



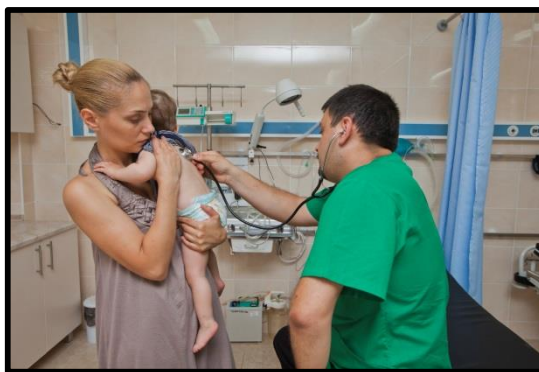
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Federal Department of Foreign Affairs FDFA
Swiss Agency for Development and Cooperation SDC
Staff of the Directorate

Country Strategy Evaluation

Moldova 2014 - 2017

Evaluation and Corporate Controlling Division SDC





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Moldova 2014 - 2017

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Bern, April 2017

Why conducting country and regional strategy evaluations?

Since 2010 the Swiss Agency for Development and Cooperation (SDC) has developed a new approach for evaluating country and regional strategies through a pilot process. The central pillar of this new approach is the promotion of the exchange and the sharing of knowledge within our institution and among an evaluation team led by an external consultant. The major difference between country strategy evaluations and other external evaluations managed by the Evaluation and Corporate Controlling Division (E+C) is that SDC staff is involved in the evaluation team, acts as an evaluator but with an inside knowledge of the institutional issues and debates.

The goal of country and regional strategy evaluations is to assess the relevance and coherence of the Swiss development cooperation in regard to national development priorities and the Message on Switzerland's International Cooperation. They assess the results achievement of the cooperation strategy portfolio at the level of domains of intervention. In doing so, these evaluations help SDC's management in their strategic and operational steering and in improving aid effectiveness. Country and regional strategy evaluations support the definition of new cooperation strategies strategically and stimulate learning.

Country and regional strategy evaluations are defined as hybrid evaluations as they are undertaken by a mixed team composed by an external consultant and two SDC (or, if relevant, other federal agencies) peers. E+C decided to develop this approach to valorize the knowledge and competencies of the SDC staff and enhance internal learning, while still benefitting from an outside view of an external consultant.

The E+C evaluation program is approved on an annual basis by SDC's Senior Management. Country and regional strategy evaluations, undertaken at the request of the interested Divisions and Swiss Cooperation Offices, are part of the evaluation program. SDC mandates evaluations as instruments for organisational learning, strategic guidance and ensuring accountability.

Country and regional strategy evaluations are conducted according to the OECD DAC Evaluation Standards. SDC's Management at department(s) level responds to the recommendations with a written management response.

Timetable of the Cooperation Strategy Moldova 2014-2017 Evaluation

Step	When
Desk study and inception report	May – October 2016
Evaluation on-site and draft report	November 2016
Final evaluation report	December 2016
SDC Management Response	February 2017

I Management Response

Management Response to the Evaluation of the Cooperation Strategy Moldova 2014 - 2017

1. Appreciation of Report and Evaluation Process

We wish first to warmly thank the consultant for the Evaluation of the Cooperation Strategy 2014 - 2017 for Moldova and the valuable findings and recommendations which will be used to develop the next Cooperation Strategy 2018 - 2022. The participation of SDC peers has brought a clear added value to the process and we wish to express our gratitude to our colleagues for their availability and significant contribution.

We particularly appreciated the very intensive and professional preparation of the interviews and the country mission, using a range of interesting tools fostering critical analysis and meaningful reflection.

We have also been impressed by the very good overview of the country context acquired within a relatively short period of time. This analysis will be very helpful to contextualize the reflection on the strategic orientations of the next Cooperation Strategy.

The analysis of the Swiss portfolio is very relevant and we agree with most of the findings and recommendations on the strength, deficiencies, potential and risks of SDC-funded programs in Moldova. We thank the evaluator for the inclusion of our remarks and comments in the final version of the report. Some findings and assumptions are now better explained and documented, thus avoiding any misunderstandings and allowing to better address the corresponding recommendations.

Finally, we wish to thank the coordinator of the evaluation for the very professional management of the process which has been very inclusive at all stages. The communication has been very fluid and clear instructions have been provided.

2. Specific Recommendations

Please, refer to the table in the Annex. We noticed that some recommendations are quite similar. In such cases we provided similar comments.

Berne, February 2nd 2017



Elisabeth Von Capeller

Head of Cooperation with Eastern Europe Department SDC

Annex: Specific Recommendations and Management Response

Evaluation Area 1: Context analysis

RECOMMENDATIONS	MANAGEMENT RESPONSE		
Recommendation 1 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.	Fully agree	Partially agree	Not agree
	<u>Response</u> <ul style="list-style-type: none"> - We fully support this recommendation. In order to better monitor the country context in light of the turbulences faced by Moldova since 2014, prior to the present CS Evaluation, we decided to update the MERV twice a year. - Additionally, the MERV is now more comprehensive and includes considerations related to specific transversal themes (gender, governance, inclusion). - In addition to that, the SCO more closely monitors the political, economic and societal situation since 2014. - The SCO was also closely involved in the EU joint analysis exercise in 2016, which consisted of a comprehensive context analysis in 13 different sectors and areas. The SCO contributed to 6 chapters (on health, water & sanitation, culture, civil society, minority relations, and Transnistria). - Comprehensive thematic input papers (health, water & sanitation, migration) describing and analysing the country context in all sectors in which SDC is involved, have been developed to support the elaboration of the next CS. 		
	<u>Measures</u> <ul style="list-style-type: none"> - The MERV will continue to be updated every 6 months, with a clear focus on analysing the context, including transversal themes (inclusion, governance and gender), and on proposing programmatic adjustments required by the SCO in light of observed context changes. - A particular focus will be put on closing the gap between context analyses and steering implications in the next CS 2018-2021. 		
Recommendation 2 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-	Fully agree	Partially agree	Not agree
	<u>Response</u> <ul style="list-style-type: none"> - See also previous recommendation. - We fully support this recommendation. In order to better monitor the country context 		

RECOMMENDATIONS	MANAGEMENT RESPONSE
term country analytical review, e.g. MERV update or similar.	<p>in light of the turbulences faced by Moldova since 2014, prior to the present CS Evaluation, we decided to update the MERV twice a year.</p> <ul style="list-style-type: none"> - Additionally, the MERV is now more comprehensive and includes considerations related to specific transversal themes (gender, governance, inclusion). - The SCO has also developed four medium-term scenarios, which will inform the future programming under the new CS.
	<p><u>Measures</u></p> <ul style="list-style-type: none"> - See also previous recommendation. - The MERV will continue to be updated every 6 months and a stronger focus will be put on further deepening the context analysis and the monitoring of transversal themes (gender, inclusion and governance). - Scenarios will be finalized ahead of the new CS and regularly reviewed and adjusted.

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

RECOMMENDATIONS	MANAGEMENT RESPONSE		
Recommendation 1 In order to support orientation of the CS 2018-2022 and the development of portfolio synergy, a theory of change should be prepared per domain of intervention.	Fully agree	Partially agree	Not agree
	<p><u>Response</u></p> <ul style="list-style-type: none"> - Comprehensive thematic input papers describing the country context in all sectors in which SDC is active and the possible orientations for the next CS have been developed. 		
	<p><u>Measures</u></p> <ul style="list-style-type: none"> - We will make sure that the final input papers include a theory of change per domain of intervention. - The concept note and the CS will include a theory of change per domain of intervention. 		

RECOMMENDATIONS	MANAGEMENT RESPONSE		
Recommendation 2 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.	Fully agree	Partially agree	Not agree
	<u>Response</u> <ul style="list-style-type: none"> - Although further improvement is of course possible, over the last two years, the SCO has made important efforts to improve the LFM, and the quality of logframes has significantly increased as a result (baselines mentioned, harmonization of indicators, more consistency between the logframe and the project design, etc.). - This improvement has also been made possible by the intensive sharing of good practices and logframes considered as good models within the OZA Domain. - We are aware that in some cases more relevant indicators and realistic targets should be set. - A results-based management training for the SCO team and partners was held in 2016, which should help further improve the quality of logframes in the future. 		
	<u>Measures</u> <ul style="list-style-type: none"> - The SDC - ARI will allow further harmonizing indicators, thus contributing to more coherence between the results framework and project LFM. - We will continue to exchange good practices on LFM. - As regards the health sector, the newly developed SDC set of key indicators and the related working aid will be made available to the SCO-Moldova. The working aid gives comprehensive guidance on the definition and use of indicators in general and more specifically for the health domain. 		
Recommendation 3 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.	Fully agree	Partially agree	Not agree
	<u>Response</u> <ul style="list-style-type: none"> - In the past, several attempts to support local CSOs in Moldova have been made. Although the SCO made significant efforts to build and strengthen their institutional capacities, the results have been mixed. This is mainly due to the limited number of local organizations (SDC had to set up some of them), organizational weaknesses (organizations built around strong and charismatic individuals), and to the lack of economic viability. - As regards partnerships with national, regional and local authorities, it has to be noted that SDC is supporting various projects partially implemented by health and water authorities, as well as entities in charge of migration related issues. 		

RECOMMENDATIONS	MANAGEMENT RESPONSE		
	<u>Measures</u> <ul style="list-style-type: none"> - In the frame of the next CS Strategy, further efforts will be made in order to identify and strengthen local CSOs. - National, regional and local authorities will be further empowered and supported in order to deliver quality services and to elaborate coherent and evidence-based policies. 		
Recommendation 4 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.	Fully agree	Partially agree	Not agree
	<u>Response</u> <ul style="list-style-type: none"> - We fully support the recommendation to invest additional efforts into mainstreaming the transversal themes (governance, inclusion, gender) in our programs, especially before the design of concrete interventions. - We would like, however, to avoid developing additional checklists, as this does stimulate a “ticking-the-box” mentality rather than creative and critical thinking. - Basic criteria for the application of the themes already exist (at the level of EPs, CPs, operational reporting). The task will thus be to enforce their application in practice. - As regards gender, a specific checklist is available and is used by the SCO for all programs. 		
	<u>Measures</u> <ul style="list-style-type: none"> - We will identify good practices within SDC in order to design concrete measures. The SDC thematic networks will be consulted in this regard. - As regards governance, the newly developed guidelines, which include specific guidance per sector/theme, will be used. 		

Evaluation Area 3: Implementation of the CS and portfolio

RECOMMENDATIONS	MANAGEMENT RESPONSE		
Recommendation 1 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.	Fully agree	Partially agree	Not agree
	<u>Response</u> - While we agree that the mainstreaming of transversal themes can and should be improved, we don't see the primary deficiency in the "management framework", but rather in its actual application by SCO staff and partners.		
	<u>Measures</u> - Specific objectives related to the mainstreaming of transversal themes will be included in the MbOs of operational staff. The structure of NPOs' reporting template will be revised in order to include the monitoring of transversal themes (governance, gender, inclusion). - Transversal themes shall be prominently addressed in the results frameworks for the new CS and the respective monitoring systems / indicators. - The newly developed Guidelines for Governance which include specific guidance per sector/theme will be made available to partners.		
Recommendation 2 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.	Fully agree	Partially agree	Not agree
	<u>Response</u> - See recommendation 2 area 2.		
	<u>Measures</u> - See recommendation 2 area 2. - As already mentioned, we are aware that some indicators might be quite unrealistic and that further efforts should be made in order to define/select more SMART indicators.		

RECOMMENDATIONS	MANAGEMENT RESPONSE		
Recommendation 3 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.	Fully agree	Partially agree	Not agree
	<u>Response</u> <ul style="list-style-type: none"> - See also recommendation 2 area 2, as well as the previous comment. - The SCO will undertake efforts to optimize the relevance of the indicators and the realism of the target values when developing the Monitoring Matrix for the new CS. - The availability of data compiled at national level is difficult to predict, as disruptions are frequent. <u>Measures</u> <ul style="list-style-type: none"> - See also recommendation 2 area 2, as well as the previous comment. - Further team efforts to optimize the relevance of indicators set in the Monitoring Matrix for the new CS will be made, based on the training to be provided by J. de Meyer. 		
Recommendation 4 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).	Fully agree	Partially agree	Not agree
	<u>Response</u> <ul style="list-style-type: none"> - We fully agree with this recommendation although we are aware that the workload of some staff members considerably limits their time and possibilities to conduct regular field visits. - Staff is continuously sensitized for CSPM issues through different workshops (MERV, scenario development, annual reporting) as well as weekly staff meetings. However, the individual response of different staff members to this sensitization still varies. <u>Measures</u> <ul style="list-style-type: none"> - Regular project visits will be integrated in the annual planning as well as in the MbOs of operational staff. - Staff will be actively encouraged to address CSPM issues in their communication with partners and to pay due attention to them during project visits. Supervisors will check the respective back-to-office reports with regard to CSPM matters. 		
Recommendation 5 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).	Fully agree	Partially agree	Not agree
	<u>Response</u> <ul style="list-style-type: none"> - We fully agree with this recommendation and will compile the lessons learned on the use of the policy influencing tool. We will also share them with other interested SCOs. 		

RECOMMENDATIONS	MANAGEMENT RESPONSE		
	<ul style="list-style-type: none"> - Additionally, a specific policy influencing concept for every domain of intervention is currently being developed. 		
	<u>Measures</u> <ul style="list-style-type: none"> - Lessons learned on the use of the policy influencing tool will be compiled and shared with other SCOs. - Policy influencing concepts for every domain of intervention will be finalized and applied. 		
Recommendation 6 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.	Fully agree	Partially agree	Not agree
	<u>Response</u> <ul style="list-style-type: none"> - We fully agree with this recommendation and think that a reflection on the staffing needs and structure is a priority in the reflection on the new CS. We are convinced that further optimization is possible. 		
	<u>Measures</u> <ul style="list-style-type: none"> - An in-depth reflection on the staff structure, roles and responsibilities based on the orientations of the next CS will be conducted. A new management structure will be discussed during the CS workshop in March 2017. 		

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

RECOMMENDATIONS	MANAGEMENT RESPONSE		
Recommendation 1 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.	Fully agree	Partially agree	Not agree
	<u>Response</u> <ul style="list-style-type: none"> - We agree with this recommendation and will increase our engagement in this regard. - In some domains (i.e. water), the interest, ownership and commitment of national authorities to take over and expand SDC-funded innovations is rather weak and represents thus an important structural obstacle to a system-wide replication and the achievement of results at the country level. 		

RECOMMENDATIONS	MANAGEMENT RESPONSE		
	<ul style="list-style-type: none"> - The SCO has increasingly invested efforts to identify other donors interested in further supporting the introduced innovations in the water and sanitation sector after SDC's engagement. 		
	<u>Measures</u> <ul style="list-style-type: none"> - Our efforts to foster the interest, commitment and ownership of national authorities to take over and scale up SDC-funded innovations will be further increased, making use of the above-mentioned policy influencing tool. In addition, efforts to identify other potential stakeholders (i.e. social entrepreneurs) which could be interested in scaling up such innovations will also be intensified. - In case political will for certain reforms is not given ex-ante, the SCO and implementing partners will work with different stakeholders to generate such will during project preparation and implementation. - Additionally, we will put an increased focus on the scalability of the models and innovations introduced by future programs already in the identification and design phase. 		
Recommendation 2 The SCO should continue to strengthen its policy dialogue with the GoM, as well as with the CALM (Congress of Local Public Authorities) and relevant professional associations and civil society organizations.	Fully agree	Partially agree	Not agree
	<u>Response</u> <ul style="list-style-type: none"> - Over the last two years, the SCO has made significant efforts in order to strengthen the communication and policy dialogue with central, regional and local authorities in all domains of intervention. The recently developed policy influencing tool allows to systematize this dialogue and to increase the possibilities to achieve better results in this regards. - We fully agree with the recommendation to strengthen the dialogue with professional associations and CSOs. Interesting initiatives and best practices in this regards have been compiled by SDC in other countries in the Eastern Europe and Central Asia region. - See also general recommendation 3 below. 		
	<u>Measures</u> <ul style="list-style-type: none"> - Efforts to strengthen the policy dialogue with the GoM, CALM, professional associations, and civil society will be intensified. - See also general recommendation 3 below. 		

General Recommendations

RECOMMENDATIONS	MANAGEMENT RESPONSE		
Recommendation 1 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.	Fully agree	Partially agree	Not agree
	<u>Response</u> <ul style="list-style-type: none"> - We fully agree with this recommendation and think that the current country context requires an adaptation of the CS, in order to better meet both transition goals and population needs. - We are however convinced that it would not be coherent and sustainable to entirely reshape the portfolio. - The recommended repositioning has to be done taking into account sustainability and handing over considerations related to ongoing projects, which would require an in-depth reflection and a proper exit strategy and action plan. 		
	<u>Measures</u> <ul style="list-style-type: none"> - The repositioning will be done taking into account sustainability and handing over related considerations as regards ongoing programs. - A good “compromise” between the GoM and population priorities, which not always coincide, has to be found in defining future priorities. 		
Recommendation 2 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.	Fully agree	Partially agree	Not agree
	<u>Response</u> <ul style="list-style-type: none"> - We fully support this recommendation. Under the current CS, specific projects have been developed to promote good governance in the water and health sectors. These projects help leverage the potential of sectorial portfolios and contribute to their sustainability. 		
	<u>Measures</u> <ul style="list-style-type: none"> - Within the next CS, efforts to further strengthening institutional/sectorial governance and decision-making will be intensified. - The SDC-DDLG network will be consulted / involved. 		
Recommendation 3 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.	Fully agree	Partially agree	Not agree
	<u>Response</u> <ul style="list-style-type: none"> - We fully agree with this recommendation, although we are aware that community mobilization and civil society engagement might be difficult to foster in a country 		

RECOMMENDATIONS	MANAGEMENT RESPONSE		
	<p>where disappointment and apathy among the population is currently very widespread.</p> <ul style="list-style-type: none"> - Additionally, in 2015, the SCO launched a new initiative aimed at strengthening civil society groups, enabling them to play a critical role in promoting and safeguarding the rights and interests of the vulnerable and excluded. - See also recommendation 2, area 4. 		
<p>Recommendation 4</p> <p>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.</p>	<p>Fully agree</p>		
	<p>Partially agree</p>		<p>Not agree</p>
	<p><u>Response</u></p> <ul style="list-style-type: none"> - We fully agree with this recommendation for the forthcoming CS (2018-21). - In the longer-term, we think that the relevance of further supporting the health sector in Moldova (based on what has been already achieved compared to the achievements in the other sectors) should be reconsidered/reassessed in the subsequent CS (2022-2025). 		
	<p><u>Measures</u></p> <ul style="list-style-type: none"> - We are convinced that primary health care, as well as disease prevention and health promotion, especially as regards non-communicable diseases, should be further supported. - Additionally, the link between the health and the social sectors should be strengthened and new forms of service delivery should be introduced (i.e. home based care, social welfare institutions, etc.). A particular focus will be put on the rural population and vulnerable groups (children and the elderly, disabled, migration “left 		

RECOMMENDATIONS	MANAGEMENT RESPONSE		
	behind").		
Recommendation 5 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.	Fully agree	Partially agree	Not agree
	<u>Response</u> <ul style="list-style-type: none"> - We agree with the recommendation that Swiss support should be directed towards the local level. - The Swiss support, however, should be a comprehensive one, targeted at strengthening local governance and local public service provision. This shall include, but not be limited to, capacity building activities. - Efforts to further explore possibilities to support the promotion of local economic development should be developed, building on existing intervention areas. - As regards inclusion, significant concrete efforts to develop a more systematic approach to this transversal theme have been made by the SCO last year. - In the health sector, a learning trajectory on Equity and Inclusion in accessing health, with the support of IDS, is currently ongoing. Moldova has been selected as a case study for this reflection. - Additionally, in 2015, the SCO launched a new initiative aiming at strengthening civil society groups, enabling them to play a critical role in promoting and safeguarding the rights and interests of the vulnerable and excluded. 		
	<u>Measures</u> <ul style="list-style-type: none"> - Possibilities to support the promotion of inclusive economic development will be explored in the new CS. - The results and findings of the learning trajectory on Equity and Inclusion in accessing health will be shared with the SCO. - A stronger focus on inclusion in all domains of intervention will be put in the next CS. The SCO will elaborate a social inclusion approach paper for that purpose. - The initiative on Promoting Inclusiveness through Civil Society Advocacy will be further supported under the next CS. 		

II. Evaluators' Final Report

The evaluation report for the Strategy Evaluation of the Cooperation Strategy Moldova 2014 – 2017 has been elaborated in collaboration between the Evaluation and Corporate Controlling Division of SDC and a consultancy team constituted by GOPA Consultants and two peers from SDC.

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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

Donor	SDC – Swiss Agency for Development and Cooperation
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Date	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 corruption¹, 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 diversity², 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 period³. 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 Herzegovina⁴.

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 respectively⁵.

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 men⁶. Violence against women remains a problem⁷, 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 once⁸.

¹ 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)

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

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

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

⁵ UNDP, "Human Development Report 2015," country briefing note on Moldova

⁶ UNDP, "Human Development Report 2015," country briefing note on Moldova

⁷ 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

⁸ 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 programed 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 consultations⁹. The strategy defines 7 national priorities for economic growth and poverty reduction¹⁰. 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 priorities¹¹. Also, while not identified as a priority per se, the strategy does highlight the importance attached to harnessing migration/ migrants as a component of development¹². In regard to the water and sanitation domain, the "Moldova 2020" strategy lacks great detail¹³ 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

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

¹⁰ (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.

¹¹ 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.

¹² 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.

¹³ 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 gender¹⁴ or governance¹⁵ 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 outcomes¹⁶. 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 region¹⁷. 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

¹⁴ 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.

¹⁵ 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".

¹⁶ 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

¹⁷ (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 volatility¹⁸, 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 expected¹⁹, 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 2015²⁰, 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 IMF²¹ 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

¹⁸ 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"

¹⁹ 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

²⁰ 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)

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

were 7 prime ministers or acting prime ministers; despite the same 3 “pro-European” 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 direction²². 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 effect²³. 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

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

²³ 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

investments (the “economy of scale” argument). The main mechanisms for GoM funding 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 perspective²⁴. 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.

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

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 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

Conclusions (C)	
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.
Recommendations (R)	
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” overview²⁵. 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 2010-2013²⁶. 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.

²⁵ Finalized by the SCO in summer 2016, published in English, Romanian, and Russian

²⁶ “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”.

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.

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

Conclusions (C)
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.

Recommendations (R)

- 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)²⁷. 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

²⁷ 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).

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 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 projects²⁸. 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?*

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

²⁸ 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

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 determined²⁹.

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 indicators³⁰, 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.

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

²⁹ 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.

³⁰ Which should be 'SMART': Specific, Measurable, Achievable, Relevant, Time-bounded

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 efforts³¹.

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.

³¹ 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.

3.4 Conclusions and Recommendations for Evaluation Area 3

Conclusions (C)
<p>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.</p> <p>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.</p> <p>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 data 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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>
Recommendations (R)
<p>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.</p> <p>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.</p> <p>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.</p> <p>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).</p> <p>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).</p> <p>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.</p>

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 2013-2014³². 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:

- 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 facilities³³; 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.

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

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

- 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.

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 limited³⁴.
- 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.

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

³⁴ 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

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

Conclusions (C)	
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.
Recommendations (R)	
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 lagging³⁵. 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

³⁵ 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

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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 Coherence of interventions with identified gender inequalities per domain	Document study. Peer exchange and selected interviews (Partners, SDC/SCO) Document study. Peer exchange and selected interviews (Partners, SDC/SCO)	National Strategy and Policy Papers. CS Resource persons CS. MERV. CS Annual Report. Studies transversal themes (e.g. gender study) Resource persons	Consultant, Peers
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 (Tool 112)	CS. MERV. AR. Studies Resource persons	Consultant, 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 ³⁶ (if available) Review of the context analysis presented by other donors Quality assessment framework (Tool 121a) Summarize basic information with relevant macro data at country level (Tool 121b)	CS. MERV. CS Annual Report. Studies Resource persons Independent information like Bertelsmann Transformation Index, MDG monitoring, Transparency International (see Tool 121b)	Consultant

³⁶ 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	Project / program portfolio structure (Tool 211a)	Project list and project fact sheets	Consultant, SCO/SDC operational division, Peers
	Financial categories	Qualitative assessment of the portfolio composition	CS Monitoring system – Level 3	
	Composition of implementing agencies (national, international)	Project visits	SCO staff, national partners, project / program managers	
	Evolution of project / program portfolio per domain			
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	Document study. Analysis of external evaluation and reviews (Tool 212)	CS Annual Report. Evaluation and review reports	Consultant
	Validation of the approaches	Qualitative assessment with SCO staff and peers. Selected interviews (partners, HQ)	SCO staff, focal points / thematic networks of SDC	Consultant/ Peers
		Project visits		
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?	Financial management according HQ rules:	Study annual audit report and annual reports	OMR. Annual Audit report. CS Annual Report.	SCO/SDC operational division, Peers, Consultant
	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 building for eventual new domains	Exchange between SCO staff and peers Tool 311: Staff composition and composition	Resource persons	
Additional sub-questions to address:				

311-1. Are there any conflict sensitive program management (CSPM) related issues that should be better addressed? If yes, which ones?	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?	<p>Process of monitoring (per domain, transversal themes)</p> <p>Indicator quality and reliability of collected data</p> <p>Coherence between monitoring and reporting</p>	Qualitative assessment by SCO staff and peers (Tool 321)	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?	<p>Number of donor coordination groups with active SCO participation (with details on lead)</p> <p>Representation of SCO in multilateral programs (e.g. HIV/AIDS)</p> <p>Level of harmonization</p> <p>Level and quality of cooperation among SCO and other Swiss organizations: Intensity of exchange, level of participation</p>	<p>Document study</p> <p>Exchange between peers and SCO. Selected interviews (Partners, HQ)</p> <p>Qualitative assessment through Peer exchange</p> <p>Qualitative assessment through Peer exchange</p> <p>Selected interviews (HQ)</p>	<p>CS Annual Report. OMR. SDC Management Responses. Donor reports.</p> <p>CS Annual Report. CS Monitoring system. SCO, other donor representatives</p> <p>Evaluation report of Paris Declaration</p> <p>CS Annual Report. SCO staff, representatives of other donors</p>	<p>Consultant</p> <p>Consultant SCO staff</p> <p>Peers</p> <p>Peers, Consultant</p>

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.
<p>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?</p> <p><i>Additional sub-questions to address:</i></p> <p>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?</p> <p>411-2. Has the Swiss Program contributed to systemic changes in the different sectors of activity?</p> <p>411-3. What is the cause-effect relation between SDC assistance and country results?</p>	<p>Comparison results planned – achieved.</p> <p>Identification of evidences that policy dialogue actions have contributed to the overall results achievement</p> <p>Identification of systemic changes to which the Swiss contribution is plausible, feasible and evidenced</p> <p>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</p>	<p>Detailed analysis of results achievement for the thematic domains of intervention on the basis of the results framework of the Cooperation strategy.</p> <p>Document study. Analysis of monitoring results. Exchange between peers and SCO.</p> <p>Selected interviews (Partners, HQ)</p> <p>Tool 411a: Analysis of Results Statements of Annual Reports</p> <p>Results analysis workshop (Tool 411b) with participation of SCO staff and selected partner organization</p> <p>Tool 411c: Rating of results achievement per domains</p>	<p>CS, CS Annual Report. CS monitoring system</p> <p>CS, CS monitoring system, CS Annual Report, External evaluation and review reports, End of phase reports. Exchange between SDC / SCO staff and peers, national and other partners/ stakeholders.</p>	<p>Consultant, Peers</p>

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 Success factors for scaling up/ leverage Innovations replicated by others organizations	Document study. Analysis of external evaluation and reviews Qualitative assessment with SCO staff Project visits Interviews with national and international partners	CS Annual Report, External evaluation and review reports, End of phase reports Resource persons	Consultant. Peers
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 Resource persons	Consultant. Peers
Positioning of Swiss Cooperation in Moldova over the medium-term period (additional evaluation questions)				
Questions / Variables	Criteria / Indicators	Methods	Source of information	Resp.
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 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) Workshop: Qualitative assessment with SCO staff	National Strategy and Policy Papers. Donor strategies. Evaluations. 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) Workshop: Qualitative assessment with SCO staff	Evaluations and Studies. CS Annual Report. Resource persons	Consultant, Peers
513. Should SDC consider a repositioning of its assistance in light of both context-related requirements and	Status assessment of the phasing out of portfolio components and	Assessment of the balance between upstream and downstream initiatives in the	Assessments of the project pipeline/ project readiness. CS Annual Report,	Consultant, Peers

Swiss comparative advantages?	<p>the more recent components</p> <p>Review of the financial weight apportioned to the domains/non-core areas supported via the CS</p> <p>Identification of areas of Swiss added value offer in regard to aid effectiveness/ delivery in Moldova</p>	<p>domains/non-core areas</p> <p>Document study. Peer exchange and selected interviews (Partners, SDC/SCO)</p> <p>Workshop: Qualitative assessment with SCO staff</p>	<p>Evaluations, EPRs.</p> <p>Resource persons.</p>	
514. What could be potential new sectors or a tentative “redefinition” of existing sectors for Swiss Development Cooperation under the new Cooperation Strategy?	<p>Identification/risk-assessment of potential new or redefined sectors to orient a future CS in Moldova</p> <p>Prioritization of potential new or redefined sectors</p>	<p>Document study. Peer exchange and selected interviews (Partners, SDC/SCO)</p> <p>Workshop: Qualitative assessment with SCO staff</p>	<p>National Strategy and Policy Papers. Donor strategies.</p> <p>Evaluations, EPRs.</p> <p>Resource persons</p>	<p>Consultant,</p> <p>Peers</p>

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

External reviews

Evaluated project	Year	Evaluators
Health		
Healthy Generation – Scaling up Youth Friendly Health Services in Moldova: External Review	2013	S. Bivol, S. Carai and V. Chandra-Mouli
Water and Sanitation		
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.
Migration and Development		
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
Health		
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
Water and Sanitation		
CEE	End of Phase Report (Phase 2): Water and Sanitation Project (ApaSan) in the Republic of Moldova	2015
Migration and Development		
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 Deputy Head, Quality Assurance and Aid Effectiveness Section	Carole Eggenberger 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 Evaluation and Corporate Controlling Unit	Ruedi Felber 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 (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 (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	
Day 1 30/10			X	X	X	Arrival: international consultant and peers Team meeting: preparation meeting
Day 2 Monday 31/10	09:00-10:30	All staff SCO	X	X	X	Kick-off briefing meeting: Objectives CS Evaluation, expectations, comments Inception report, review working program
	10:30-12:30	<ul style="list-style-type: none"> Head SCO, Simone Giger Deputy Head SCO, Viorica Cretu 	X	X	X	EA 1: Context analysis 1.1 Positioning and adaptation of CS with respect to country context and Swiss policies (EQs 111, 112) 1.2 Quality of CS context analysis (EQ 121)
	13:30-16:00	<ul style="list-style-type: none"> Head SCO, GIGSI Deputy Head SCO, CREVI NPOs: LHM/CAR/SAVVA/DANRA/CERNA/COJCR 	X	X	X	EA 4: Results of the CS 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 4.1 Domain results, effectiveness and contribution to country results (EQ 411)
	16:00-17:00	<ul style="list-style-type: none"> Head SCO, GIGSI Deputy Head SCO, CREVI NPOs: LHM/CAR/SAVVA/DANRA/CERNA/COJCR 	X	X	X	EA 1: Context analysis Additional questions re. future positioning (EQs 511, 512, 513, 514)
Day 3 Tuesday 01/11	09:00-10:00	Focus Group meeting with donor representatives (M&D) <ul style="list-style-type: none"> Adriana Barilov, IOM Valeria Ieseanu, UNDP Corneliu Eftodi, UN Women 	X	X		Focus Group meeting with donor representatives (M&D) (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"> Fabien Schaeffer, EU Delegation Artur Raducanu, Romanian Embassy Katerina Silhankova, Czech Embassy DANRA 				
	09:00-11:00	SKAT Moldova Foundation <ul style="list-style-type: none"> Julie Bergamin, planning and monitoring manager Corina Andronic, task manager 			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"> Haris Hajrulahovic, WHO Margarita Tileva, UNICEF Irina Guban, WB Iuliana Stratan, EU Delegation Martin Kade, GIZ Yosuke Umemiya, JICA LHM/SAVVA 	X			Focus Group meeting with donor representatives (Health) (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"> Henno Putnik, EU Delegation Alexandru Cosovan, EBRD Sergiu Gutu, KfW Svetlana Zhekova, EU adviser to the MoEnv Daniela Petrusevski, ADA LHM/CAR 	X		X	Focus Group meeting with donor representatives (W&S) (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"> SW = Health, SAVVA MRH = M&D, DANRA WIF = W&S, CAR 	X	X	X	EA 2: Relevance/ coherence of portfolio 2.1 Relevance of portfolios, innovation, transversal themes (EQs 211, 212) EA 3: Implementation of the CS 3.1 Portfolio management (EQ 311) 3.2 Quality of CS monitoring (EQ 321) 3.3 Coordination, aid effectiveness (EQ 331) EA 4: Results of the CS

Date	Time	Interviewee(s) / participants	Peers & Consultant			Activities
			SW	MRH	WIF	
						4.2 Sustainability/ scaling up (EQs 421, 422)
	15:45-17:00	Ministry of Labor, Social Protection and Family <ul style="list-style-type: none"> • Mrs. Raisa Scai, Deputy-minister • Mrs. Ana Gherganov, Head of employment division • DANRA 	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"> • Daniela Bordeianu, Head SEAM Moldova • Ilia Trombitky, Head Eco-Tiras • Ina Cosieru, Head NEC Moldova • Alecu Renita, Head Eco movement • Rodica Iordanov, Head Eco-Contact • CAR 			X	Focus Group meeting with environmental NGOs (EQs 111, 112, 331, 411, 421, 422, 511)
Day 4 Weds. 02/11	09:00-10:30	State Chancellery, Aid Management & Coordination Unit <ul style="list-style-type: none"> • Mrs. Oxana Gluscenco, Head of general directorate of policy coordination, foreign assistance and CPA reform • DANRA 	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"> • Victoria Cujba, Head • CAR 		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"> • Liuba Valcov, Deputy Head BRD • Dorin Toma • Maia Metaxa • DANRA 	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"> • Gerhard Schaumberger, Head of ADA Office • Ulrich Kleppmann, German Embassy Head of cooperation • Philipp Johannsen, GIZ Country Director Moldova • LHM/CAR 			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"> • Deputy Ministers, Liliana Iasan and Oleg Creciun 	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	
		<ul style="list-style-type: none"> National Centre for Health Management National Health Insurance Co. SAVVA 				
	13:30-15:00	SCO: Communications and Gender <ul style="list-style-type: none"> CERNA 		X		EA 2: Relevance/ coherence of portfolio 2.1 Relevance of portfolios, innovation, transversal themes (EQs 211, 212) EA 3: Implementation of the CS 3.1 Portfolio management (EQ 311) 3.2 Quality of CS monitoring (EQ 321) 3.3 Coordination, aid effectiveness (EQ 331) EA 4: Results of the CS 4.2 Sustainability/ scaling up (EQs 421, 422)
	13:30-15:00	Ministry of Environment <ul style="list-style-type: none"> Valeriu Munteanu, minister Inga Podoroghin, State secretary Serafima Tronza, head of division Igor Hincu, director Apele Moldovei Agency 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 <ul style="list-style-type: none"> Anatol Usati, vice-minster Igor Malai, head of division Oxana Paierlele, head of division 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 <ul style="list-style-type: none"> Dorina Ardeleanu, Head 		X		Interview with contract/ implementing partner (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)
Day 5 Thurs. 03/11	08:30-10:30	SCO Management <ul style="list-style-type: none"> GIGSI/CREVI/IGG 	X	X	X lead	EA 3: Implementation of the CS 3.1 Management performance and the specific additional questions on CSPM & cost-effectiveness (EQ 311) 3.3 Coordination and aid effectiveness in the country set up (EQ 331)
	10:45-12:45	SCO staff in charge of CS monitoring <ul style="list-style-type: none"> CREVI/LHM/NPOs 	X	X lead	X	3.2 Quality of the CS monitoring system (EQ 321)
	14:00-15:30	UNICEF, UNFPA, WHO (re. SDC projects) <ul style="list-style-type: none"> Angela Capcelea, UNICEF 	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"> Eugenia Berzan, UNFPA Angela Ciobanu, WHO 				
	14:00-15:30	UNDP, IOM (re. SDC projects) <ul style="list-style-type: none"> Valeria Ieseanu, Olesea Cazacu, UNDP Simion Terzioglo, IOM 		X		Interview with contract/ implementing partner (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)
	14:00-15:00	National Regulator on Energy Tariffs, ANRE <ul style="list-style-type: none"> Evlampie Donos, head of W&S regulation CAR 			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"> Iurii Nistor, executive director CAR 			X	Interview with main national partners (EQs 111, 112, 212, 331, 411, 421, 422, 511, 512)
Day 6 Friday 04/11			X	X	X	Project visits: evaluators visit projects to meet relevant local partners and implementers – Chisinau area/region
	09:00-10:30	State University of Medicine and Pharmacy <ul style="list-style-type: none"> Romanceno Andrei, director Simulation center SAVVA 	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"> Silvia Morgoci SAVVA 	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"> Victoria Condrat SAVVA 	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"> Angela Capcelea, UNICEF SAVVA 	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"> Conference on Adolescent Health 	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"> Anastasia Oceretnyi, Deputy-minister Cretu Aliona, Head of demographic and migration policies division Raisa Dogaru, Head of the National Employment Agency 		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	
		<ul style="list-style-type: none"> DANRA 				
	11:00-12:30	Contractor “Equal Opportunities in Policy Making” East Europ Found + Partnership for Development <ul style="list-style-type: none"> Alexei Buzu Andrei Brighidin Sorin Mereacre CERNA 		X		Interview with contract/ implementing partner (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)
	14:00-17:00	M&D local initiative UNDP project (visit to operators, local partners) <ul style="list-style-type: none"> Ialoveni town DANRA 		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"> COJCR 			X	EA 2: Relevance/ coherence of portfolio 2.1 Relevance of portfolios, innovation, transversal themes (EQs 211, 212) EA 3: Implementation of the CS 3.1 Portfolio management (EQ 311) 3.2 Quality of CS monitoring (EQ 321) 3.3 Coordination, aid effectiveness (EQ 331) EA 4: Results of the CS 4.2 Sustainability/ scaling up (EQs 421, 422)
	11:00-12:30	Contractor W&S “Institutional/ Reg. Framework” <ul style="list-style-type: none"> Cyrille VALLET, Sr. international advisor, IFP Valentin Plesca, head POP Serafima Tronza, head of division Radu Cazacu, Apele Moldovei Mihail Gonta, e-transformation CAR 			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"> Anatolie Dimitriu, Ialoveni district president Vasieni ecosan: Nina Mihalache, school director Horodca WS: Ștefan Vlasi, mayor and Lidia Vlasi, WUA president 			X	On-site project visit (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)

Date	Time	Interviewee(s) / participants	Peers & Consultant			Activities
			SW	MRH	WIF	
		• CAR				
Day 7 Saturday 05/11			X	X	X	Analyzing information, elaboration summary notes, individual report writing; preparations
Day 8 Sunday 06/11			X	X	X	Analyzing information, elaboration summary notes, individual report writing; preparations
Day 9 Monday 07/11			X	X	X	Project visits: evaluators visit projects to meet relevant local partners and implementers – North area/region
	08:00-09:00	Health for Youth NGO (NEOVITA) • 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 1 st part of the day	Health project (local operators partners, authorities) • Hospital and Ambulance Center, Balti, Maria Neamtu, head of Emergency Department • 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 2 nd part of the day	M&D project (local operators partners, authorities) • 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 (x2) whole day	ApaSan project (x2) (local operators partners, authorities) • ARD North (Balti): Ion Bodrug, director • Floresti ApaCanal: Grigore Cojocaru, director, Sergiu Rusu, investment consultant and Feodosia Bunescu, mayor of Bahrinesti village • 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)
Day 10 Tuesday 08/11						Project visits: evaluators visit projects to meet relevant local partners and implementers – South area/region
	3-3½ hours 1 st part of the day	Health project (local operators partners, authorities) • Comrat (GagauzYery) , YFHS, Mavrodi Svetlana • 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 2 nd part of the day	ApaSan project (local operators partners, authorities) • 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)

Date	Time	Interviewee(s) / participants	Peers & Consultant			Activities
			SW	MRH	WIF	
	3-3½ hours (x2)	M&D project (x2) (local operators partners, authorities) <ul style="list-style-type: none"> HTA Vinogradovka village, Taraclia district Nexus Cahul 		X		On-site project visit (EQs 111, 112, 211, 212, 311, 321, 331, 411, 421, 422, 511)
Day 11 Weds. 09/11	09.00-10.00	Parliamentary Committee for Social Protection, Health and Family <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Andrei Chistol, State Secretary 			X	Interview with main national partners (EQs 111, 112, 212, 331, 411, 421, 422, 511, 512)
	10:30-12:00	Results Analysis Workshop (W&S) SCO management/ Domain Teams/ Representatives of contract and implementing agencies/ partners	X	X	X	Results Analysis Workshop (W&S) 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) SCO management/ Domain Teams/ Representatives of contract and implementing agencies/ partners	X	X	X	Results Analysis Workshop (Health) 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) SCO management/ Domain Teams/ Representatives of contract and implementing agencies/ partners	X	X	X	Results Analysis Workshop (M&D) EA 1 and 4: Context analysis and results of the CS (EQs 111, 112, 121, 211, 212, 321, 411, 421)
Day 12 Thurs. 10/11	09.00-11.00	Focus Group meeting with Health NGOs	X			Focus Group meeting with health NGOs (EQs 111, 112, 331, 411, 421, 422, 511)
	09.00-11.00	Focus Group meeting with Gender NGOs		X		Focus Group meeting with gender NGOs (EQs 111, 112, 331, 411, 421, 422, 511)
	09.00-11.00	Focus Group meeting with Culture NGOs <ul style="list-style-type: none"> Lilian Severin, Igor Buzurniuc, POT Music Virgiliu Margineanu, OWH Studio Mihai Fusu, Coliseum Art Center Luminita Ticu, Coliseum Art Center 			X	Focus Group meeting with culture NGOs (EQs 111, 112, 331, 411, 421, 422, 511)
	11:00-12:00	Senior Adviser to the Prime Minister <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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

Date	Time	Interviewee(s) / participants	Peers & Consultant			Activities
			SW	MRH	WIF	
Day 13 Friday 11/11	09:30-12:00	All staff SCO	X	X	X	Debriefing meeting: 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
Day 14 Saturday 12/11			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 (1997)	25.0 (2001)	12.5	0.4	0.2 (2011)
FDI Flow (inward and outward) US\$ mio	66	128	191	204	166 (2014)
FDI Stock (inward and outward) US\$ mio	79	426	995	2,896	3,469 (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 (1997)	33.7	47.0	132	145 (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 (2014)
HDI	0.594	0.597	0.649	0.672	0.693 (2014)
Maternal mortality ratio (per 100,000 live births)	66	49	39	34	23
% of seats held by women in nat. parliament	4.8 (1997)	8.9	15.8	23.8	20.8
Gini coefficient	36.9 (1997)	36.4	36.3	32.1	28.5 (2013)
Corruption Perception Index (TI) (0 worst, 10 best)	2.6 (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 (2006)	4.5	5.3 (2016)
Estimated adult (15 – 49) HIV prevalence (%)	0.1	0.3	0.4	0.5	0.6
CO ₂ emission / capita in tons	3.05	0.965	1.36	1.39	1.4 (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

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

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

CO₂ 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"> - 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. - Increased responsibilities of the Moldovan population for their own health; efforts of communities, individuals and groups towards healthier lifestyles supported. - 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. 	<ul style="list-style-type: none"> - The population of Moldova has improved access to safe water and adequate sanitation services. - Water supply and sanitation (WSS) sector institutional set up is operationally efficient and enables rigorous development. 	<ul style="list-style-type: none"> - Opportunities are created in Moldova to retain the labor force and reduce youth emigration. - Capital formation is stimulated by removing constraints in doing business/investing remittances. - 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. - 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.
SDC portfolio outcomes		
<ul style="list-style-type: none"> - 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. - 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. - The steering and governance of the health system is strengthened with better evidence-based policy analysis and management. 	<ul style="list-style-type: none"> - 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. - Key sector stakeholders (national and local, public and private) plan, build and operate water and sanitation services in a sustainable, efficient and equitable manner. 	<ul style="list-style-type: none"> - Innovative interventions aimed at enhancing positive effects of migration and diminishing its negative impact are identified / developed and show first tangible results.
Indicative budget (SDC) = CHF 26 million	Indicative budget (SDC) = CHF 19 million	Indicative budget (SDC) = CHF 6 million
Transversal themes: Gender and Good Governance		

Health		
Swiss program Outcome 1	Contribution of the Swiss program	Country development Outcome 1
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.
Assumptions The government adopts clear measures to redefine the role and enhance the status of nurses in PHC The National Health Insurance Company (CNAM) continues increasing the coverage of essential drugs, including for NCDs MoH continues to adjust the regulatory framework and implements performance and quality based payment mechanisms		Risks Political instability and resistance within the system may slow down the hospital reform Migration of health professionals (brain drain/ waste) Weak collaboration between the social and health sectors Economic fragility undermines the capacity of the CNAM Informal payments continue being a barrier to access health care
Swiss program Outcome 2	Contribution of the Swiss program	Country development Outcome 2
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.
Assumptions Informed NCD patients increasingly demand for quality primary care services MoH takes clear measures to raise awareness regarding health issues and increase people's trust in primary health care providers		Risks Reluctance of local authorities and resistance of some PHC managers to become more accountable towards service users
Swiss program Outcome 3	Contribution of the Swiss program	Country development Outcome 3
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.
Assumptions The GoM continues being committed to promoting the health sector reforms The MoH develops the capacity of health care system managers at all levels to use the new procedures		Risks Slow pace of decentralization in the health care system Scarcity of financial resources (especially at the district level)

Water & Sanitation		
Swiss program Outcome 1	Contribution of the Swiss program	Country development Outcome 1
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.
Assumptions A Inter-Ministerial Committee is created and facilitates promotion and coordination of public capital investment projects in the WSS sector The new public capital investments regulation streamlines the synchronization between funding channels and increases the efficiency of publically funded WSS capital investment projects The new budget classification enables accurate monitoring of water-related expenditures Availability of funding (Moldovan Government and development partners) to support investments in the decentralized WSS The approach of having WSS master plans at district level is institutionalized Implementation of the national strategy on decentralization creates conducive environment for scaling up of decentralized WSS models The GoM adopts measures (legislative and economic) ensuring the progressive achievement of an equitable access to safe drinking water and sanitation		Risks Political instability and economic fragility might deter domestic funding needed for WSS sector and slow down the scaling up of decentralized WSS systems Weak absorption capacity of sector stakeholders undermines achievement of WSS targets Low water affordability could jeopardize financial sustainability of rural decentralized water supply systems Outdated technical and design norms hinder replication of decentralized WSS models
Swiss program Outcome 2	Contribution of the Swiss program	Country development Outcome 2
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. 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. 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. 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.	
Assumptions Implementation of the new Water Law enables harmonization/ approximation of the regulatory framework with the EU WSS standards The steering and governance of the water sector is strengthened with better management of evidence-based policy analysis Sector investment programming is improved due to better policy coherence Decentralization reform is advancing and enables the sector institutional set up Responsibilities of the key sector stakeholders (national, ApaCanals, Apele Moldovei) are clarified Sector Coordination Council and PWH national policy dialog platform ensure inter-sectoral coordination and communication		Risks The reform of the institutional set up is slow due to complexity, sensitivity and political rivalry The EU-driven agenda of regionalization of urban water operators (ApaCanals) marginalizes WUA as viable rural community management models Cost-recovery tariffs are not yet established (no independent water sector regulator and lack of mechanisms for social cases) Cases of corruption and arbitrary decisions undermine operational efficiency	
Migration & Development			
Swiss program Outcome 1	Contribution of Swiss program	Country development Outcome 1	
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. Capital formation is stimulated by removing constraints in doing business/investing remittances. 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. 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.	
Assumptions Migration and development issues stay high on the agenda of the Moldovan Government; M&D related policy documents are consistently implemented over the CS period; 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; 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.		Risks 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. Moldovan migrants are poorly organized – only about 2% are associated in Diaspora organizations. Low level of information about available services for (potential) migrants and about the organizations / structures dealing with migration / Diaspora issues. Lack of trust in Moldova's business environment and possible migrants' unwillingness to invest parts of their savings	

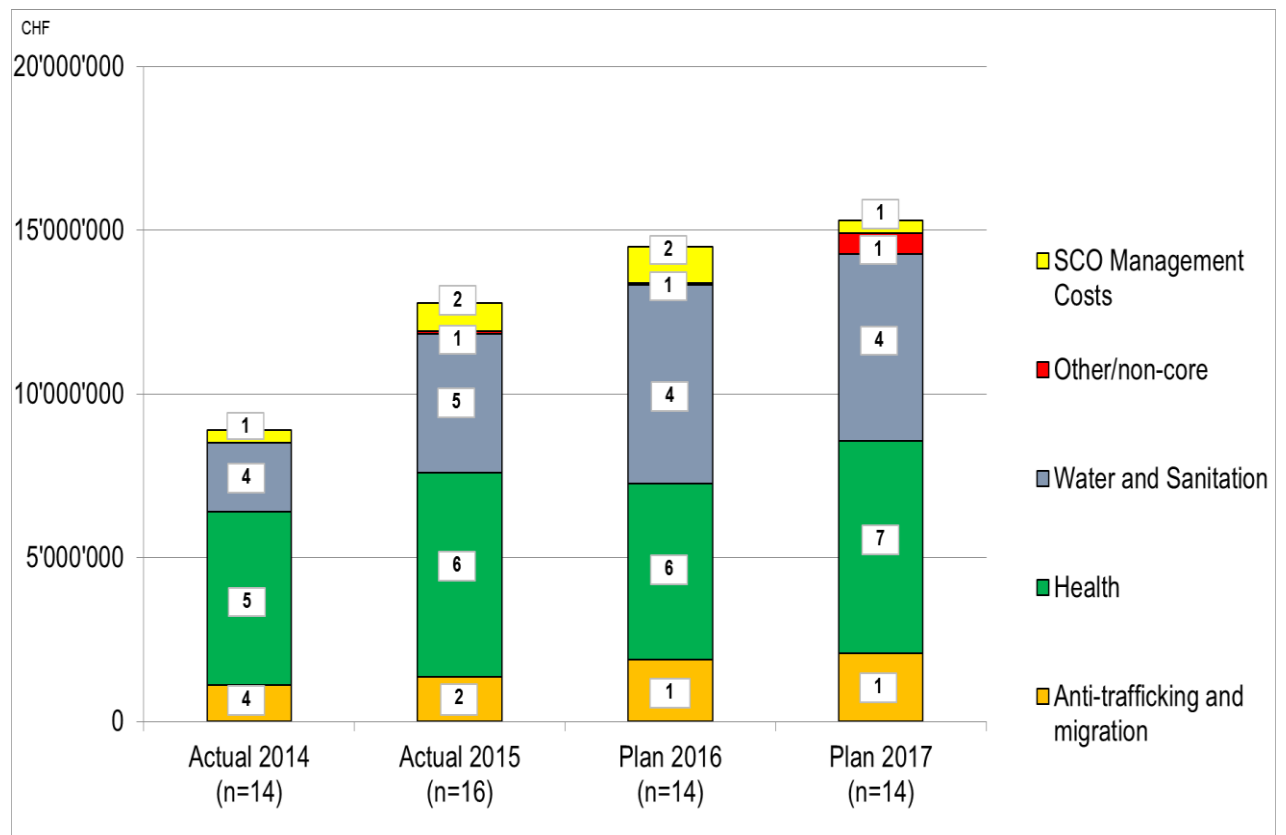
Annex 8: Portfolio analysis

Swiss Cooperation: Duration of Projects

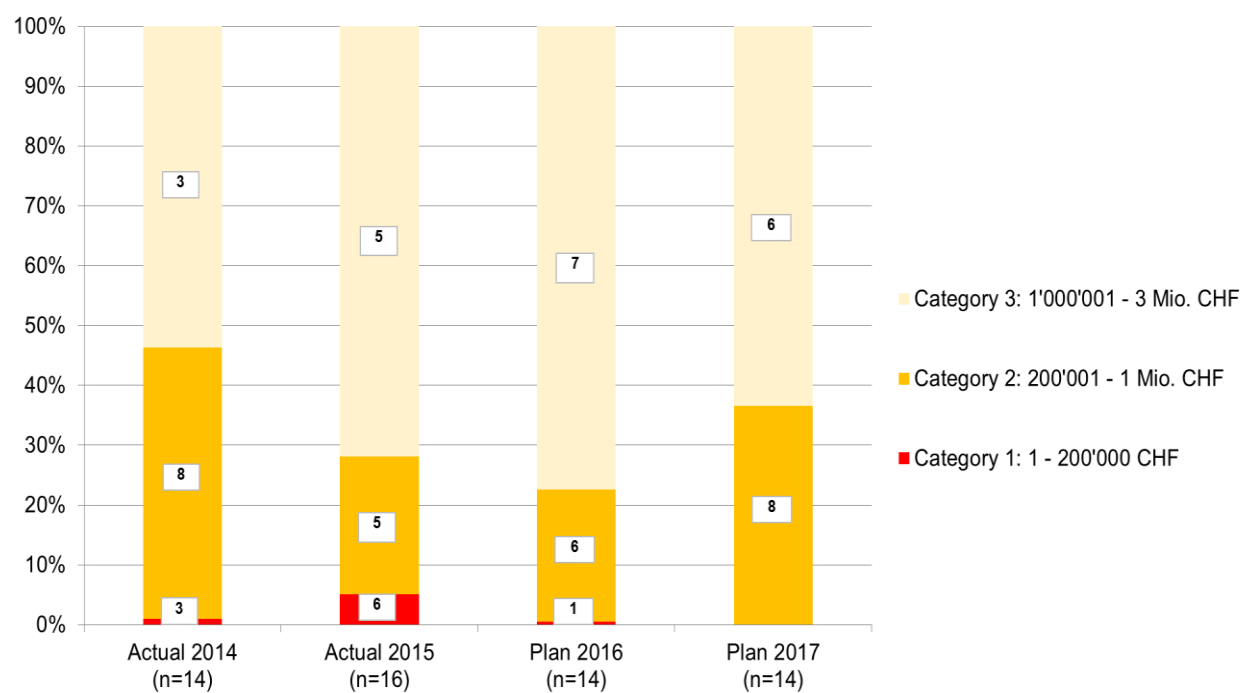
Domain Anti-trafficking and migration													
Project Name	Project Start	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Project End
CIS Anti-trafficking program CAT	2008		Phase 2										2014
Tdh Moldova-Russia-Ukraine	2008		Phase 2										2014
NEXUS (migration project)	2013			Phase 1									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

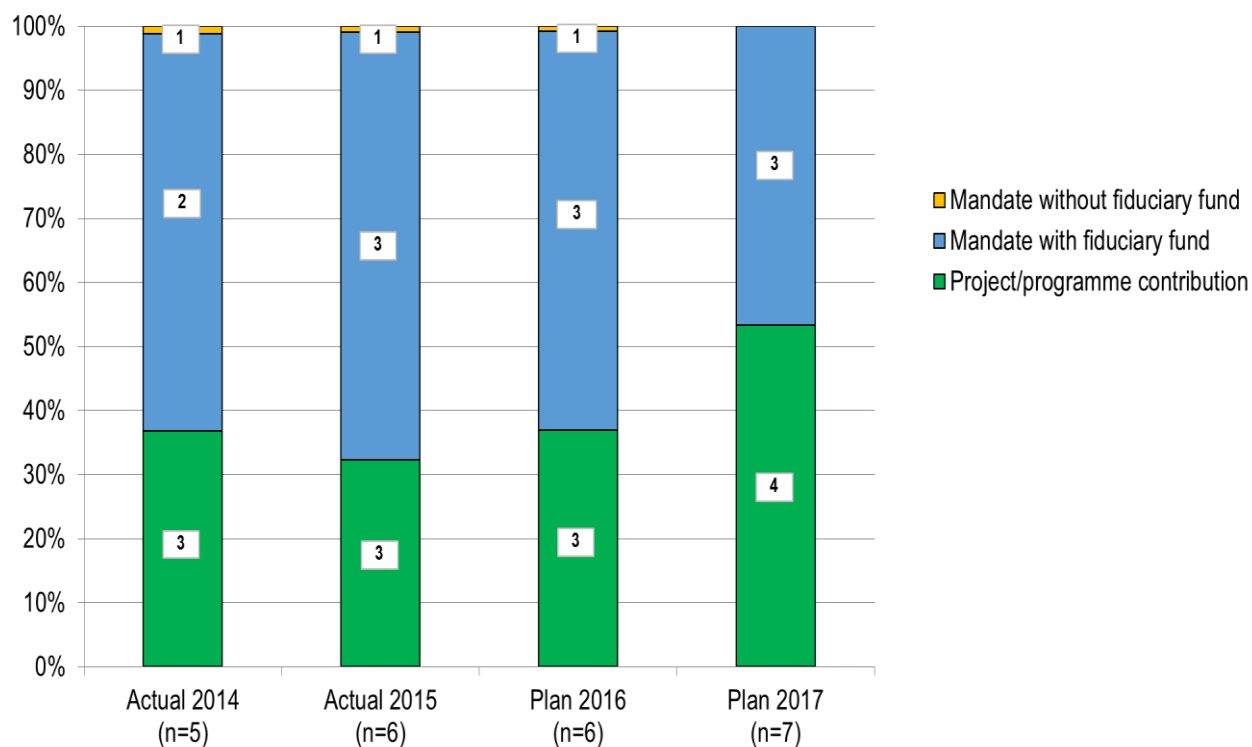
Swiss Cooperation – Financial disbursement and number of projects



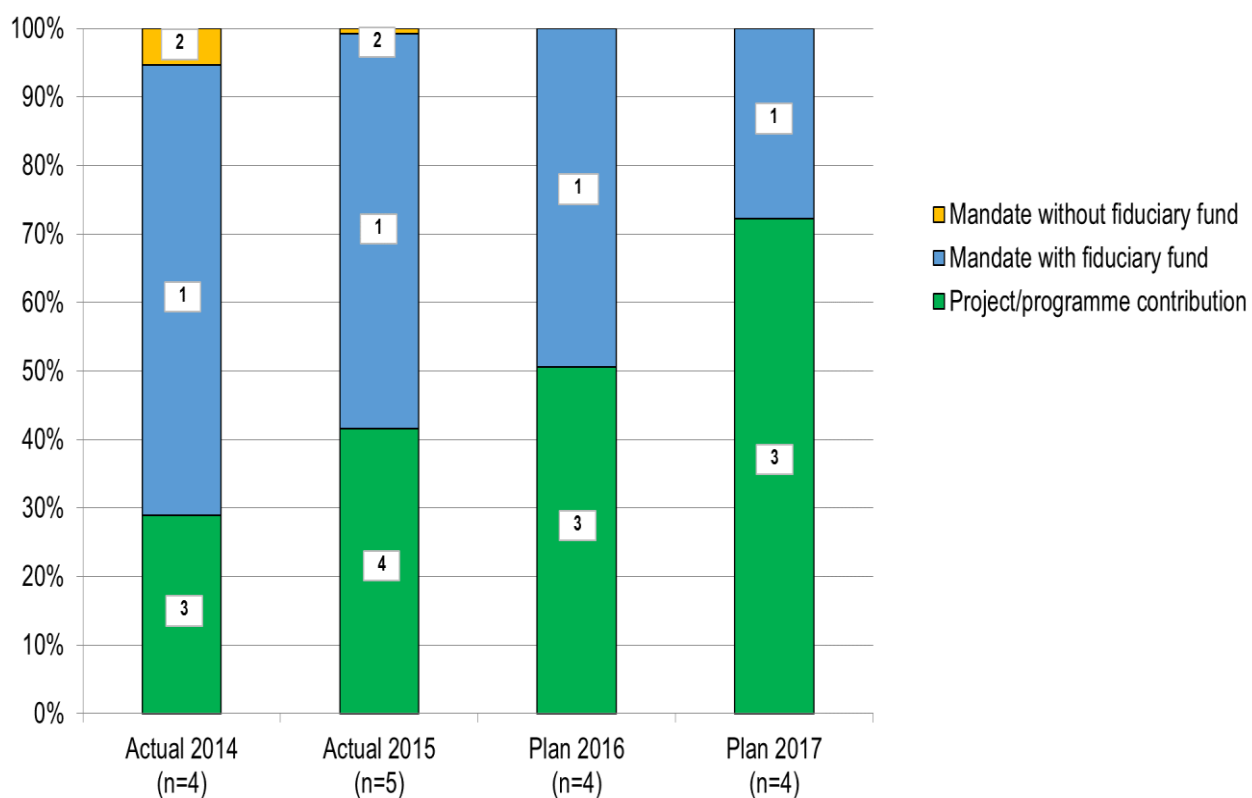
Swiss Cooperation – Project size and number of projects



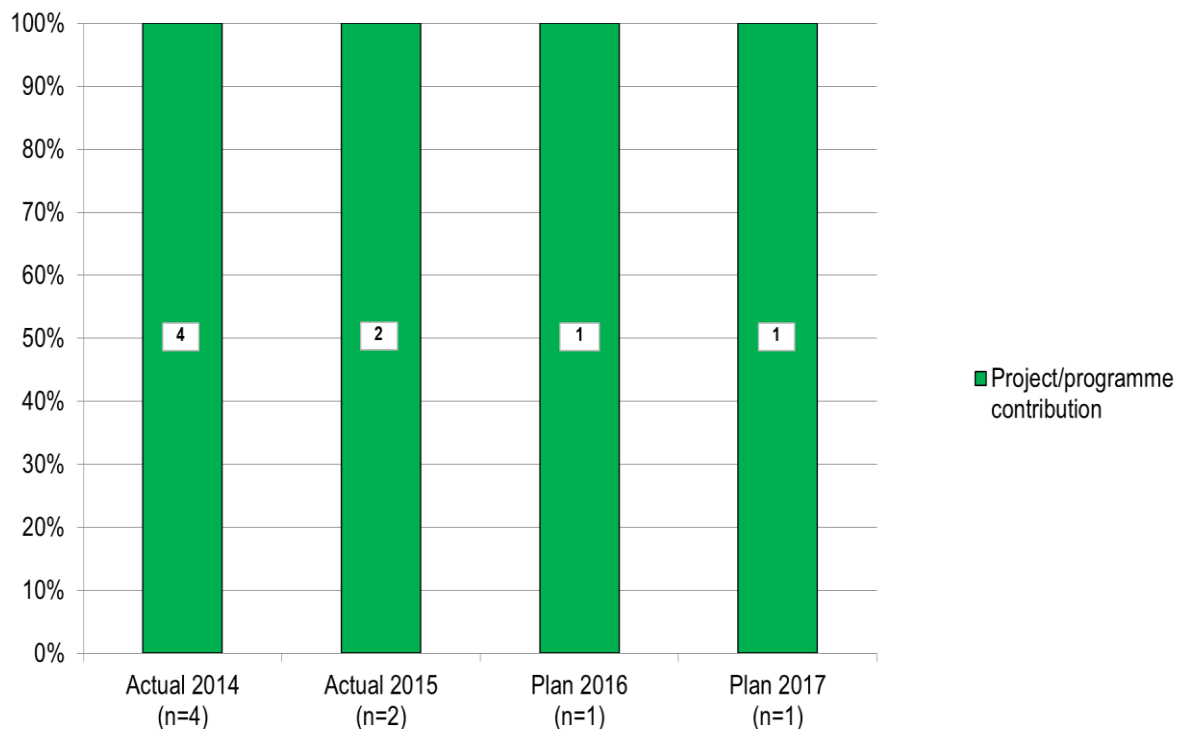
Health – Distribution of the financing on types of support



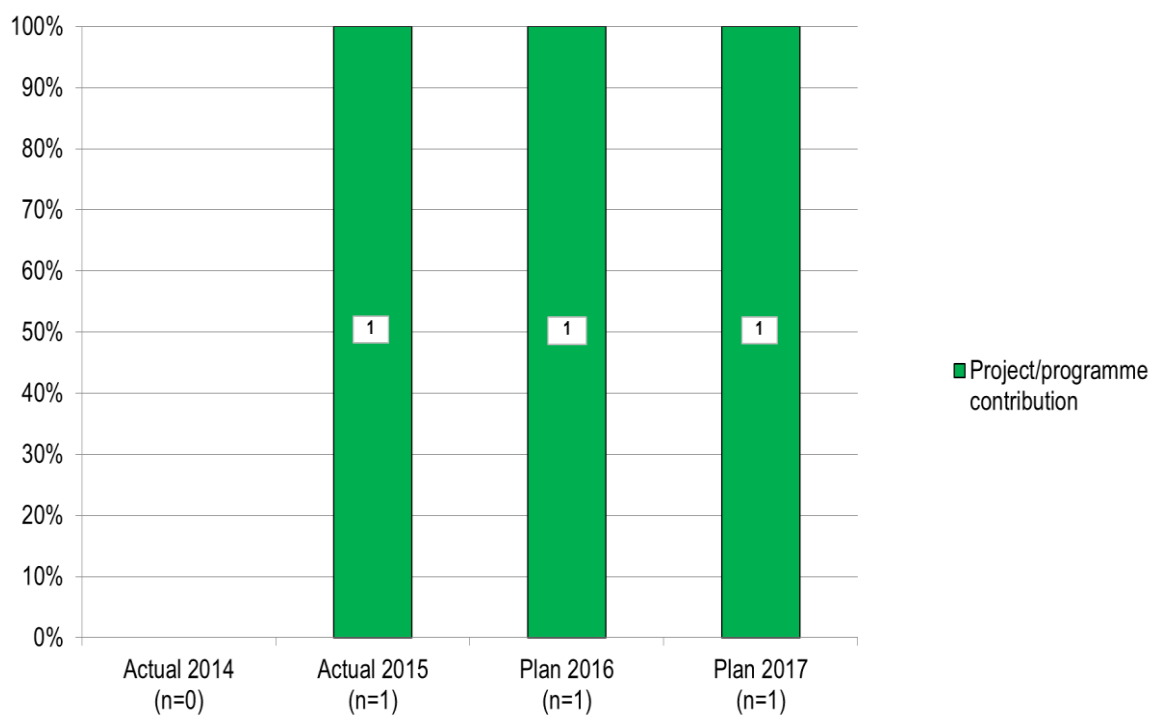
Water and Sanitation – Distribution of the financing on types of support



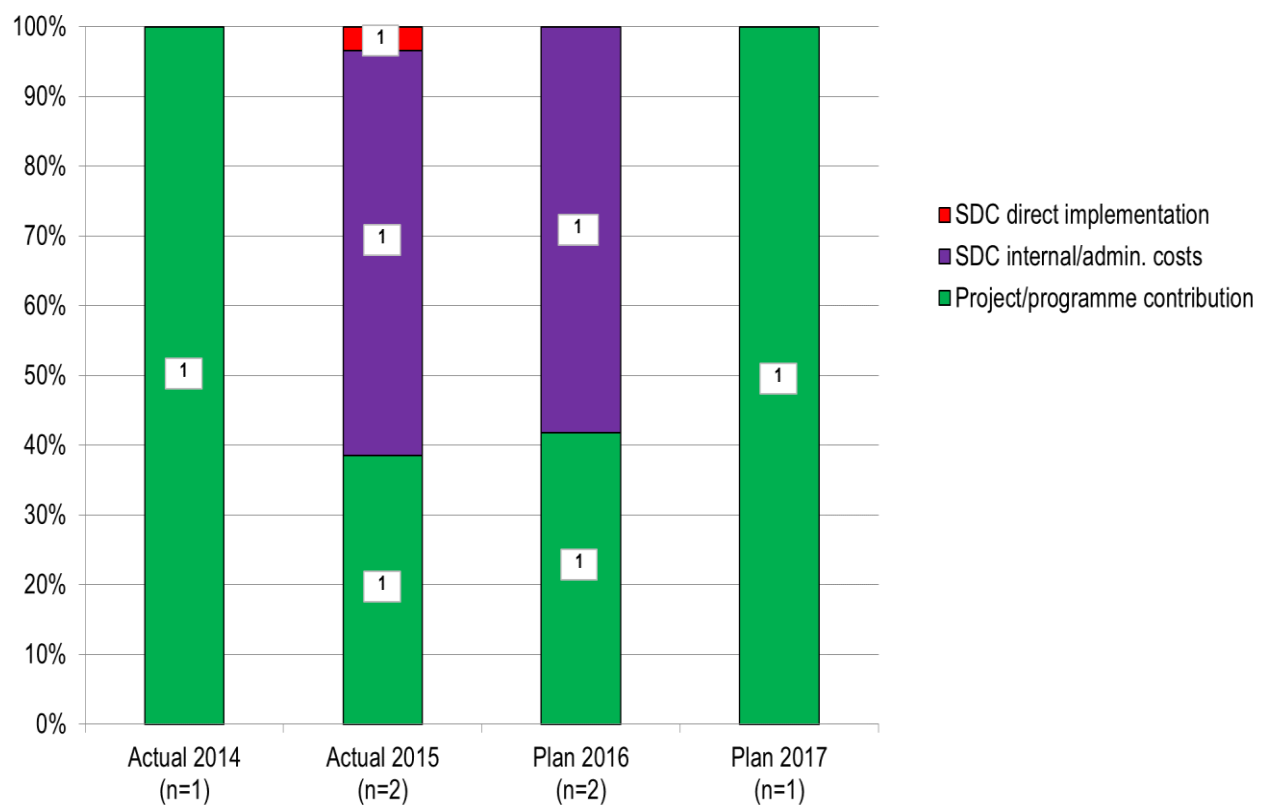
Anti-trafficking and Migration (Migration and Development) – Distribution of the financing on types of support



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	01/06/2006	31/08/2014		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	13076	Swiss TPH	17130	Mandate with fiduciary funds	605,329				
	7F-04474	Health	Community Mental Health Care Service	Coord.Office Chisinau	15/10/2005	31/12/2020	01/11/2005	31/05/2013		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	13072	Non-profit Org. of South/East	17130	Mandate with fiduciary funds	-				
	7F-05432	Health	Paediatric Care Services Reform	Coord.Office Chisinau	01/01/2008	31/12/2021	01/04/2008	31/10/2017		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	13072	Non-profit Org. of South/East	17130	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	13072	Non-profit Org. of South/East	17130	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	13072	Non-profit Org. of South/East	17140	Mandate without fiduciary fund				40,000	
	7F-06103	Health	Reducing the Burden of NCD	Coord.Office Chisinau	01/01/2015	31/12/2027	01/01/2015	30/06/2016		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	13076	Swiss TPH	17130	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	13998	No Contract Partner	17130	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	15/11/2008	30/04/2014		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	13051	Terre des Hommes Lausanne	17010	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	13051	Terre des Hommes Lausanne	17010	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	01/12/2008	31/05/2019		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	13094	Private Sector SWISS	17130	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	13072	Non-profit Org. of South/East	17140	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	13094	Private Sector SWISS	17130	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	1319 8	SKAT Foundation	1713 0	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	1319 8	SKAT Foundation	1713 0	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	1314 3	Other UN Org.	1701 0	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	1314 3	Other UN Org.	1701 0	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	1309 1	National State Inst. North	1701 0	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	1305 6	Other Swiss Non-profit Org.	1714 0	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	1309 1	National State Inst. North	1701 0	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	1305 6	Other Swiss Non-profit Org.	1714 0	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	1307 2	Non-profit Org. of South/East	1701 0	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	1309 5	Private Sector FOREIGN North	1701 0	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	1307 2	Non-profit Org. of South/East	1701 0	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	1312 9	UNICEF	1701 0	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	1309 5	Private Sector FOREIGN North	1701 0	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	1309 1	National State Inst. North	1701 0	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	1317 3	SDC Field Office	1701 0	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	1317 3	SDC Field Office	1701 0	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				

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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		Strength.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		Strength.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		Strength.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	1,455,0 00	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	1,455,0 00	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			

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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/Program me 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/Program me 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/Program me 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	Released	13998	No Contract Partner	17010	Project/Program me 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/Program me contribution		80,000		70,000	50,000
1	7F-08872.99		Inclusive Policies through Civil Society	SCO Chisinau	01/06/2017	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/Program me contribution					600,000
	7F-08963	Health	Contr. 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		Contr. Population & Housing Census RM	SCO Chisinau	01/03/2014	30/06/2016			rele REL AVAC BUDG	Released					826,063				
2	7F-08963.01.01		Contr. Population & Housing Census RM	SCO Chisinau	01/03/2014	30/06/2016			rele REL AVAC BUDG	Released	13124	UNFPA	17010	Project/Program me contribution	826,063				
	7F-09304	Water and sanitation	Blue project in water	SCO Chisinau	01/01/2017	01/01/2030				Program me 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	Program me 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	Program me bleu	13998	No Contract Partner	17010	Project/Program me contribution					700,000
	7F-09461	Health	Blue project in Health	Bruchez Brugger Georgette	01/09/2017	31/12/2030				Program me bleu									1,000,000
1	7F-09461.01		Phase 1	Bruchez Brugger Georgette	01/09/2017	31/12/2030			lock CRTD AVAC BUDG	Program me 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	Program me bleu	13998	No Contract Partner	17010	Project/Program me 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 Orleu	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 Interv 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		AnStudio at VAFI 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

Swiss Field Office (FO) and project staff in numbers (FTE = full-time-equivalent) -- <i>Financed by SDC</i>																
Function	As per end of previous year				As per end of current year planned*				As per end of current year updated				As per end of next year planned*			
	2014				2015				2015				2016			
	CH/Expat		Local		CH/Expat		Local		CH/Expat		Local		CH/Expat		Local	
	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M
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																
Sub-Totals FO	1	1	6.7	4	1	1	6.7	4	1	1	6.85	4	1	1	6.85	4
Total FO Staff according to COOF credit proposal*	12.7				12.7				12.85				12.85			
Labor turnover rate (local staff)**	5%				0%				10%				0%			
Project staff on FO payroll (self-implemented; not included in COOF credit proposal)																
Total PROJECT Staff	0.0				0.0				0.0				0.0			
Total Staff	12.7				12.7				12.9				12.9			
* according to credit proposal	** Number of FTE leaving within the year (incl. retirement) in % of total number of FTE at beginning of the year															

Additional staff Integrated Representat.			
As per end of next year planned			
2016			
CH/Expat		Local	
F	M	F	M
0	0	0	0
0.0			
12.9			

Additional staff Integrated Representat.			
As per end of next year planned			
2016			
CH/Expat		Local	
F	M	F	M
0	0	0	0
0.0			
12.9			

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
Total Commitments	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
Total Disbursements	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

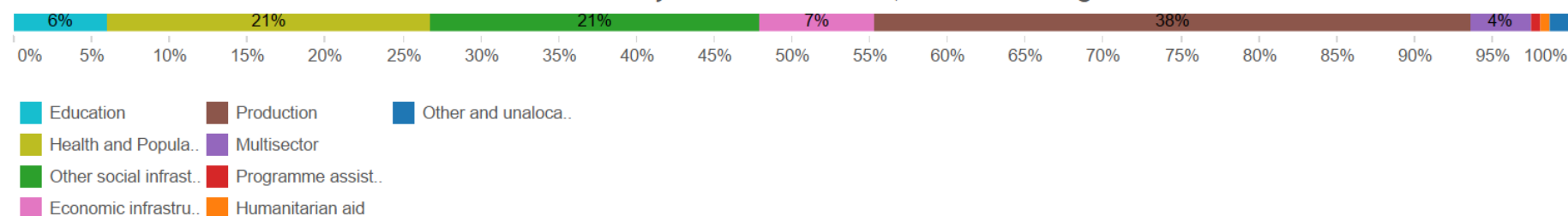
For reference

	2012	2013	2014
Population (million)	4	4	4
GNI per capita (Atlas USD)	1,150	1,470	1,300

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

EU Institutions	151.8
United States	107.5
Romania	37.8
International Development As..	36.7
Germany	15.4
Japan	15.4
Sweden	15.2
Global Fund	12.9
Switzerland	12.6
Norway	

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
Moldova	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 MLSPF 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, 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
	a	Very satisfactory. [on track] No needs to adjust plans and strategies.
	b	Satisfactory. [on track] Minor problems may arise and small adjustments in implementation may be necessary.
	c	Less satisfactory. [off track] Adjustments to plans and / or strategies are necessary.
	d	Unsatisfactory. [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
	a	Very satisfactory. [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	Satisfactory. [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	Satisfactory. [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.

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