film Festival 2016 | Coord.Office Chisinau | 15/04/2016 | 31/10/2016 |                   |                  | rele REL AVAC BUDG | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             |             | 14,500      | 18,000     |            |
| 2           | 7F-04447.06.56 |                 | Hamlet-Rezina Drama Therapy for Prisoner | Coord.Office Chisinau | 25/04/2016 | 30/11/2016 |                   |                  | rele REL AVAC BUDG | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             |             |             | 15,500     |            |
| 2           | 7F-04447.06.98 |                 | Amount not yet committed, TA01-49        | Coord.Office Chisinau | 01/07/2015 | 30/06/2017 |                   |                  | rele REL AVAC BUDG | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             |             |             | 100,021    | 80,200     |
| 2           | 7F-04447.06.99 |                 | Amount not yet committed, TA50-99        | Coord.Office Chisinau | 01/07/2015 | 30/06/2017 |                   |                  | rele REL AVAC BUDG | Released   | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             |             |             | 103,300    | 48,900     |
| 1           | 7F-04447.07    |                 | MOL: pl. Small Actions COOF Chisinau     | Coord.Office Chisinau | 01/07/2017 | 30/06/2019 |                   |                  | lock REL AVAC BUDG | Program me blanc                                 |         |                      |         |                                 |             |             |             |            | 235,000    |
| 2           | 7F-04447.07.98 |                 | Amount not yet committed, Dummy Future R | Coord.Office Chisinau | 01/07/2017 | 30/06/2019 |                   |                  | lock REL AVAC BUDG | Program me blanc                                 | 13998   | No Contract Partner  | 17010   | Project/Program me contribution |             |             |             |            | 235,000    |
| T           | TOTAL          |                 | SCO and Small Actions                    |                       |            |            |                   |                  |                    |  |         |                      |         |                                 | 952,404     | 818,473     | 433,253     | 1,113,723  | 379,260    |
| Grand-Total |                |                 |  |                       |            |            |                   |                  |                    |  |         |                      |         |                                 | 10,791,293  | 12,849,082  | 3,194,178   | 14,555,595 | 15,326,960 |

**Staff composition: Swiss Field Office (FO) and project staff in numbers**

| <b>Swiss Field Office (FO) and project staff in numbers (FTE = full-time-equivalent) -- Financed by SDC</b> |                                    |          |              |          |  |          |              |          |   |          |              |          |   |          |              |          | <b>Additional staff Integrated Representat.</b> |          |              |          |
|---|------------------------------------|----------|--------------|----------|--|----------|--------------|----------|---|----------|--------------|----------|---|----------|--------------|----------|---|----------|--------------|----------|
| <b>Function</b>   | <b>As per end of previous year</b> |          |              |          | <b>As per end of current year planned*</b> |          |              |          | <b>As per end of current year updated</b> |          |              |          | <b>As per end of next year planned*</b> |          |              |          | <b>As per end of next year planned</b>          |          |              |          |
|   | <b>2014</b>                        |          |              |          | <b>2015</b>                                |          |              |          | <b>2015</b>                               |          |              |          | <b>2016</b>                             |          |              |          | <b>2016</b>                                     |          |              |          |
|   | <b>CH/Expat</b>                    |          | <b>Local</b> |          | <b>CH/Expat</b>                            |          | <b>Local</b> |          | <b>CH/Expat</b>                           |          | <b>Local</b> |          | <b>CH/Expat</b>                         |          | <b>Local</b> |          | <b>CH/Expat</b>                                 |          | <b>Local</b> |          |
|   | <b>F</b>                           | <b>M</b> | <b>F</b>     | <b>M</b> | <b>F</b>                                   | <b>M</b> | <b>F</b>     | <b>M</b> | <b>F</b>                                  | <b>M</b> | <b>F</b>     | <b>M</b> | <b>F</b>                                | <b>M</b> | <b>F</b>     | <b>M</b> | <b>F</b>  | <b>M</b> | <b>F</b>     | <b>M</b> |
| FO Management (DoC, Deputy DoC, Ass. DoC)   | 1                                  |          | 1            |          | 1  |          | 1            |          | 1   |          | 1            |          | 1                                       |          | 1            |          |   |          |              |          |
| Programme Management (NPO, and others)  |                                    | 1        | 1            | 3        |  | 1        | 1            | 3        |   | 1        | 1            | 3        |   | 1        | 1            | 3        |   |          |              |          |
| CFA, BwB, Finance (incl. Accounting)  |                                    |          | 2            |          |  |          | 2            |          |   |          | 2            |          |   |          | 2            |          |   |          |              |          |
| Administration (Secr., IT, PR, and others, excl. Finance)   |                                    |          | 1.7          |          |  |          | 1.7          |          |   |          | 1.85         |          |   |          | 1.85         |          |   |          |              |          |
| Internal Services (Support, Driver, Cleaning etc.)  |                                    |          | 1            | 1        |  |          | 1            | 1        |   |          | 1            | 1        |   |          | 1            | 1        |   |          |              |          |
| Consular Affairs  |                                    |          |              |          |  |          |              |          |   |          |              |          |   |          |              |          |   |          |              |          |
| <b>Sub-Totals FO</b>  | 1                                  | 1        | 6.7          | 4        | 1  | 1        | 6.7          | 4        | 1   | 1        | 6.85         | 4        | 1                                       | 1        | 6.85         | 4        | 0   | 0        | 0            | 0        |
| <b>Total FO Staff according to COOF credit proposal*</b>  | <b>12.7</b>                        |          |              |          | <b>12.7</b>                                |          |              |          | <b>12.85</b>                              |          |              |          | <b>12.85</b>                            |          |              |          |   |          |              |          |
| Labor turnover rate (local staff)**   | <b>5%</b>                          |          |              |          | <b>0%</b>                                  |          |              |          | <b>10%</b>                                |          |              |          | <b>0%</b>                               |          |              |          | <b>0.0</b>                                      |          |              |          |
| Project staff on FO payroll (self-implemented; not included in COOF credit proposal)                        |                                    |          |              |          |  |          |              |          |   |          |              |          |   |          |              |          |   |          |              |          |
| <b>Total PROJECT Staff</b>  | <b>0.0</b>                         |          |              |          | <b>0.0</b>                                 |          |              |          | <b>0.0</b>                                |          |              |          | <b>0.0</b>                              |          |              |          |   |          |              |          |
| <b>Total Staff</b>  | <b>12.7</b>                        |          |              |          | <b>12.7</b>                                |          |              |          | <b>12.9</b>                               |          |              |          | <b>12.9</b>                             |          |              |          | <b>12.9</b>                                     |          |              |          |

\* according to credit proposal

\*\* Number of FTE leaving within the year (incl. retirement) in % of total number of FTE at beginning of the year

## Annex 9: Donor community/ partners' engagement in the Republic of Moldova

### ODA Commitments and Disbursements 2000-2014

| Year                       | 2000   | 2001   | 2002   | 2003   | 2004   | 2005   | 2006   | 2007   | 2008   | 2009   | 2010   | 2011   | 2012   | 2013   | 2014   |
|----------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| <b>Total Commitments</b>   | 123.36 | 145.84 | 156.15 | 201.23 | 140.12 | 182.05 | 261.53 | 313.22 | 280.38 | 234.47 | 867.19 | 429.49 | 622.97 | 505.09 | 757.26 |
| <b>Total Disbursements</b> | 122.5  | 124.76 | 142.61 | 122.3  | 118.51 | 169.11 | 229.73 | 266.29 | 298.17 | 243.64 | 471.83 | 461.2  | 473.58 | 347.18 | 517.45 |

All donors (US Dollar, millions, current prices); Data extracted from OECD.Stat

Recipient c.. Moldova

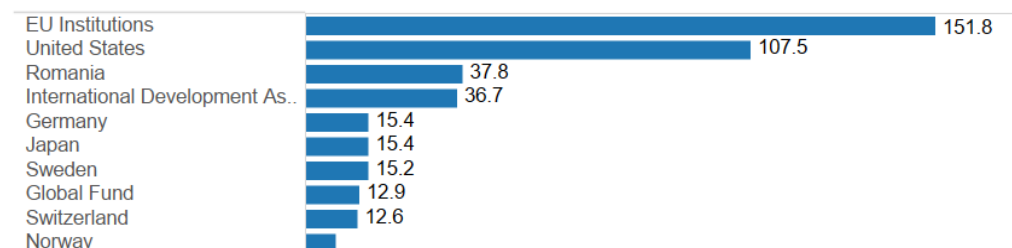
#### Receipts for Moldova

|                                  | 2012  | 2013  | 2014  |
|----------------------------------|-------|-------|-------|
| Net ODA (USD million)            | 473.4 | 347.0 | 517.4 |
| Net ODA/GNI (%)                  | 5.8   | 3.9   | 5.9   |
| Gross ODA (USD million)          | 501.2 | 385.2 | 559.2 |
| Bilateral share (gross ODA) (%)  | 30.9  | 48.3  | 55.7  |
| Net Private flows (USD million)  | 49.2  | 549.3 | 32.9  |
| Total net receipts (USD million) | 536.5 | 882.3 | 525.2 |

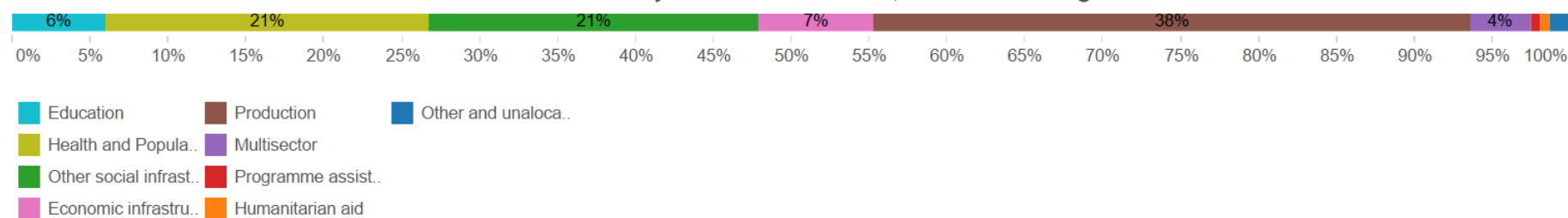
#### For reference

|                            | 2012  | 2013  | 2014  |
|----------------------------|-------|-------|-------|
| Population (million)       | 4     | 4     | 4     |
| GNI per capita (Atlas USD) | 1,100 | 4,100 | 1,300 |

#### Top Ten Donors of Gross ODA for Moldova, 2013-2014 average, USD million



#### Bilateral ODA by Sector for Moldova, 2013-14 average



Source: OECD - DAC ; <http://www.oecd.org/dac/stats>  
See also [Aid at a glance by donor](#)

#### Survey on Donors' Forward Spending Plans: Disbursements

| Year           | 2015   | 2016   | 2017   | 2018   | 2019   |
|----------------|--------|--------|--------|--------|--------|
| <b>Moldova</b> | 290.89 | 278.38 | 170.35 | 140.20 | 126.74 |

All donors (US Dollar, millions, constant prices 2015); Data extracted from OECD.Stat

## Annex 10: Context analysis

### Analysis of context changes with portfolio changes / adaptations – Overall assessment: Republic of Moldova

#### Main context changes in the country (2014-17):

- Political: significant fluctuation of governments/ ministers plus top management during 2015; the political party system significantly changed at the late 2014 parliamentary election, plus fractured further with formation of new GoM in January 2016; the level of confidence in the political class/ system is extremely low (there is a higher level of trust at the local level)
- Economic: banking scandal of 2014 (losses of ~1/8 of GDP) and GoM taking over the losses resulted in inflation, a credit crunch, subdued investment, as well as GoM freezing of capital investment in early 2016; in 2014 Russia imposed an embargo on Moldovan wine, fruit etc., plus customs duties on Moldovan goods; remittances also sharply declined 2014/2015
- Social: in light of the economic context, the positive trends in progressively closing social gaps are now being tested, and even in the best case scenario an increase in poverty and a decrease in consumption is expected
- Security: significant street protests in 2015/ early 2016, linked to the political processes; no change in the situation is noted regarding the position of Transnistria; corruption remains a significant issue to be addressed (Moldova ranked 103 of 168 countries in 2015 Transparency International perceptions index)
- Regional: Association Agreement/ DCFTA between Moldova-EU signed 2014, DCFTA entering into force in autumn 2014



#### Main context changes in Swiss context (2014-17)

- Swiss Foreign Policy 2016-2019: highlighting the global challenges to be addressed, the strategic priorities of Swiss foreign policy, as well as the orientation of Switzerland's international cooperation guided by 7 strategic objectives
- Federal Council Dispatch on International Cooperation 2017-2020: focused on (1) Increased funding for basic education and vocational training, (2) Strengthening gender equality and the rights of women and girls, (3) Economic growth for the benefit of all and, in particular, increasing the quantity and quality of jobs available and improving the underlying conditions for economic activity. The Dispatch also details the Framework Credit Transition Cooperation in Eastern Europe
- Transversal themes: policy guidance regarding gender at the SDC is defined via strategic lines and thematic priorities 2015-2018, while SDC's policy and guidance documents regarding governance is presently being revised within SDC
- Federal Act on Cooperation with the states of Eastern Europe (due to expire in 2017) is proposed to be extended for the period up to 2024; subject to approval via the regular means



#### ODA Environment

- World Bank and EU froze their budget support to the GoM since 2014/2015 in light of the banking scandal/ financial management
- In 2015 Moldova received 27% less in external grants disbursement than planned
- OECD survey on donors' forward spending plans indicates disbursements in Moldova declining on an annual basis between 2015 and 2019
- The donor community provided the GoM with a Briefing Book in January 2015, identifying potential areas for engagement/ dialogue with the Moldovan side



#### Main changes / adaptations in the CS / Justification of adjustments

- The main change regarding the CS is the adaptation of policy dialogue measures, started since 2013/2014, beyond a focus primarily only on the MoH and the MoEnv: to deepen engagement with the MLSPF, the MoEd and the MRDC. In the area of migration and development the BRD and also the MLSPF are key partners for policy dialogue actions
- In response to the more recent political context, and low public esteem for the political class, the SCO plans to intensify its relations with the Association of Local Governments, to step up cooperation with civil society, especially with regard to strengthening advocacy/ watchdog capacities, as well as to deepen policy dialogue with senior civil servants
- The adjustments are fully justified in light of the context, the need to strengthen dialogue with other ministries with partial or shared responsibility in the CS areas of support, as well as in light of the fact that national funding mechanisms exist under the authority of the additional partners that may have potential to support the scaling up of Swiss results

## Context analysis – Health

### Main context changes in the country (2014-17):

- Sector strategies are in general comprehensive and follow the newest international standards (e.g. 2014-20 National Public Health Strategy, action/ financing plan)
- EU-Moldova Association Agreement (2014) includes a chapter on Public Health which, among other issues, addresses strengthening of the health system, primary health care and addressing NCDs
- Progress in implementing reforms is slow and communication about the reforms is insufficient
- The inventory of medical equipment, based on an electronic information management system introduced by the Swiss perinatal project, was initiated (in 2014) and will build in 2015 to cover all public health facilities
- Centralization of the management of all ambulance stations in the country and regionalization of dispatching services for emergency medical cases (in 2015)
- Coverage with mandatory health insurance increased from 83.2% (2013) to 85% (2014), but the share of uninsured (mostly rural and self-employed persons working in agriculture) still remains high; increased inflation jeopardizes the financing of health services and the sustainability of service provision
- Migration of trained professionals represents a major challenge for the provision of qualitative health services

### Main context changes in Swiss context (2014-17)

- Swiss Cooperation support in the sub-domain of perinatal health care was phased out in 2014/2015 (with exception of such measures in Transnistria, which were only commenced starting in 2013)
- Phasing out from pediatric care is foreseen in 2017
- Since late 2015, a new Swiss project on reducing the burden of NCDs has been supported; if Phase 1 is successful support in the area is indicatively foreseen up to 2021

### ODA Environment

- ODA mapping by the MoH ensures a higher level of transparency and availability of information for international partners and national institutions. It increases aid effectiveness and alignment
- The Health Sector Coordination Council was identified as a good practice example by the State Chancellery, which oversees and assesses governmental coordination mechanisms in different sectors



### Main changes / adaptations in the CS / Justification of adjustments

- The main change regarding the CS is the adaptation of policy dialogue measures, started since 2013/2014, beyond a focus primarily only on the MoH: to deepen engagement with the MLSPP and the MoEd

## Context analysis – Water and Sanitation

### Main context changes in the country (2014-17):

- The water sector has embarked on a long-lasting process of reforming policies/ institutions. Improvements have been achieved in upgrading the legal framework/ approximation to European standards (the 2014 EU-Moldova Association Agreement also includes a chapter on Environment); plus some progress in applying new management approaches and partnering with the private sector in service provision
- However, the overall institutional framework in the sector remains poor and the implementation pace of the reform agenda is very slow; the sector is increasingly politicized
- MoEnv has the main responsibility for policy/ strategy, but most water infrastructure investments are under the MRDC
- WSS Strategy 2014-2028 envisages annual investments into the sector in the amount of EUR 30-35 mio., while the actual absorption capacity is estimated to be much lower
- Regional planning has gained in importance: Moldova, for the first time, adopted regional socio-economic strategies in 2014, covering different sectors including water
- Agencies for Regional Development, under the MRDC, are playing a more active role in promoting and implementing water-sector related infrastructure projects
- The new Law on Water and Sewerage Public Services (entered into force in September 2014) authorizes the National Agency of Energy Regulation as water regulator in charge of setting cost-recovery water tariffs and licensing water utility companies; but implementation is delayed by the lack of required normative acts/ regulations; the Agency (in 2015) initiated public consultations on a draft regulation on water tariffs for public systems, which envisages the introduction of cost-recovery tariffs for WSS services



### Main context changes in Swiss context (2014-17)

- Adoption by the FDFA (2015) of guidance on Water and security: Lines of action of the FDFA
- Swiss Cooperation support linked to the PWH is foreseen to be phased out in 2016, as well as the project (ADA financed, SDC co-funded) to rehabilitate water supply systems in Nisporeni
- Since 2015, a new Swiss project (contribution to GIZ) on WSS services regional planning has been supported; plus a project on strengthening the institutional framework/ governance in the sector



### ODA Environment

- Overall sector funding depends on external assistance to between 40% to 60%
- But, the main development partners (EU and World Bank) are phasing out from direct interventions to support large cross-cutting programs, like climate change, biodiversity and disaster risk reduction; the EU is committed to provide funding to rural water supply projects ready for investments through the 2014-2017 Single Support Framework for Moldova
- Romania decided to enter the field of environment protection, particularly biodiversity and disaster risk reduction (EUR 15 mio.)
- The Sector Coordination Council (for the environment, water and sanitation sectors), supported and co-chaired by SDC, has become a vivid platform of exchange of information and harmonization on water-related strategic issues



### Main changes / adaptations in the CS / Justification of adjustments

- The main change regarding the CS is the adaptation of policy dialogue measures, started since 2013/2014, beyond a focus primarily only on the MoEnv: to deepen engagement with the MRDC, plus the SCO's plans since 2016 to intensify its relations with the Association of Local Governments

## Context analysis – Migration and Development

### Main context changes in the country (2014-17):

- Moldova continues to be among the world's top remittance recipients (approx. 22-26% of the GDP in recent years), though significantly declining in 2015 (estimates of up to 30% decline), due to the wider regional economic and geopolitical situation: e.g. economic decline in Russia and the worsened relations between Russia/ Moldova caused an increase in the number of returnees
- The GoM is highly engaged in international fora on issues, e.g. the Global Forum for Migration and Development and discussions about the Post 2015 Development Agenda, and plays a pioneering role in exploring new approaches in the area
- The GoM has been consistent, in the past years, in developing and implementing migration-related reforms; policy focus has moved from a perspective of control, management and security, to optimizing development opportunities of migration; policy design units in all ministries consider the impact of migration when developing policies and assessing their implementation
- A number of platforms are in place to foster communication with the Moldovan diaspora: the governmental online portal [www.din.md](http://www.din.md), and a number of annual events; however, there are no effective linkages yet between diaspora input and investment in priority regional/ local development schemes
- The access of Moldovan migrants and members of their families to information and tailored assistance during every phase of the migration experience (preparation for departure, period in migration, return) continued improving



### Main context changes in Swiss context (2014-17)

- The SCO managed, for the first time, to systematically apply a programmatic approach through the “Moldova – Making the Most of Migration” program, combining three distinct but complementary initiatives with joint objectives
- Through a contribution to the NEXUS Moldova project, SDC aims at developing capacities and systematic collaboration among national and sub-national authorities, civil society and private-sector stakeholders; via the IOM the focus is on capacity building for national authorities with a migration/ development mandate; via the UNDP the focus is on testing innovative mechanisms (products, services and investment channels), relevant for migrants/ their families to promote investment opportunities and local development
- Moldova is also part of the SDC Global Program initiative on mainstreaming migration into development planning (MOMID project)



### ODA Environment

- SDC is perceived by the GoM as one of the main partners in the field of migration/ development: it provides not only financial support, but also thematic expertise, and is very much involved in policy dialogue
- SDC, for the time being, appears to be the only donor in the country that tackles migration in a holistic manner, mainly focused on the development effects and potentials of migration, as compared to other donors that are involved in control, management and security aspects
- The development aspects of migration are, however, increasingly being acknowledged by the EU and other donors







### Main changes / adaptations in the CS / Justification of adjustments

- No changes/ adaptations in the CS have been undertaken; the CS 2014-2017 program was designed in 2014 and entered the implementation phase in 2015


## Annex 11: Rating of results achievement per domain of intervention

The rating scale utilized by the SDC, and the evaluators, is set out in the table below.


|   | Rating   | Definition  |
|---|----------|---|
|  | <b>a</b> | <b>Very satisfactory.</b> [on track] No needs to adjust plans and strategies.   |
|  | <b>b</b> | <b>Satisfactory.</b> [on track] Minor problems may arise and small adjustments in implementation may be necessary.                                      |
|  | <b>c</b> | <b>Less satisfactory.</b> [off track] Adjustments to plans and / or strategies are necessary.   |
|  | <b>d</b> | <b>Unsatisfactory.</b> [off track] The relevance / sustainability of the activities is in jeopardy. Major adjustments / re-organisations are necessary. |

Focus of the rating is on (degree/ extent of) results achievement rather than on field office performance, i.e. reflecting the contribution of the Swiss contribution to country results.


### Swiss Contribution: Health

|   | Rating   | Definition  | Comments  |
|---|----------|---|---|
|  | <b>a</b> | <b>Very satisfactory.</b> [on track] No needs to adjust plans and strategies. | Important development results are evident in regard to Outcome 1 (access to essential health services) and increasingly evident in regard to Outcome 3 (sector steering/ governance). Good progress is also evident in regard to Outcome 2 (health promotion and community empowerment), though potential for further strengthening still exists in terms of health promotion/ community awareness raising, plus community mobilization and the capacity of civil society to engage in the sector in dialogue with local/ national authorities. The majority of results generated via the Swiss Cooperation projects have been institutionalized at the level of the supported partners and sustainability assured. |

### Swiss Contribution: Water and Sanitation

|   | Rating   | Definition   | Comments   |
|---|----------|--|--|
|  | <b>b</b> | <b>Satisfactory.</b> [on track] Minor problems may arise and small adjustments in implementation may be necessary. | Good results are evident in regard to Outcome 1 (improved access to water/ sanitation), though potential for further strengthening still exists in terms of wider replication. While the SDC-supported actions have principally generated local development results, the supported actions have been geographically spread to ensure a reasonable level of regional cover. Results in regard to Outcome 2 (management of water/ sanitation services/ sector) are evident, though potential for further strengthening exists to engrain support for rural WSS at the national level, as well as in further strengthening local capacity to manage WSS, and for civil society to engage in the sector in dialogue with local/ national authorities. Sustainability of the WSS services is provided at the local level by the partners and service-providers. |

### Swiss Contribution: Migration and Development

|   | Rating   | Definition   | Comments  |
|---|----------|--|---|
|  | <b>b</b> | <b>Satisfactory.</b> [on track] Minor problems may arise and small adjustments in implementation may be necessary. | Good results are evident in regard to the goal (promotion of innovative interventions harnessing the development potential of migration), though potential for further strengthening exists, in terms of delivering local development results, by increasing the focus of HTA and local authorities cooperation toward promoting local economic/ social development projects. |