



Government of the Republic of Moldova (GoRM)

United Nations Development Programme (UNDP)

United Nations Population Fund (UNFPA)

United Nations Development Fund for Women (UNIFEM)

Joint Project Document

Strengthening the National Statistical System

Brief description: The project is aimed on Strengthening the National Statistical System to improve data collection, dissemination and utilization of statistical information with particular attention to national needs and overall conformity of official statistics with international standards analysis. Project includes three components dealing with data production, data dissemination, and data use respectively.

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COVER PAGE

Country: Moldova

UNDAF Outcome(s)/Indicator(s):	<u>UNDAF Outcome 1 By 2011, public institutions with the support of Civil Society Organizations (CSOs) are better able to ensure good governance, rule of law and equal access to justice and promotion of human rights</u>
Expected Outcome(s)/Indicator (s):	<u>Pro-poor policies, addressing development and population issues, are formulated, implemented, and monitored in a more transparent and participatory manner.</u>
Expected Output(s)/Annual Targets:	<u>The availability, quality, and usage of disaggregated statistical data is improved (emphasis on geographic, age, and gender disaggregation)</u>
Executing Entity:	<u>National Bureau of Statistics</u>
Implementing agencies	<u>UNDP</u>

The project is aimed on Strengthening the National Statistical System to improve data collection, dissemination and utilization of statistical information with particular attention to national needs and overall conformity of official statistics with international standards analysis. Project includes three components dealing with data production, data dissemination, and data use respectively.

Programme Period: _____
 Programme Component: _____
 Project Title: “Strengthening the National Statistical System”
 Project ID: 00057446
 Project Duration: 2007-2010
 Management Arrangement: Mixed (Pooled and Parallel)

Total Budget	1,214,433 USD
<u>Allocated resources:</u>	<u>805,443 USD</u>
• Regular	493,300 USD
• Poverty TTF	45,000 USD
• Other:	
○ UNIFEM	231,297 USD
○ UNFPA	41,000 USD
<u>Unfunded budget:</u>	<u>409,000 USD</u>

Agreed by (Government): _____
Minister of Economy and Trade

Agreed by (UNDP): _____
Deputy Resident Representative

Agreed by (UNFPA): _____
Resident Coordinator

Agreed by (UNIFEM): _____
**Regional Programme Director,
UNIFEM Regional Office for CIS**

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1. SITUATION ANALYSIS

The Common Country Assessment, conducted jointly by the Government of Moldova and UN in 2005, has indicated that Moldova made certain progress in tackling poverty and promoting and monitoring human rights. In that purpose significant investments have been made to strengthen data collection and improve analysis capacities. However, the efforts were not always adequately matching the local needs and the well coordinated support from the development agencies' was often fragmented and driven by donors' priorities rather than meeting Moldova's needs. The Ministry of Economy and Trade is assisted by UNDP, UNICEF and Swiss Agency to develop an effective system for monitoring and evaluating the implementation of the Economic Growth and Poverty Reduction Strategy (EGPRS) and to assess the progress in achieving Millennium Development Goals.

During the recent years various donors provided assistance to the National Bureau of Statistics (NBS) for improving the statistical system, including but not limited to the World Bank (social statistics, establishment of Household Budgets Survey), EU/TACIS, IMF (System of National Accounts and price statistics), DFID (Agricultural Survey, Household Budgets Survey, Labor Force Survey and Sampling Unit, budget support for Population Census 2004), SIDA (budget support for Population Census 2004), EU/Food Security Program (further development of Household Budgets Survey and budget support for Population Census 2004), UNDP (gender statistics).

Despite of this significant progress, the data collection and data dissemination systems remain weak and not in line with international standards, while data analysis is far from desirable. The Moldova data system still suffers from inconsistent methodology, multiplicity of data sources, weak capacity of data providers and data users. Most of indicators are not disaggregated by sex, age, and geographical territory; and even existing disaggregated indicators are often not disseminated and are not easily accessible. This is rather limited information for decision makers to analyze current situation, develop policies, monitor their implementation and evaluate impact, as well as to assess to what extend Moldova is fulfilling its obligations under economic, social and cultural rights.

The global assessment of the official statistics system in the Republic of Moldova conducted in 2006-2007 concluded that the National Statistical System is reasonably developed, adheres to the Fundamental Principles of Official Statistics and in many domains fully or nearly fully complies with EU requirements. On the other hand, the National Statistical System faces many issues related to underdevelopment of computerized registers, fragmented statistical activities in line ministries, inadequate resources and lack of continuous training and capacity building.

This calls for more strategic and coordinated support interventions to strengthen data production, dissemination and use. Providing relevant, accurate, timely, comparable, coherent, and complete statistical data is the fundamental objective of the national statistical system. Such data will be a clear and precise panorama of a country, which will be sine qua non of a rational planning and decision-making process. A statistical office has another important role: pioneering and coordinating all statistical system in order to ensure standards to statistical production and prevent information pollution in its country. These are all related to the quality of a statistical system as a whole. These functions require a carefully designed legal infrastructure, a well established register system and strengthened institutional capacity of the National Bureau of Statistics in Moldova as well as of the line ministries responsible for administrative statistics.

2. STRATEGY

2.1. Project strategy

The project will contribute to achieving the general outcome of pro-poor policies, addressing development and population issues, which are formulated, implemented, and monitored in a more transparent and participatory manner. Specific outcome of the project is to improve the availability, quality, and usage of disaggregated statistical data (with emphasis on data disaggregated by geographic, age, and gender)

The overall expected result of the joint project is to improve data collection, dissemination and utilization of statistical information with particular attention to national needs and official statistics overall conformity with international standards. The project will have three components

aimed to (i) data production; (ii) data dissemination; and (iii) data use. The specific expected results from strengthening the national statistical system are:

- § Improved capacity of the National Bureau of Statistics and other line ministries involved in production of information through administrative reporting system, surveys and censuses (Ministry of Health and Social Protection, Ministry of Education and Youth etc.) to produce data of appropriate quality being disaggregated by sex, age, and geographical territory in timely manner;
- § Improved availability of data through improvement of data dissemination systems, practices and tools (availability of high-quality statistical publications addressing needs of data users);
- § Improved use of available data for participatory policy making through enhancing statistical users' literacy by increasing the capacity in government, CSOs and other stakeholders as well as stimulating data use for both in-government and outsourced policy analysis.

To achieve intended meaningful project results in all three components with focus on limited but most important sets of indicators, namely (i) MDG indicators; (ii) PRSP and NDP indicators; and (iii) European Social Inclusion Indicators.

Component 1. Improve Data Availability

Activities under this component will address three major sets of issues, namely (i) non-production of statistical indicators; (ii) non-availability of tools to collect data to produce indicators; (iii) structural issues hampering production of quality data. Key activities will include the following:

- § To revise the statistical infrastructure: revision of existing indicators, reporting needs (including international, on MDGs) and providing recommendations on improving the statistical system; revision of the system of statistical reports and provision of recommendations to simplify information flows; analysis of sector information systems (in education, health care, social protection and others) and identification of gaps and duplications in production of statistical indicators.
- § Based on the revision, to propose specific changes so as to introduce new tools to collect missing data for necessary indicators or to revise the existing tools to improve quality of indicators and/or disaggregating level.
- § To improve data dissemination and to develop metadata usage. Under-development of metadata is recognized as a major obstacle for ensuring adequate quality of statistical data and maintaining the dialogue with data users.
- § To establish a system for continuous training of statistical personnel, including the elaboration of a set of manuals and facilitation of regular training.
- § To organize professional events for sharing experience in statistical areas (gender statistics, etc) and to participate in international statistical events and conferences. Access to best practices and knowledge sharing will be essential to further adjust the national statistical system to the international standards.

Component 2. Improve Data Dissemination

Improvement of data dissemination tools and practices represents an absolutely necessary step to achieve the final objective of the project—use of data for evidence-based formulation, implementation and monitoring of policies, addressing development and population issues in a more transparent and participatory manner. The strengthening of the dialogue between data producers and data users so as to improve data dissemination practices and tools will include the following:

- § Improve access of data users to disaggregated data through revision and rationalization of dissemination tools. The primary focus will be placed on Redesign of NBS website to improve information presentation and search. Also it should ensure wide access to EGPRSP/NDP and MDGs database (DevInfo), both CD and on-line versions;
- § Revision of publications' format and start of users friendly materials' publication. This will include development of regular statistical publications focused on social and child issues e.g. Social Inclusion Trends, Children in Moldova, Child Poverty,

Women and Men in Moldova, etc. In addition, statistical data collections will be published in new formats, like CD-ROMs etc.

- § Increase awareness of data users on materials available and on calendar of data presentation through specific events, workshops, companies and other activities, based on availability of information, survey results and assessments.

Component 3. Improve Data Use

Improving the available disaggregated statistical data for evidence-based policy making (including formulation, monitoring and evaluation) is the ultimate goal of the project. The project will undertake the following activities so as to promote data use for evidence-based policy making:

- § Conducting specific and targeted training for different groups of data users. This will include various workshops, seminars, formal and informal training sessions with decision makers, policy analyzers from line ministries, representatives of think-tanks, academia and CSOs.
- § Fostering statistical data use by the line ministries for policy analysis through supporting policy monitoring, reporting and evaluation tools (MDG, National Development Programs (EGPRSP and NDP) and European Social Inclusion Indicators)
- § It is proposed to establish “Policy Research Program” (Draft Terms of Reference provided in Annex 5) to support the creation of a flexible instrument for stimulating independent, high quality applied research in the area of social and economic policy, employing competitive tendering. The research undertaken should help the Government of Moldova in monitoring and evaluating policy actions undertaken in the context of the EGPRSP and other development programs and assessing their impact.
- § Stimulating the use of statistical data for alternative policy analysis and monitoring by think tanks / academia / CSOs

2.2. Lessons learnt¹.

Involvement of all stakeholders is very important. Statistical infrastructure in Moldova remains fragmented and weak—the lack of reliable, computerized administrative registers, production of many data outside of the National Bureau of Statistics etc. This leads to sometimes contradictory or conflicting data. Involvement of all stakeholders in project activities will be the key of success. NBS has the potential to become a statistical ‘bureau of standards’ for other ministries which carry out statistical activities or have a role in administrative systems (Education, Health, Agriculture, Ecology and others).

Dialogue and trust building between data producers and data users is vitally necessary to improve quality of data. On one hand, users should better understand the NBS mandate and adjust their expectations correspondingly. On the other hand, NBS should explicitly communicate the comments about the quality of statistics to data users. In addition, NBS should consider establishing a systematic policy regarding prevention of statistics misuse. Constant dialogue will be the tool for building trust between data producers and data users and ultimately will contribute to the quality of data.

Appropriate form of capacity building should be chosen. The previous experience shows that training courses should include a dissemination element and donors should insist that provisions are made so that the knowledge gained at these courses is passed to other staff. The development of a training unit within NBS would be a significant enhancement; this would require the roll out of a train-the-trainers program, as well as provision of materials and examples from other countries for unit’s future development. The experience of DFID ISAS Project showed that the Regional Zonal Seminars are extremely productive as they (a) assisted the NBS to disseminate information, statistical processes, methodologies and data usage in Moldovan regions; (b) gave NBS staff good practice and experience in delivering presentations outside of the NBS Central HQ.

¹ Full document UK DFID ISAS Project “Lessons Learnt” is attached in Annex 6. The document was kindly prepared and shared by NI-CO team.

It is important to nullify over-ambitious requests for international study visits; for example the expensive training courses in the USA, which were early requested under the respective project. Study tours and participation at conferences and events should be oriented on benefiting from sharing experience in more advanced statistical practices, but also on building strong relationships with global community of statisticians. For instance, within DFID ISAS Project visits to Romania, Ukraine, Hungary, Austria, Latvia and Sweden proved to be more cost-efficient and beneficial and as a result, relationships with these countries have strengthened and it is expected that correspondence between them and the NBS will continue after the completion of this project. It is felt that the strongest relationships have been developed with the Ukrainian and Romanian Bureaus of Statistics.

Effective, transparent and coordinated project management is crucial for results achievement. For example, at its start, DFID ISAS Project failed to regularly update the Top Management Team regarding the project expenditures. As a result, the Top Management Team became frustrated. It is important to jointly agree the reporting format at the start of the project, which can be used at quarterly / monthly meetings and to regularly report project plans and project expenditure to the NBS. At the same time, over reliance on project support team (manager and assistant) could be dangerous. While the three project staff in the DFID ISAS Project office based in NBS have been extremely helpful in supporting the NBS staff in various tasks, all of these activities were outside the remit jointly agreed within the Terms of Reference but have been invaluable in terms of building up an enormous amount of goodwill and trust between the NBS staff and the project. Thus it is recommended to allocate resources to support some of these activities.

Specific attention should be paid to dissemination of statistical data, as it influences users' satisfaction and thus contributes to public support of statistical system. The experience of DFID ISAS Project in the area of statistical data dissemination suggests the following. A 'brand book' with preferred styles for reports, developed by ISAS project, should be more actively used. The 'dissemination unit' in NBS should provide strategic direction to the other production units in terms of reports format and style. Publications and the website should be further improved, providing users with better information and searching possibilities. The PR expert was recruited under the DFID ISAS project and was very successful, leading to improved marketing of NBS and of data; and the development of relations with the media. However sustainability of this role is questionable. Zonal seminars have been very successful in promoting the work of the NBS throughout the regions of Moldova. This has enhanced the reputation of NBS work throughout the country and this type of dissemination work should be continued.

Effective coordination and leadership is the key. Taking into account the complexity of the Statistical System and significant number of stakeholders involved, effective coordination and leadership is a must for the successful project implementation. This challenge will be hard, taking into account number of donors involved in the project. However, only effective and coherent leadership of the National Bureau of Statistics will allow achieving meaningful results.

2.3. Risks.

A number of potential risks were identified during the project design stage. The Project Appraisal Committee should revise identified risks, risk mitigation approaches and provide recommendations.

Risk	Probability	Impact	Risk mitigation
Limited capacities of NBS (limited number of staff of the NBS and the production pressure) many issues get insufficient attention.	High	Medium	Risk mitigation through close coordination of project activities by project manager and balancing project implementation schedule.
Limited national expertise in the area of statistics	Medium	Medium	Risk mitigation through combination of national expertise and international one.
Poor infrastructural conditions (e.g. lack of reliable, computerized registrations, poor communications and data-exchange systems) could lead to 'second-best' solutions.	Medium	Medium	Risk mitigation through cost-benefit analysis of proposed solutions and advocacy for reasonable resource allocation for statistical needs.

Risk	Probability	Impact	Risk mitigation
Limited involvement of stakeholders (line ministries, Ministry of Economy and Trade) in project activities	Medium	Medium	Risk mitigation through involvement of stakeholders in project activities and sharing benefits of improved statistical system.
Presence of very diverse data users with various specific needs could affect capacity building efforts	Low	Medium	Risk mitigation through data users' analysis and design of appropriate training events for each group of data users.
High staff turnover in data users undermines capacity building efforts	Medium	High	Risk mitigation through enlarging the group of data users receiving training and participating in policy making and policy monitoring activities. Academia could play here a particular role. Risk transfer through establishing "Policy Research Program" to build capacities and to outsource analytical function outside of Government (piloted in EGPRS report 2006)
Uncoordinated assistance to statistics undermines sustainability and coherence of results	High	Medium	NBS should play the key role in the aid coordination in the area of Statistics. Donors Group in Statistics will be called regularly to improve coordination efforts.
Potential change of Government after elections in 2009 could adversely affect project implementation and consistency	High	Low	Project should build strong team on technical level to smooth potential changes on higher level.

4. ANNUAL WORK PLAN BUDGET SHEET

Annual Work Plan Budget Sheet is attached under separate Excel file, Annex 1

5. MANAGEMENT ARRANGEMENTS

The project is implemented using the National Execution Modality (NEX). The project implementing agency is the National Bureau of Statistics. The National Bureau of Statistics will appoint a National Project Coordinator, who is a senior or mid-level official and will be able to support the project as necessary that the project activities are implemented successfully. As it mentioned in lessons learnt section, the National Project Coordinator will play the key role in project coordination. The National Bureau of Statistics will offer for the project team office space free of charge, representing the Government contribution towards the project implementation. The offices will be located in close proximity to the National Bureau of Statistics, as relevant for the work of the project.

The project will be financed through combination of pooled and parallel funding, provided by UNDP, UNIFEM, and UNFPA. Fundraising activities will be undertaken to close the identified financing gap.

Taking into account the results of the Joint Public Expenditure and Financial Accountability Assessment², the results of HACT Micro-Assessments carried out for the Ministry of Justice, the Ministry of Local Public Administration, and Parliament apparatus, as well as on-going discussions on procurement regulation in Moldova, it was agreed to choose **Direct Payment Cash Transfers Modality**, under which direct payments to vendors and other third parties will

² Republic of Moldova PEFA Assessment and PFM Performance Report [EN], June 2006
Document available on-line from Ministry of Finance website
http://www.mf.gov.md/common/raportinfo/Raport_PMFP-EN.pdf

be done by the Agency, for obligations incurred by the Implementing Partner in support of activities agreed in AWP.

However, taking into account recent rapid developments in the area of public finance management in the Republic of Moldova, Cash Transfers Modality could be reconsidered later on during project implementation on the basis of Assessment of the National Bureau of Statistics for Harmonized Approach To Cash Transfers (Draft Terms of Reference are provided in Annex 4)

UNDP Moldova will support the implementation of the project through services (according to the Agreement between the Government of Moldova and UNDP for provision of support services for National Execution Modality from May 27, 2003) and more specifically, services of personnel recruitment, including project personnel (Project Manager – terms of reference are attached in Annex 5), local and international consultancy and procurement of goods, according to UNDP rules and procedures. For project and program implementation, UNDP follows the international standards set under PRINCE 2.

The project will have a Project Steering Committee (generic terms of reference are attached at Annex 3), including the National Project Coordinator, representatives of other state institutions, donor agencies and non-governmental organizations working in the area (proposed membership at Annex 3). The PSC will meet as a rule every three months or out of its regular schedule at the request of its members and will examine and discuss the project work plans and reports, and will provide recommendations on the project activities.

The Steering Committee is the group responsible for making on a consensus basis management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/ Implementing Partner approval of project revisions. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (i.e. constraints normally in terms of time and budget) have been exceeded. This group contains three roles:

- § Executive representing the project ownership to chair the group,
- § Senior Supplier role to provide guidance regarding the technical feasibility of the project, and
- § Senior Beneficiary role to ensure the realization of project benefits from the perspective of project beneficiaries.

Project Manager: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. (Project Manager's Job Description/ Terms of Reference are attached in Annex 5.). The project manager is responsible for reporting on all project activities, including those financed through parallel funding modality. Project manager must coordinate project activities with Programme Officers of participating agencies and reflect in reports activities and results supported through parallel funding modality.

6. MONITORING AND EVALUATION

Monitoring and Evaluation will be implemented in accordance with UNDP Monitoring and Evaluation Handbook requirements.

The project will be subject to the Annual Program Review. The Project Manager in consultation with the National Project Coordinator and stakeholders will be responsible for preparing and submitting to Annual Program Review meeting the Project Progress Report. The Project Manager, under the direction of National Project Coordinator and UNDP Program officer will also prepare quarterly work plans, quarterly reports and other necessary documentation in

accordance with UNDP procedures. A participatory monitoring mechanism will identify the progress achieved towards intended results.

Taking into account complexity of the area, coordination of Monitoring and Evaluation with other donors active in the area (the European Commission, the World Bank, IMF, DFID, Sida, etc) will be essential. The key role here would be played by the Donors working group in Statistics. Also, Steering Committee of the Project will be an important forum for coordinating the Monitoring and Evaluation with other donors active in the area.

7. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

The following types of revisions may be made to this Project document with the signature of the UNDP Resident Representative only, provided that he/she is assured that the signatories of the Project Document have no objections to the proposed changes:

- (a) Revisions in, or addition of, any of the annexes to the Project document,
- (b) Revisions which do not involve significant changes in the results of the Project, but are caused by the re-arrangement of inputs already agreed to or by increases in costs due to inflation, and
- (c) Mandatory annual revisions which re-phase the delivery of agreed inputs, increase experts cost and other costs due to inflation, or take into account expenditure flexibility.

ANNEX 1.
ANNUAL WORK PLAN BUDGET SHEET

[Attached in separate file JP_Statistics_AWP_11_en_FINAL.xls]

ANNEX 2.

SUMMARY OF GLOBAL ASSESSMENT OF THE SYSTEM OF OFFICIAL STATISTICS IN THE REPUBLIC OF MOLDOVA AND PROJECT RESPONSE

Assessment of the statistical system of Moldova against the Fundamental Principles of Official Statistics resulted in the following conclusions³:

Fundamental Principles	Results of Assessment	Project response
The general user-producer dialogue.	The Moldovan Council for Statistics seems to be an appropriate instrument for formal consultation of the main national stakeholders. The Council is neither too large nor too small and its composition looks balanced. However, at the moment it is not yet operational.	
Dissemination and measuring user satisfaction.	Recent NBS activities are useful with a view on exploring users' needs and improving dissemination mechanisms. The NBS recognizes that their website must be improved and that it should in the future contain more readily accessible information.	Redesign NBS website to improve information presentation and search (Component 2) Revision of publications' format and elaboration of some "easy-to-use" thematic materials for data dissemination from MDG, National Development Programmes and European Social Inclusion Indicators (Component 2)
Impartiality.	The NBS fully adheres to the principle of impartiality.	
Political pressure.	The NBS is free from political pressure regarding its statistical work.	
Equal access to statistical information.	The NBS sends its newly released data by e-mail to the key users, including news agencies. It tries to establish good relations with the media. Its library is public. Simple requests for data are met free of charge.	Informing the users about the available materials and the timetable for data publication through special events, seminars, campaigns and other activities based on available information, results of studies and assessments; evaluation of users' needs for statistical data (Component 2)
Professional standards.	Due to the limited number of staff of the NBS and the production pressure it is under, many issues get insufficient attention. Only some basic analytical work is being done. Staff does not participate in (international) conferences at a regular basis. Statistical methods are not systematically documented and users - so far- have no easy access to meta-data.	Develop metadata and adjust definitions for the monitoring indicators of MDGs, National Development Programmes (EGPRSP and NDP) and European Social Inclusion Indicators (Component 1) Organize a continuous training for the NBS staff and the staff of rayon statistical sections by area of activity

³ Based latest available 2nd draft, January 2007

Fundamental Principles	Results of Assessment	Project response
	<p>Methodological improvements in the area of sampling have been made after the establishment of a Sampling section. In principle, decisions about survey design, survey methods and techniques are made on the basis of professional considerations, but poor infrastructural conditions (e.g. lack of reliable, computerized registrations, poor communications and data-exchange systems) sometimes lead to ‘second-best’ solutions. There is little training and re-training of professional and other staff going on, due to lack of resources. Statistical quality management is an issue for the senior management of the NBS, but in view of circumstances that were earlier mentioned, the possibilities are limited.</p>	<p>(Component 1) Organize professional events for sharing experience in statistical areas (gender statistics, etc) and participate in international statistical events and conferences. (Component 1) Build capacities of the NBS to evaluate the quality and tools of independent research, and, if required, provide methodological guidance. (Component 1).</p>
Accountability.	<p>As mentioned before, meta-data are an under-developed area at the NBS. Although the management realizes that this is an issue, resources so far have been insufficient to develop a solid meta-data system, including ways to bring meta-data to the attention of the users. Comments about the quality of statistics are not explicitly published.</p>	<p>Develop metadata and adjust definitions for the monitoring indicators of MDGs, National Development Programmes (EGPRSP and NDP) and European Social Inclusion Indicators (Component 1)</p>
Prevention of misuse of statistics.	<p>The NBS does not have a systematic policy in this regard.</p>	<p>Organizing some specific and well-targeted trainings for different groups of data users (Component 3)</p>
Cost-effectiveness.	<p>The NBS is handicapped by the lack of reliable, computerized administrative registers in Moldova. In addition, the NBS does not always have easy access to those registers. However, there is an ongoing dialogue with partner institutions, in particular the Ministry for Information Development, to improve this situation. In view of the national conditions in Moldova, the NBS is making an effort to combine administrative data and statistical data where this is feasible. Internal procedures for data editing, aggregation, and analysis may be further improved, in particular data quality control at the local and regional level. The possibilities to achieve improvements in this regard also depend on investments in IT. The reporting burden</p>	<p><i>IT system needs should be addressed in separate e-Statistics project, as design of new system is still on early stage.</i> Review the available indicators for the monitoring of MDGs, National Development Programmes (EGPRSP and NDP) as well as European Social Inclusion Indicators; identify needs and develop recommendations to improve the statistical system (improve the statistical toolkit, optimize information flows etc.) (Component 1) Review and streamlining of the statistical toolkit (statistical reports) and information flows used for the monitoring of MDGs, National Development Programmes (EGPRSP and NDP) and European Social Inclusion Indicators. (Component</p>

Fundamental Principles	Results of Assessment	Project response
	will become more of an issue. Therefore, the NBS should move further towards sampling and away from exhaustive surveys. The NBS is under-staffed and under-funded. It is necessary to strengthen the staff at the central level, but re-allocation of resources within the statistical system is difficult.	1).
Confidentiality of individual data.	The NBS fully adheres to this principle, but faces some technical problems in confidentiality protection.	
Legislation.	The Moldovan Statistical Law and other statistical legislation meet all the criteria of the FPOS. The way respondents are informed about the purpose of data collections needs some improvement.	
National coordination of statistical work.	The Council for Statistics may play an important role in better coordinating statistical work by government bodies in Moldova. It should again be noted that the Council for Statistics is not yet operational. A key partner in the coordination process seems to be the Ministry for Information Development, which is responsible for several important administrative registrations. The quality and accessibility of these registrations is decisive for their usefulness for statistical purposes. It is not clear what instruments and procedures are used to influence the Ministry to move in the desired directions. It is also unclear to what extent the NBS is seen as the statistical 'bureau of standards' by other ministries who have statistical activities or have a say in administrative systems (Education, Health, Agriculture, Ecology and others). In some cases the role of the NBS is only seen as advisory.	Review and streamlining of the statistical toolkit (statistical reports) and information flows used for the monitoring of MDGs, National Development Programmes (EGPRSP and NDP) and European Social Inclusion Indicators. (Component 1). Build capacities of the NBS to evaluate the quality and tools of independent research, and, if required, provide methodological guidance (Component 1).
Use of international standards.	The NBS does its best to follow international standards. In many respects progress has been made. Nevertheless, there are still a few 'old' classifications in use. A serious handicap of the NBS is that staff does not participate much in international meetings, where best practices are discussed. In addition, the staff has only limited access to Internet, where also many good practices	Organize professional events for sharing experience in statistical areas (gender statistics, etc) and participate in international statistical events and conferences. (Component 1)

Fundamental Principles	Results of Assessment	Project response
	can be found. This is partly due to IT limitations, but partly also to the fact that most of the staff has difficulties reading English documents.	
International statistical cooperation.	The NBS has received a considerable amount of technical assistance over the years and is open for more. Much of the technical assistance received has been instrumental in improving the statistical system	Organize professional events for sharing experience in statistical areas (gender statistics, etc) and participate in international statistical events and conferences. (Component 1)

ANNEX 3.

UNDP GENERIC TERMS OF REFERENCE.

THE PROJECT EXECUTIVE GROUP (PROJECT STEERING COMMITTEE)

In order to ensure adequate governance structures for programme/project implementation, UNDP country offices (COs) should make full use of existing monitoring and accountability mechanisms. The establishment of coordination and consultation mechanisms, such as a Project Executive Group or Steering Committee, with the participation of stakeholders, are a vital aid to transparent decision-making.

UNDP CO may set up a committee specifically at the project/programme level, or for the outcome, or there may be existing national committees for larger programmes, thematic groups for UN or donor coordination.

A Project Steering Committee (PSC) is set up to ensure unified guidance of project implementation and better coordination among the participating agencies/sectors.

Role & Responsibilities

The PSC focuses on monitoring the achievement of project results. It is responsible for making executive management decisions for a project when guidance is required by the Project Manager, including approval of project revisions. Project assurance reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. The PSC is consulted by the Project Manager for decisions when project tolerances have been exceeded. This group contains three roles: an executive (government counterpart) to chair the group, a representative of the implementing partner (UNDP) to provide guidance regarding the technical feasibility of the project, and a representative of civil society to ensure the realization of project benefits from the perspective of project beneficiaries.

The PSC has the following responsibilities:

- Provides oversight and policy direction focusing on the achievement of results;
- Provides overall guidance and advice throughout all stages of programme/project process (design and formulation [if created prior to the project's launch], implementation, monitoring and evaluation);
- The PSC recommends the selection of core project staff, namely the Project Manager (and additional senior project staff in the case of complex and large programmes), and recommends their recruitment to UNDP. All PSC members must sign the minutes endorsing the selection of the Project Manager and other senior candidates;
- Analyzes the needs and the subsequent delivery of technical assistance. Develops solutions to problems and challenges;
- Builds consensus around the project's strategies and planned results;
- Provides advice when amendments including budget revisions, project duration extensions are needed in the project's planned results, strategies or implementation arrangements. Substantive changes (revisions of project overall objectives) must be discussed within an LPAC meeting; the authority to approve such changes is vested on the LPAC, not on PSC;
- Reviews and endorses annual and quarterly work plans (based on standard UNDP formats);
- Reviews and endorses quarterly, annual and final project narrative and financial reports in UNDP format;

- Monitors progress, participates in field visits to project sites, consults with beneficiaries and stakeholders, and ensures that potential opportunities and risks, including lessons learned, are taken into account by the project management;
- Reviews stakeholder meetings results and evaluation reports for action;
- Cooperates closely with the UNDAF outcome groups.

In addition, UNDP may delegate to the PSC the authority to select technical expertise (i.e. consultants, think tanks) and project staff as well as to select implementing partners (i.e. NGOs for small grants projects, etc), provided the PSC holds a specific relevant expertise. The PSC issues a request to the UNDP to approve the selection process, the latter having final decision authority. As contracting authority, UNDP must ensure that the proposed choice is fully aligned to the relevant requirements and specifications (see Annex IV for further details on recruitment and contracting). Therefore, under UNDP implementation support to national execution, all procurement and recruitment processes are managed under UNDP rules and regulations; the PSC does not have the authority to take operational decisions under the specific purview of UNDP.

The key task of the UNDP Programme Officer/Associate in this context is to work with the Project/Programme team to ensure that the requisite interactions are taking place when useful, key issues are discussed, relevant and adequate communications driving dialogue are taking place, reports are action-oriented and qualitative, observance and adherence to UNDP rules and procedures, and the follow-up of decisions. He/she also ensures that results-based management approaches are shared with the PSC.

Membership

The PSC must attempt to have broad representation of key actors within the specific project/programme area. The PSC normally consists of the National Project Coordinator, implementing agencies, other state organisations, civil society organizations, concerned donors, and UNDP representative(s). The Members of the PSC are not paid or compensated for services to the project. Members of the PSC are proposed and approved during the Local Project Appraisal Committee (LPAC) and must be reflected in the project document accordingly.

The involvement of key agencies is intended to ensure that progress towards outcomes is continuously monitored, besides the delivery of project-specific outputs. The PSC should be kept to a reasonable number of participants to be dynamic; representatives of various organizations and institutions, who are not members of the PSC, can be invited to take part on PSC meetings, whenever deemed appropriate. Invited guests do not have decision-making role. The chairperson of the Steering Committee is usually a representative of the government (i.e. the National Project Coordinator) or a representative of UNDP (i.e. the Resident Representative or another senior officer with delegated authority)⁴. PSC chairmanship could be determined on rotational basis. The selection of the PSC chairman is agreed by overall consensus among PSC members.

If changes in the composition of the PSC occur due to functional displacements, parties should inform each other accordingly. In order to ensure consistency and continuity, temporary replacements of members of the PSC are allowed on an exceptional basis, on which parties should inform each other in a 5 days period prior to the meeting.

Steering committee meetings

The PSC meets periodically, as a rule every three months and extraordinarily whenever circumstances require, to review project/programme progress and advise or take important project/programme-

⁴ Under Direct Execution, the chairperson of the PSC is vested on UNDP.

related decisions that ensure smooth implementation. The PSC should focus on progress towards outcomes, policy issues and major challenges that require input from partners.

The proceedings of PSC meetings are recorded in meeting minutes, which are then signed by all members of the PSC, once draft minutes have been reviewed and validated by all participants. An original document with all participants signatures is not required, hence, in order to speed the process of signing the minutes, these could be circulated via e-mail (scanned) or fax. Meeting minutes should consist of a record of issues addressed and decisions taken (verbatim transcriptions are not required). The project/programme manager act as secretariat of the PSC with the responsibility to call meetings, distribute information (at least 4 working days in advance), timely preparation of meeting minutes and follow up on their recommendations.

Except for the regular quarterly meetings, the PSC does not always have to meet in person for ad hoc sessions; virtual communication among members of the PSC is encouraged if network facilities permit. This could include use of e-mail communications for peer reviews of quarterly reports, or setting up a website for the project/programme where partners can upload, access and review documents.

Decision making process

PSC decisions are taken based on consensus and common agreement. To this effect, it is necessary that fair representation of different groups be ensured at all times. UNDP will act as the custodian to ensure due process and compliance with standard operating procedures. Failure to do so may result in the annulment of the decision.

List of Steering Committee Members (DRAFT)

- § Vitalie Valcov, General Director of the National Bureau of Statistics
- § Oleg Cara, Vice-director of the National Bureau of Statistics
- § Igor Dodon, Minister of Economy and Trade
- § Natalia Catrinescu, Department of Macroeconomic Policies and Development Programmes, Ministry of Economy and Trade
- § Kaarina Immonen, Resident Coordinator UN Moldova, Resident Representative UNDP Moldova
- § Ray Torres, Resident Representative UNICEF Moldova
- § Boris Gilca, Resident Representative UNFPA Moldova
- § Ulziisureen Jamsran, Chief Technical Advisor, UNIFEM Moldova
- § Maya Sandu, Chief of Programme Sections, UNDP Moldova
- § Mihail Peleah, Programme Associate UNDP Moldova

ANNEX 4. TERMS OF REFERENCE – MICRO-ASSESSMENT OF IMPLEMENTING PARTNERS FOR HARMONIZED APPROACH TO CASH TRANSFERS (HACT)

DRAFT

BACKGROUND

In 2006, the UN system at the global level (through four UN Agencies, namely UNDP, UNICEF, UNFPA and WFP⁵) has adopted a common operational framework for the financial management of its development assistance to government and non-government Implementing Partners – Harmonized Approach to Cash Transfers (HACT). The new operational framework is aimed at reduction of significant transaction costs associated with the variety of approaches used by different UN Agencies in their cooperation with the national partners. It is also designed to lessen the burden that the multiplicity of UN procedures and rules creates for the UN's partners.

The guiding principle of the HACT is based on uniformity of procedures applied by the concerned UN Agencies in their cooperation with the Implementing Partners. These procedures derive from four main financial management modalities, namely Direct Cash Transfers, Direct Payments, Reimbursement and Agency Implementation. The selection of one or another modality depends on how the Implementing Partners' financial management systems are designed and how effectively these are implemented. Response to these questions is provided through the Micro-Assessments undertaken within the Implementing Partners' institutions prior to the initiation of development projects.

The purposes of the assessment are:

- *Capacity development objective:* The review supports the Agencies and government to identify strengths and weaknesses in the Implementing Partner's capacity for financial management and areas for capacity development by government and others.
- *Financial management objective:* The review assists in the establishment of appropriate cash transfer modalities, procedures, and assurance activities to be applied by the UN Agencies.

OBJECTIVE

The objective of the present assignment is two-fold: first, develop a sound methodology for undertaking Micro-Assessments to be undertaken within IPs' institutions, and second, undertake a Micro-Assessment within the National Bureau of Statistics.

MAIN TASKS, DELIVERABLES AND TIMEFRAME

The selected firm or consultant/team of consultants should:

Methodology:

- Ø Review/analyze the available Guidelines for the Harmonized Approach to Cash Transfers (any specific questions for clarification should be addressed to UNDP at registry.md@undp.org);
- Ø Elaborate a proposal on a methodology to be used for any future Micro-Assessments. The methodology should take into account the key areas related to financial management in a state or non-state institution. These should include, but not be limited to:
 - procurement processes;
 - human resources processes;
 - financial flows management;

⁵ In Moldova, only three Agencies are represented: UNDP – United Nations Development Programme, UNICEF – United Nations Children Fund, UNFPA – United Nations Population Fund. WFP – World Food Programme – does not have a programme in Moldova.

- accounting processes;
- reporting and monitoring processes,
- information flows system, etc.

With the above provisions taken into account, the proposed methodology should include:

- o revised “Checklist A: Financial Management Capacity Questionnaire”⁶;
- o revised “Checklist B: Financial Management Questionnaire”⁷;
- o key elements of the risk assessment system (specific criteria to be used for assigning “High”, “Significant”, “Medium” and “Low” risks);
- o elaborated list of documentation, access to which will facilitate the Micro-Assessment; and
- o revised structure of the Micro-Assessment report.

Micro-Assessment:

The Micro-Assessment within the National Bureau of Statistics should provide the overall assessment of the Implementing Partner’s financial management capacity and review funds flow, staffing, accounting policies and procedures, internal audit, external audit, reporting and monitoring and information systems.

The selected firm or consultant/team of consultants should undertake the Micro-Assessment in accordance with the elaborated methodology, which has to be officially approved by UNDP (the contractor).

In undertaking the Micro-Assessment, the selected firm or consultant/team of consultants should put equal emphasis on: (1) the effectiveness of the system in providing the partner’s management with useful and timely information for the proper management of the partner; (2) the general effectiveness of the internal control system in protecting the assets and resources of the partner.

Deliverables and timeframe:

The selected firm or consultant/team of consultants should submit the following deliverables:

- Ø *Upon submission of letter of interest* – the elaborated methodology⁸, taking into account, but not limited to the above-specified key provisions and including:
 - o Revised Checklist A;
 - o Revised Checklist B;
 - o Revised risk assignment system;
 - o List of key documentation, the access to which should be ensured by the Implementing Partner; and
 - o Recommendations for future Micro-Assessments.

- Ø *In a month after the contract between UNDP and selected company or consultant/team of consultants is concluded* – the Micro-Assessment Report, including:
 - o An overall risk rating of the Implementing Partner’s financial management capacity;
 - o Risk ratings for funds flow, staffing, accounting policies and procedures, internal audit, external audit, reporting and monitoring and information systems, or any other agreed upon in the methodology;
 - o A summary of the financial management assessment of the Implementing Partner;
 - o A description of the Implementing Partner, including the physical address, phone numbers, fax numbers, web sites and general e-mail addresses;

⁶ Please refer to the Guidelines for the Harmonized Approach to Cash Transfers, July 2006

⁷ Please refer to the Guidelines for the Harmonized Approach to Cash Transfers, July 2006

⁸ Please note that the proposed methodology will be used as one of the key criteria for the selection of the company or the consultant/team of consultants.

- A description of the standards applied such as International Accounting Standards (IAS) published by the International Accounting Standards Board or the draft International Public Sector Accounting Standards (IPSAS) on Cash Accounting published by the Public Sector Committee (PSC) of the International Federation of Accountants may also be described;
- A description of any specific internal control weaknesses noted in financial management;
- Recommendations for monitoring and assurance activities to address or compensate for the weaknesses in the short term;
- Recommendations to resolve/eliminate the internal control weaknesses noted, including short and medium-term capacity development measures;
- Completed revised (based on agreed methodology) Financial Management Questionnaire.

Ø *At the end of assignment* – a brief note on Lessons Learnt/Recommendations.

WORKING ARRANGEMENTS AND DURATION OF ASSIGNMENT

The selected firm or consultant/team of consultants should have full and complete access at any time to all records and documents (books of account, legal agreements, minutes of committee meetings, bank records, invoices and contracts, etc.) and all employees of the Implementing Partner. UNDP will ensure that they have a right of access to banks and depositories, consultants, contractors and other persons or firms engaged by the partner, as well as to any other information specified in the approved methodology. If the access is restricted to any records, person or location during the course of the assessment, this restriction should be clearly defined, with reasons, in the report.

The duration of the assignment should be of no more than one and a half months (1.5 months), depending on the complexity of the assignment.

REQUIRED QUALIFICATIONS

Generally, a reputable public accounting firm/consultant should be competent to conduct such an assessment. More specifically, the following are the key requirements:

- Ø The selected firm or consultant/team of consultants must be impartial and independent from all aspects of management and should not have financial interests in the entity being reviewed or in directly related entities. They should not, during the period covered by the assignment nor during the undertaking of the assessment or during the last year prior to the assignment, be employed by, or have any financial or close business relationships with any senior official in the management of the Implementing Partner under assessment. The selected firm or consultant/team of consultants should disclose in writing that they do not have any relationship that may possibly compromise their independence.
- Ø The selected firm or consultant/team of consultants should be experienced in applying international standards for auditing -- either ISA⁹ or INTOSAI¹⁰ audit standards. If hiring

⁹ ISA - International Standards of Audit

¹⁰ INTOSAI - **International Organization of Supreme Audit Institutions** is an international and independent body that aims at promoting the exchange of ideas and experience among Supreme Audit Institutions (SAI) in the sphere of public financial control. INTOSAI upholds the following general auditing standards: the auditor and the SAI must be independent. The SAI should avoid conflict of interest; must possess the required competence; and must exercise due care in planning, specifying, gathering and evaluating evidence, and in reporting findings, conclusions and recommendations.

staff, the selected firm or consultant/team of consultants should employ staff with recognized professional qualifications and suitable experience with ISA or INTOSAI standards, including experience in reviewing similar entities. Curriculum vitae (CV) of all members of the assessment team should be provided. The CVs should include details on audits carried out by the relevant staff, including ongoing assignments indicating responsibilities assumed by them, and their qualifications and experience in undertaking assessments/audits.

The attached Questionnaire (taken from the OECD-DAC Good Practice Paper on Harmonizing Donor Practices for Effective Aid Delivery) should be completed by the applying firm or consultant/team of consultants. Only those firms or consultants/teams of consultants that are deemed to be independent, that have professional competence and well-trained staff (in case of firm/consultants) may be considered for engagement through a competitive process.

To be eligible for competition, the applying firms or consultants/teams of consultants should fill in the below “Eligibility Questionnaire”.

Private Sector Audit Firm/Consultant Application for Eligibility Questionnaire¹¹

Basic Information

1. Legal Name of Firm/consultant
2. Street and Postal Address of Firm/consultant
3. Telephone (include country and area code)
4. Fax (include country and area code)
5. Email address
6. Address and Telephone of Branch Offices (use attachment if necessary)

Branch Name	Address & Telephone	Officer in Charge

7. Practice license or permit number
8. Date of license/permit issuance
9. Expiry date of license/permit
10. Name of licensing/permit agency
11. State the legal nature of the firm/consultant
12. Fully describe the ownership structure and management structure of the firm

The firm/consultant(s)’s Independence

13. Does the firm/consultant have a written independence or conflict of interest policy? (If yes provide a copy. If no, provide a brief description of the policy with comparison to the relevant IFAC Code). Are all professional staff provided training in the firm’s independence or conflict of interest policies? Have staff members attended training courses in professional ethics, including training in IFAC’s International Professional Practice Statements or Code of Ethics for Professional Accountants?

14. Does the firm/consultant provide consulting services involving accounting or internal control matters to audit clients?

¹¹ This Questionnaire is taken from the OECD-DAC Good Practice Paper on Harmonizing Donor Practices for Effective Aid Delivery.

15. Has the firm/consultant, any partners of the firm/consultant or any staff of the firm/consultant ever been subject to disciplinary action by any national accounting body to which the firm/consultant or its partners belong? If so, please indicate the nature of the disciplinary action and the reasons for it.

16. Has the firm/consultant, any partner of the firm/consultant or any staff of the firm/consultant ever been subject to a court order involving the provision of professional services? If so, please indicate the nature of the court order and the reasons for it.

17. Has the firm/consultant, any partner of the firm/consultant or any staff of the firm/consultant ever been barred from auditing firm/consultants listed on any securities exchange or otherwise been subject to sanction or penalty by any securities exchange?

18. Are the firm/consultant's partners or staff members allowed to hold shares or other investments in audit clients?

Affiliations with other Firm/consultants

19. Does the firm/consultant have an affiliation or association with any other foreign or local professional firm/consultant(s) such as accountants, auditors, consultants or lawyers etc? If so, please provide the following:

Firm/consultant Name	Legal Address	Home Country	Contact Person

20. Please describe the general nature of the affiliation(s), as follows:

- Are any partners of the firm/consultant also domestic or international partners of the affiliated firm/consultant?
- Does your firm/consultant or any partner of the firm/consultant share in the profits or liability exposure of the affiliate?
- Does the affiliate provide training courses for the firm's staff?
- If the firm/consultant is affiliated with a foreign accounting/audit firm does the foreign firm have an audit manual/guideline, and does the firm have access to and use of that manual/guideline? Does the firm use it exclusively in relation to audits resulting from the foreign affiliation or does the firm also use it in relation to audits that do not result from the affiliation?
- Other important matters.

Firm/consultant's Professional Orientation

21. Indicate which of the following services are provided by the firm/consultant and show the share of each service in relation to the firm/consultant's last complete year's total fee income. Please separate any income derived from a foreign accounting/auditing firm/consultant affiliation.

Nature of Income	Derived from Foreign Acc't/Audit Affiliate(s)	National Income	Total Fee Income
Auditing _ In accordance with ISA _ In accordance with national standards	%	%	%
Accounting _ In accordance with	%	%	%

IAS _ In accordance with national standards			
Consulting Services	%	%	%
Other Fee Income	%	%	%
Total Fee Income	100 %	100 %	100 %

ISA — *International Standards on Auditing*

IAS — *International Accounting Standards*

22. Indicate the percentage of the firm/consultant's last complete year's total fee income attributable to foreign aid/funding agreements with international agencies, bilateral aid agencies or other sources (information may be aggregated where conversion where common audit arrangements are adopted by donors).

Nature of Income	IMF/ World Bank	Regional Develop't Bank(s)	Bilateral Aid Agencies	Other Int'l Agencies	Private Sector	National Gov't	Total Fee Income
Auditing _ In accordance with ISA _ In accordance with national standards	%	%	%	%	%	%	%
Accounting _ In accordance with IAS _ In accordance with national standards	%	%	%	%	%	%	%
Consulting Services	%	%	%	%	%	%	%
Other Fee Income	%	%	%	%	%	%	%
Total Fee Income	100%	100%	100%	100%	100%	100%	100%

23. Does the firm/consultant use an audit procedures manual or guideline for staff? If so, when was it last updated? How does the firm/consultant ensure that staff adheres to the audit manual/guidelines, at all times? (Please attach a copy of the manual/guideline).

24. Is the firm/consultant aware that various multilateral and bilateral agencies have guidelines covering accounting and auditing for projects they fund? If so please list the guidelines the firm/consultant has.

25. Discuss the firm/consultant's quality assurance programme. Does the firm/consultant participate in a peer review programme on a national basis and has the firm/consultant ever participated in a peer review as a result of an affiliation with a foreign accounting/audit firm? If so, what were the results of the last national/ foreign peer review(s)?

26. Describe the firm/consultant's utilization of information technology, i.e. software tools and computer assisted audit techniques to support auditing assignments.

Professional Services Liability Insurance Coverage

27. Has the firm/consultant ever directly settled a claim involving professional services, that is, without utilizing the insurance coverage? If so please state the main issues involved in the settlement and the amount of the settlement.

Personnel

28. Composition of staff

29. (Attach a schedule(s) if needed. In a larger firm, individual staff profiles will normally only be reviewed for staff working on the audit of donor supported projects)

Name	Member of Professional Body*/Year of Qualification	With Relevant Audit Experience In			
		Public Sector	Construction Contracts	Cash Accounting Systems	Other
Partners/Associates					
Managers					
Supervisors					
Other prof. staff					

**Refers to a member currently in good standing with the named IFAC member accounting body.*

30. For each person listed in item 28 above, provide a separate attachment with a brief summary of their qualifications and professional experience, including:

- Academic or other qualifications
- Membership of foreign professional bodies
- Details of professional audit and accounting experience, stating relevant industry(ies), including experience in the public sector, construction contracts and cash accounting systems, separating domestic and foreign experience.
- Mother tongue and any other languages with written and spoken fluency.

31. What has been the turnover rate of the firm’s partners and personnel (partners/associates, managers, supervisors, seniors, and other professional staff) during the last 5 years?

Staff Training

32. Briefly state the firm’s training philosophy

33. Indicate post qualification training or professional education courses taken, year taken and total hours by each major staff category in the last three years, as follows:

Category	Training/Courses/Year/Total Hours			
	IAS*	ISA+	National Standards	Other Courses
Partners/Associates				
Managers				
Supervisors				
Seniors				
Other professional staff				

**International Accounting Standards
+International Standards on Auditing*

34. Does the firm have a professional training manual, and is a copy provided to each professional staff member?

Indicate types of training and number of hours of training by staff category, provided by any affiliate firm over the last three years, as follows (attach a schedule if necessary):

Staff Category	Training Year/Total Hours	
	In Country	Out of Country
Partners/Associates		
Managers		
Supervisors		
Seniors		
Other professional staff		

Certification

I certify the above information is true and correct.

Signed

Name

Position

Date

The firm/consultant should feel free to submit any additional information that further describes the firm/consultant.

I. Position Information	
Job Code Title:	Project Manager
Project Title:	“Strengthening the National Statistical System”
Supervisor:	Portfolio Manager

II. Organizational Context
<p>Under the guidance and direct supervision of the Portfolio Manager, and with overall guidance from the Programme Coordinator, the Project Manager ensures the effective and efficient management of the “Strengthening the National Statistical System” by supporting the design, planning and management of projects. The Project Manager applies and promotes the principles of results-based management (RBM), as well as a client-oriented approach consistent with UNDP rules and regulations.</p> <p>The Project Manager works in close collaboration with the Programme, Operations, Communications and other project teams in the Country Office (CO) for effective achievement of results, anticipating and resolving complex programme/project-related issues and information delivery.</p> <p>The incumbent is expected to exercise <u>full compliance</u> with UNDP programming, financial, procurement and administrative rules, regulations, policies and strategies, as well as implementation of the effective internal control systems.</p>

III. Functions / Key Results Expected
<p>Summary of Key Functions:</p> <p>The incumbent will ensure the provision of development services and products (commensurate with the scope of the project) of the highest quality and standards to national counterparts and clients. More specifically:</p> <ol style="list-style-type: none"> 1. Project Management: <ol style="list-style-type: none"> a) Assume full responsibility for and manage effectively and efficiently all programme/project activities and resources (human, financial, physical / material assets, etc) in order to meet expected results. Develop annual activity and procurement work plans as well as budgets based on expected year-end outputs, ensure close monitoring of activities and disbursements. b) Coordinate activities of the project, including those financed through pooled and parallel; funding, to deliver indented outputs and achieve desirable impact of the project.

- c) Build, motivate and lead a high performing team consisting of programme/project personnel, expert consultants, translators, etc. Undertake personnel performance appraisals and career development coaching at programme/project level.
- d) Apply UNDP programming tools and policies as explained in the Results Management Guide, including the utilization of the Project Management Module in Atlas (Prince2, etc). Keep abreast of UNDP programming practices and maintain an optimum level of knowledge by continuous learning.
- e) Prepare qualitative substantive and financial progress reports as may be required by the programme/project. Prepare periodic procurement/contracting and financial delivery reports for UNDP management. Prepare budget revisions as needed.

2. Support to the CO Programme and overall coordination: Support the Portfolio Manager and CO Programme section in general in programme development, formulation and strategic processes with substantive contributions. Promote knowledge sharing and building among partners and stakeholders.

3. Resource Mobilization and Partnership Building: Maintain and animate effective dialogue with partners and among stakeholders. Engage with relevant donors and contribute to the CO resource mobilization efforts.

4. Knowledge Management: Ensure wide dissemination and visibility of programme/project achievements. Participate in national and international fora, making substantive contributions as appropriate.

IV. Impact of Results

The key results have a direct impact on the overall successful achievement of the CO programme. Accurate analysis and presentation of information enhances UNDP's position as a strong development partner. The information provided facilitates decision-making of the Project Steering Committee and UNDP management.

V. Competencies

Corporate Competencies:

- q Demonstrates commitment to UNDP’s mission, vision and values.
- q Exerts strict adherence to corporate rules, regulations and procedures. Familiarity with the internal control framework and results-based management tools is a must.
- q Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies:

Knowledge Management and Learning

- q Shares knowledge and experience
- q Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills

Development and Operational Effectiveness

- q Ability to perform a variety of specialized tasks related to Results-Based Management, including support to design, planning and implementation of programme, managing data, reporting.
- q Ability to provide input to business processes, re-engineering, implementation of new system, including new IT based systems.
- q Ability to establish and maintain contacts with senior-level officials of the host government required. Excellent interpersonal skills are essential part of the job. Ability to communicate effectively, both orally and in writing, is required to obtain, evaluate and interpret factual data and to prepare accurate and complete reports and other documents.

Leadership and Self-Management

- q Focuses on result for the client and responds positively to feedback
- q Consistently approaches work with energy and a positive, constructive attitude
- q Remains calm, in control and good humored even under pressure
- q Demonstrates openness to change and ability to manage complexities

VI. Recruitment Qualifications

Education:

University Degree in Management, Economics or Related fields

Experience:

At least five years of progressively responsible experience is required at the national or international level in Project Management.

Previous experience in development assistance or related work for a donor organization, governmental institutions, NGO or private sector / consulting firm is a very strong advantage.

	Experience in the usage of computers and office software packages (MS Word, Excel, etc) and advance knowledge of spreadsheet and database packages, experience in handling of web based management systems.
Language Requirements:	Fluency in both oral and written English and Romanian is a must. Knowledge of Russian desired.

ANNEX 6. UK DFID ISAS PROJECT “LESSONS LEARNT” DOCUMENT

Mihail Peleah,
United Nations House,
131, 31 August street,
Chisinau-2012,
Moldova

15th June 2007

Dear Mr. Peleah,

I am writing to you from the UK DFID ISAS Project based at the National Bureau of Statistics. Following the recent Output-to-Purpose (OPR) review of the project, the UK DFID Statistics Adviser has asked to prepare a “Lessons Learnt” document for you and your team. I hope that the points outlined below are of help - please do not hesitate to contact me or the ISAS local team based at the NBS if you have any further queries.

Lessons Learnt

1. **Providing Top-Up Salaries** - the project provided top-up salaries to several members of the NBS staff in order to appoint specialists by offering competitive salaries on the market, and in order to retain highly qualified and trained staff at the NBS. It was felt that these payments were necessary or otherwise these valuable members of staff would have left the NBS office. As the project will be completed at the end of January 2008, these payments will be stopped and there are therefore issues over whether they will remain working at the NBS. It is important to consider the risk of non sustainability of these posts when deciding to provide top up salaries.
2. **Integration Working Group** – this Working Group was set up after designing the Integration Concept Paper and the Plan of Implementation for the Integration Process and met at least once a quarter to primarily review the integration of LFS and HBS surveys plus also review proposed project outputs and activities. It is our opinion that this group provided excellent quality assurance on the project activities and assisted the ISAS office in the planning and implementation of the project activities. Costs in the organisation of the Working Group were very minimal, but we consider supporting this group in the future would be significant in terms of making sustainable improvements to social statistics in Moldova.
3. **Refurbishment of the NBS offices** – Unfortunately, the NBS had to move to different premises half-way during the previous phase of the project. The new premises were of poorer standard than the previous one. As a result, the project incurred additional expenditure on refurbishing parts of the new building both through the ISAS project (which had not allocated any costs for refurbishment) and through an additional grant from DFID, which ran in parallel to the project up to 31.12.07. It is important to agree at the start of a project what costs can and cannot be spent on. Further refurbishment costs of the new building are still required by NBS.
4. **Transparency of the Project Budget** – At the start of the project, NI-CO failed to regularly update the Top Management Team of project expenditures. As a result, the Top Management Team became frustrated. It is important to jointly agree the reporting format at the start of the project, which can be used at quarterly / monthly meetings and to regularly report project plans and project expenditure to the NBS
5. **Over reliance on the NI-CO ISAS Office** – the three project staff in the ISAS office based in NBS have been extremely helpful in supporting the NBS staff with identification of needs in support from the project; planning of activities, budgeting the activities, organisation of regular meetings, round tables, discussions, trainings etc; identification of suppliers and local consultants; consulting and assistance in appointing new specialists; design and elaboration of job description and regulations; elaboration of Power Point presentations, reports and letters; translation of documents, providing local transportation inside and outside Chisinau, organisation of donor meetings, completing photocopying and printing services, etc. All of these activities were outside the remit jointly agreed within the Terms of Reference but have been invaluable in terms of building up an enormous amount of goodwill and trust between the NBS staff and the NI-CO ISAS team, and we would recommend allocating resources to support some of these activities.
6. **Regional Zonal Seminars** – in 2006, the ISAS project supported the delivery of regular NBS updates to regional mayors, regional NBS staff and regional public administration staff, by running a series of Zonal Regional Seminars. These seminars proved to be extremely productive as it (a) assisted the NBS to

disseminate information, statistical processes, methodologies and data usage into the Moldovan regions; (b) gave NBS staff good practice and experience in delivering presentations outside of the NBS Central HQ.

7. **Training Unit** – the project has co-ordinated a lot of training courses by both local Moldovan consultants and international STEs. It is been jointly agreed that a number of these courses have been very successful. However, there are questions over the sustainability of the courses given to the NBS staff as it is felt that a lot of knowledge gained during these courses has not been passed to other members of staff. Therefore the ISAS project proposes to make two recommendations – (1) that if future training courses do take place for NBS staff then donors should review the possibility of including a dissemination element to the course and insist that provisions are made that the knowledge gained on these courses are passed to other staff; (2) the development of a training unit within NBS would be a significant enhancement, this would require the roll out of a train-the-trainers programme , as well as providing materials and examples from other countries for the units future development.
8. **Requests for International Study Visits** – it was important to nullify over-ambitious requests for international study visit for example for expensive training courses in the USA, early in the project. A small amount of cash was set aside for cover costs for study visits, and it is felt by both NI-CO and DFID that visits to Romania, Ukraine, Hungary, Austria, Latvia and Sweden were more cost-effective and beneficial and as a result, relationships with these countries have strengthened and it is expected that correspondence between them and the NBS will continue after the completion of this project. It is felt that the strongest relationships have been developed with the Ukrainian and Romanian Bureaux of Statistics. If possible, the UNDP should investigate the possibility of developing these relationships further.
9. **Dissemination** – the ISAS project supported a number of dissemination initiatives, which are outlined below:
 - A range of new dissemination methods have been launched and supported under project and NBS have successfully attracted an increased range of users through these processes including students and the media. Publications are now available on the website and on CD, and the public library is now sustainable (staffed by NBS) and very popular. NBS have attended exhibitions and produced new materials for dissemination. A ‘brand book’ with preferred styles for reports has been developed by ISAS project, following demand from users to make tables more easy to use. However this is not mandatory and has only been implemented in areas the project is directly supporting, the ‘dissemination unit’ in NBS is not giving strategic direction to the other production units. Publications and the website could be further improved, and we are very pleased that the UNDP seek to build on some of these achievements and take them further forwards still.
 - One specific concern is around the PR expert, who was recruited under the project. She was very successful, leading to improved marketing of NBS and of data; and the development of relations with the media. However sustainability of this role is questionable. The individual is on maternity leave, but will not return as NBS have effectively reduced her pay and downgraded the post in her absence. We received some feedback from users that access to data, particularly from the agricultural survey, was still restricted by NBS
 - DFID provided financial support in the refurbishment of the library and a training room at the NBS. The regulation of the library together with the Exchange Fund Regulation and Development Strategy has been elaborated with the help of the project so to ensure a fully functional library. The new library is popular and busy, and staffed by NBS staff; there is some constraint in terms of space in the new building however. The facilities are of a high standard and the NBS has been able to hold high-level meetings in the training room.
 - Zonal Seminars – as outlined above, Zonal seminars have been very successful in promoting the work of the NBS throughout the regions of Moldova. This has enhanced the reputation of NBS’ work throughout the country. The project has financially supported these seminars.

Yours Sincerely,

Graeme McCammon
Projects Director, NI-CO

cc. **Mr. Vitalie Valcov, NBS**
Brian Penny, Emily Poskett, Silvia Apostol, DFID
Daniela Preasca, Diana Loznean, ISAS Project

ANNEX 7. POLICY RESEARCH PROGRAM (DRAFT REGULATION)

I. Objectives

1. The aim of the Policy Research Program (PRP) is to create a flexible instrument for stimulating independent, high quality applied research in the area of social and economic policy, introducing employing competitive tendering. The research undertaken should help the Government of Moldova in monitoring and evaluating policy actions and undertaken in the context of the EGPRSP and other development programs and assessing their impact.
2. The deployment of the PRP will strenghten the social and economic policy research capacity in the country. The research results will stimulate the public debate on economic growth and poverty reduction issues and will introduce new ideas into the debate.

II. Organization

3. The organization of the PRP encompasses three bodies: the PRP Board, the Management Advisory Committee (MAC) and the Administrator. The functions of the three bodies are described below.
4. The resources for the PRP will come from the national budget allocated for applied research and contributions of (multilateral and bilateral) donors.
5. [optional]The resources of the PRP are split into 2 tiers:
 - a. At least 60% of the yearly resources are dedicated to research to be commissioned by a competitive tendering procedure, in accordance with a list of topics established by the PRP Board. In the process special attention should be given to the working group writing the Social Report. This part of the annual budget is called "Commissioned Research Fund".
 - b. Up to 40% of the yearly resources are dedicated to research projects proposed by researchers. This part of the annual budget is called "Invited Research Fund".
6. The donors contributing to PRP may decide to what tear of the PRP they contribute.

III. The Management Advisory Committee (MAC)

7. The MAC consists of Minister of Economy and Trade and his/her deputies and Director of National Bureau of Statistics and his/her deputies. It is chaired by the Minister.
8. The Management Advisory Committee acts as an advisor to the PRP Board.
9. The MAC advises the PRP Board on all matters that it judges as necessary and/or useful.
10. The MAC agrees upon a list of research priorities for the Commissioned Research Fund after submission of a list of research topics by all division of the Ministry.
11. The MAC decides on the research undertaken under the Rapid Appraisal Fund.

IV. The Board of the Policy Research Program

12. The members of the Board are [option: annually] appointed by the Management Advisory Committee so as to satisfy the following composition:
 - a. with voting right:
 - i. one deputy minister of the MET (Chair)
 - ii. two representatives of the MET
 - iii. two representatives of the National Bureau of Statistics
 - iv. two representatives from policy units from other line ministries
 - v. one independent expert
 - vi. one representative from the participation council
 - b. without voting right:
 - i. one program secretary

- ii. one representative of a donor organization
 - iii. one foreign researcher
13. The PRP Board should seek advice from foreign researchers and representatives of NGO's, other persons and agencies.
14. The chairperson of the Board is appointed for the term of one year and is one of the deputy ministers..
15. The Board meets at least two times per year. The Chairperson or a majority of the members can ask at any time for additional meetings.

The functions of the Board:

16. The Board agrees on the annual budget available for research and its splitting in 2 tiers, respecting the rules specified above (see Organization);
17. The Board sets criteria for the selection of studies to be carried out during the next period;
18. The Board invites researchers to submit research proposals to be carried out under the Commissioned Research Fund;
19. The Board invites researchers to submit research proposals to the PRP under the Invited Research Fund, specifying the maximum resources available for this part of the Fund or the maximum budget available for each study eventually accepted for financing, and the source of financing;
20. The Board decides on the conditions and procedures to be respected to organize the competitive tender for the Commissioned Research Fund and the invitations for the Invited Research Fund, taking into account what is specified under the heading "Procedures" (see below);
21. The Board reviews the research proposals under the Commissioned Research Fund and the Invited Research Fund after having heard referee reports by foreign and local experts in the areas of research;
22. The Board selects the research proposals accepted for funding under the Commissioned Research Fund and the Invited Research Fund and makes final decision about sources of financing;
23. The Board presents decisions of the Board to the Administrator for administration including authorization of payments in respect to the procedures;
24. The Board decides on (international) research conferences to be organized in order to disseminate the results of the studies carried out under the PRP; for this activity the Board can decide to reserve some resources of the PRP before the annual budget is divided into the three tiers specified above;
25. The Board takes every action and initiative necessary to fulfill the objectives of the PRP;
26. The Board provides advice to the Minister on coordination and acceptance of aid to the PRP;
27. The Board is responsible for organizing the administration of the PRP and for ensuring that the administration adheres the requirements of the agencies providing resources to the PRP;
28. The Board publishes an Annual Report on all activities undertaken under the PRP Fund, including a yearly financial report; the Annual Report contains a review of all the studies published under the responsibility of the PRP during previous year by a foreign expert;
29. The Board is responsible for organizing an annual external financial and administrative audit;

V. The Administrator

30. The MET will appoint the Administrator of the PRP Board for implementing the tender procedures for the research projects selected by the Board.

The PRP Administrator will implement the following functions:

31. The Administrator administers the functioning of the PRP and carries out all decisions taken by the PRP Board;

32. The Administrator processes the tenders under the Commissioned Research Fund and the invitations under the Invited Research Fund, including the invitations for submission of proposals, the information provided to the institutes, collecting the proposals, commissioning referee reports on the research proposals submitted, presenting all the information available and needed for the Board to make decisions;
33. The Administrator formulates and publishes the guidelines to the researchers;
34. The Administrator agrees on contracts with the research institutes respecting the rules specified by the PRP Board and the agencies providing the funding;
35. The Administrator disburse payment to contracting parties, respecting the rules specified by the PRP Board and the agencies providing the funding;
36. The Administrator keeps in contact with all contracting parties and makes sure that all parties respect the terms of reference specified in their contract;
37. The Administrator collects the Research Reports and other publications after research has been carried out by the contracting parties; research reports and publications are made available to (the library of) the Ministry;
38. The Administrator organises the research conferences decided upon by the PRP Board;
39. The Administrator prepares the meetings of the PRP Board by preparing all documents needed for the Board to make decisions;
40. The Administrator prepares an annual report on all activities undertaken under the PRP and submits the Annual Report for publication to the PRP Board;
41. The Administrator organizes its administration in a way that it can be subject to an annual external financial and administrative audit.

VI. Further Procedures

The Commissioned Research Fund:

42. all policy units of the line ministries and the DMPDC of the MET can submit research topics to the PRP Board for consideration;
43. the PRP Board prioritizes this list and presents it to the MAC for approval;
44. the PRP Board decides on the final list to be published;
45. the Board sets the annual budget available under this Fund;
46. the Administrator organizes a competitive tender;
47. no research shall be commissioned to employees of government institutions and subordinated institutions and agencies;
48. the researchers submit their proposals both in Moldovan and in English;
49. the Administrator requests a Moldovan and a foreign expert to referee every proposal made by the researchers;
50. the Administrator submits all research proposals and all the referee reports on the proposals to the PRP Board together with a summary statement on the proposals and the outcome of the referee reports; the Administrator provides the same information to the financing agencies (UNDP, Unicef, other donors);
51. the PRP Board selects the proposals that are to be carried out;
52. the Administrator informs all researchers promptly on the decisions made by the board;
53. the Administrator prepares contracts and organizes disbursement of payments after the contracts have been signed by the financing agency (UNDP, Unicef, other donors);
54. the researchers carry out the research;
55. the researchers send their reports to the PRP Board;
56. the PRP Board accepts (or rejects) the reports;
57. the Administrator makes the reports available to the public;
58. ownership of the research results stay with the researchers, although the Board may set conditions on the date of publication during the commissioning, but no later than 6 months after submission of the research reports.

[optional]The Invited Research Fund:

59. the PRP Board decides on the annual budget available under this Fund;
60. the PRP Board decides on the maximum budget for all activities under this Fund and/or the maximum budget available for each individual research proposal, to be published;
61. the PRP Board invites researchers to submit research proposals; all proposals made in cooperation with a foreign researcher will be given a higher possibility for funding; the funding of the foreign researchers should be limited to less than 50 % maximum of local days, including travel and expenses;
62. the Administrator organizes the publication and the submission of the research proposals, respecting reasonable deadlines;
63. the researchers submit their proposals both in Moldovan and in English;
64. the Administrator requests a Moldovan and a foreign expert to referee every proposal made by the researchers;
65. the Administrator submits all research proposals and all the referee reports on the proposals to the PRP Board together with a summary statement on the proposals and the outcome of the referee reports; the Administrator provides the same information to the financing agencies (UNDP, Unicef, other donors);
66. the PRP Board selects the proposals that are to be carried out; if a research proposal seems to be very promising but the PRP lacks the resources to commission the research, the PRP Board can decide to search for additional donors to contribute to funding of the research;
67. the Administrator informs all researchers promptly on the decisions made by the board;
68. the Administrator prepares contracts and organizes disbursement of payments, after the contracts have been signed by the financing agency (UNDP, Unicef, other donors);
69. the researchers carry out the research;
70. the researchers send their reports to the PRP Board;
71. the PRP Board accepts (or rejects) the reports;
72. the Administrator makes the reports available to the library of the Ministry;
73. ownership of the research results stay with the researchers, although the Board may set conditions on the date of publication during the commissioning, but no later than 6 months after submission of the research reports.
74. Under both components of the PRP, the administration of the PRP adheres the requirements of the agencies providing resources to the PRP.

VII. Selection of institutions to carry out projects under the PRP

75. It will be function of the Board to approve TORs setting out the tasks, objectives and expected outputs in respect of the projects included in its programme.
76. In addition to a public announcement in the media, the Board should write to at least three suitable consultancy firms or reserach institutes, enclosing the TOR and inviting them to submit a proposal.
77. The proposals submitted by researchers should consist of:
 - a. a technical proposal. This should set out in detail how the firm proposes to implement the research (methodology applied), the various stages in the assignment (including implementation), the time required for each task, arrangements for liaison with the PRP Board/Administrator, reporting methods etc. It should also spell out the expected outputs from the project, quantified where possible.
 - b. an administrative proposal. This should include a corporate biography, composition of the consultancy team, biographies and roles of the team members, and amount of time (expressed in person days) each team member will spend on the assignment. It should also state, in confidence, details of previous similar or analogous work carried out by the firm and the individual team members.

c. a cost proposal. This should state the firm's total fee for the assignment and, in addition, spell out in detail the various components of the fee e.g. amount charged for each consultant's estimated input, traveling and subsistence expenses (if they are included in the fee), other costs (e.g. back up services such as report production if this is being charged for separately).

78. The Board evaluates and shortlist the proposals and interviews the shortlisted firm or firms to make a final choice. In this interview the consultant(s) who would personally undertake the assignment should be seen and assessed from the aspect of their credentials and acceptability. If more than one consultant is being employed, the team leader and one other consultant should be assessed.

79. Where an assignment is in the nature of an extension of the previous one satisfactorily conducted, or there is a suitable firm with recent experience of the organization, it may not be necessary to approach more than one firm. Large and complex assignments may justify an initial approach to more than three firms. In some cases, too, a longer preliminary survey may be required than a consultant can be expected to undertake unpaid.

VIII. Terms of Engagement

80. The consulting firm's proposals should be explicit not only in relation to costs and manpower input but also in relation to terms of business (including early termination), duration of the study, and assurances regarding confidentiality. The firm should also outline what is envisaged in relation to follow up action, if any. It is also advisable to discuss with the consultants the reliability of the estimate of the duration of the assignment. If during assignment, the consultants recommend broadening its scope or otherwise enlarging the exercise to a significant extent, the prior approval of the Board must be obtained before any such development of the project is agreed.

81. There should be agreement that in the event of dissatisfaction the assignment may be terminated at one week's notice from either side provided there has been prior consultation in the matter.

82. The Board should decide, as procedural issue, whether or not to use formal documentation when engaging consultants. The letter of acceptance should incorporate the terms of reference for the assignment and refer to a technical, administrative and cost proposals, as well as to any understandings reached. Completion or targets dates should be specified.

ANNEX 8: DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

In accordance with the provisions of the letter of Agreement signed on May 27, 2003, and the project document, the UNDP Moldova country office shall provide support services for the project "Support for Public Administration Reform in the Republic in Moldova" as described below:

Support Services	Schedule for the Provision of Services	Cost to UNDP of providing services	Amount and method of reimbursement to UNDP
1. Identification and/or recruitment of project personnel	Continuous	3% of actual delivery	Cost of the support services provided by UNDP will be charged to relevant budget lines through billing in the ERP (Atlas).
2. Identification and facilitation of capacity-building activities, including twinning, training, study tours, etc.	-//-	-//-	
3. Procurement of goods and services (including local and international expertise)	-//-	-//-	
4. Access to UNDP-managed global information system, the network of UNDP country offices and specialized system containing operations information, including roster of consultants and providers of development services	-//-	-//-	