



**Ministry of Foreign Affairs and European Integration  
of the Republic of Moldova**

# **INSTITUTIONAL DEVELOPMENT PLAN FOR 2009-2011**

Chisinau 2008

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## **INTRODUCTION**

During 2008, The Ministry of Foreign Affairs and European Integration (MFAEI) has launched its strategic planning integration process by drafting the Institutional Development Plan (IDP) of MFAEI for 2009 – 2011, with the financial support of UNDP, an example of an efficient international cooperation interaction.

By integrating strategic planning through this IDP, the Ministry aims at creating a unique and efficient public policy management framework, establishing priorities in line with country responsibilities assumed in foreign policy, and ensuring the connection between policy development and budgetary planning processes (MTEF), as well as at increasing competitiveness, efficiency and effectiveness of the Ministry's and its subordinated structures' activity. This present document has been drafted in line with provisions of the Governmental Decision no.54 of January 18<sup>th</sup>, 2007 and with the requirements and methodology approved by Governmental Disposition no.2-d of January 23<sup>rd</sup>, 2008.

Practical implementation of the IDP 2009 – 2011 shall be carried out through annual action plans of the Ministry that shall also serve as an instrument for IDP implementation monitoring. The IDP development cycle integrates with the MTEF and NDS planning cycle.

### **1. MISSION, VISION AND COMMON VALUES**

#### **Mission of Ministry of Foreign Affairs and European Integration**

The Ministry of Foreign Affairs and European Integration is a central specialized body of the Central Public Administration; a legal entity, that performs its activities in line with the Constitution of the Republic of Moldova, the decrees of the Republic of Moldova President, Parliamentary Decisions, Government Ordinances, Decisions and Dispositions, and other normative acts, as well as the provisions of the MFAEI Regulation.

With a view to accomplishing the above stated mission, MFAEI exercises the following **main attributions**:

- promotes and defends state and citizens' interests in line with international law provisions;
- consolidates the independence and sovereignty of the Republic of Moldova and builds a positive image of the country abroad;
- works towards re-establishment of the country's territorial integrity and final settlement of Transnistrian consequences;
- ensures promotion of Republic of Moldova's interests in international organizations with an universal, European, Euro Atlantic, regional and sub-regional character;
- ensures progression towards the European integration process and acquirement of membership to the EU;
- ensures an active presence of the Republic of Moldova on the international arena;

- initiates and participates to the negotiation of international treaties and other international documents;
- presents to the Government proposals for signature and ratification of international agreements, adherence to or denunciation of these, exchange of ratification documents, and issuance of documents certifying full prerogatives;
- ensures permanent assistance to and acts as a coordinator in international relations for all central public institutions;
- represents the Government of the Republic of Moldova to the Council of Europe Ministerial Committee;
- fulfils the executive's dispositions concerning economic diplomacy and contributes to promotion of the Republic of Moldova's economic interests, including by promoting investment opportunities;
- organizes and leads activities of Moldovan diplomatic missions and consular offices, accredited abroad;
- confirms accreditation letters, agreement and executor requests, cooperates with foreign diplomatic missions and consular offices accredited to the Republic of Moldova;
- ensures, in the external arena, all necessary conditions for the good unfolding of internal policy;
- elaborates state protocol norms and ensures assistance to central public institutions in the practice of protocol and international courtesy customs.

At the same time, the above mission of the Ministry implies exercise of the following **main functions**:

- central public authority that regulates legal provisions in international cooperation, such as organization and functioning of subordinated subdivisions;
- strategic functions by which it ensures substantiation, development and implementation of national level programmes and action plans;
- synthesis functions, in the fields specific to the ministry;
- coordination of activities in the field of foreign policy and European integration;
- regulatory functions, by which it ensures development of legislative and institutional frameworks with a view to accomplishing strategic objectives;
- representation functions, by which it represents the State or Government name, and its representation in the internal and external area of activity;
- administration functions, by which it ensures administration of Ministerial patrimony.

## **Vision of Ministry of Foreign Affairs and European Integration**

The Ministry has the task of contributing to:

- country modernization, stability and prosperity as guarantee of a democratic society, and respect for fundamental human rights;

- firm positioning of the Republic of Moldova within the international system, as a credible state, and an active supporter of peace, security and stability;
- promotion of the real and complex image of a state in ascension, identifying the modalities for presenting national identity;
- accomplishment of the European integration option in the near future;
- development and intensification of cooperation relations with world states.

### **Common Values of the Ministry of Foreign Affairs and European Integration**

The Staff of Republic of Moldova diplomatic service adheres to the following common values:

- devotion to the country;
- dignified representation of the state in international relations;
- ensuring institutional coherence of foreign affairs;
- integrity and professionalism in performing diplomatic responsibilities;
- correctness and professional ethics;
- devotion to democratic values, respect for the provisions of international law and the principles of the United Nations Charter.

## **2. ANALYSIS OF THE INTERNAL ENVIRONMENT**

The evaluation of the Ministry of Foreign Affairs and European Integration's internal environment has been carried out through questionnaires filled in by 80% of people employed in the Ministry's apparatus.

The materials of the MFAEI Collegium's session of March 14<sup>th</sup>, 2008 concerning the activity of the Working Group and the identification of immediate priorities for the diplomatic service, the Ministry of Foreign Affairs and European Integration Report on accomplishment of the Republic of Moldova – European Union Action Plan have also been considered.

### **2.1. Management and Human Resources**

The organizational structure of the Ministry consists of a central working apparatus and the Foreign Service. The Foreign Service encompasses all Moldovan diplomatic missions and consular offices accredited abroad. The structure of the MFAEI central apparatus has been approved by Governmental Decision no.644 of July 1<sup>st</sup>, 2005 and envisages the following structural functionality:

Cabinet of the Deputy Prime Minister, Minister of Foreign Affairs and European Integration  
– with the following subdivisions in its subordination:

- Inspection and Audits Division
- Policy Analysis, Monitoring and Evaluation Division
- Secretariat and Diplomatic Archives Division

Six Departments:

- European Integration Department
- State Diplomatic Protocol Department
- Department for International Law and Treaties
- Department of Consular Affairs
- Multilateral Cooperation Department
- Bilateral Cooperation Department

Five autonomous divisions:

- International Economic Relations Division
- Mass-media and Public Relations Division
- Budget and Finance Division
- Management and Logistics Division
- Personnel, Legislation and Administrative Law Division

The Senior Leadership Team of the Ministry of Foreign Affairs and European Integration consists of the Deputy Prime Minister, Minister of Foreign Affairs, and two Deputy Ministers, appointed to functions by Governmental Decisions. The Ministry is staffed with diplomatic and consular employees, holding the statute of civil servants, whose rights and obligations are stipulated in Civil Service Law no.443-XIII of May 4<sup>th</sup>, 1995, published in the Official Gazette no.61/681 of November 2<sup>nd</sup>, 1995. At the same time, the professional obligations of MFAEI personnel are also established in the Law on Diplomatic Service no.761 of December 27<sup>th</sup>, 2001, published on February 2<sup>nd</sup>, 2002, the MFAEI Regulation, approved by Governmental Decision no.1156 of November 4<sup>th</sup>, 2005 and the Consular Statute, approved by Governmental Decision no.368 of March 28<sup>th</sup>, 2002. There is a Ministerial Collegium active within the Ministry, consisting of 12 persons, of which 2 are delegated representatives of the Government. The nominal composition of the Collegium has been approved by the Governmental Decision no.1505 of December 29<sup>th</sup>, 2006. All activities of the Collegium are performed in line with the provisions of its Regulation, approved by the MFAEI leadership.

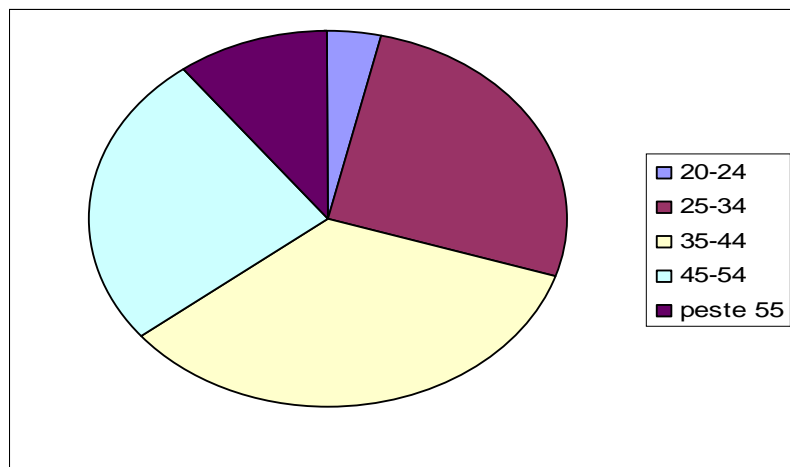
The analysis of the organizational structure of the Ministry has been based on an analysis of activity domains, including an examination of the distribution of tasks, responsibilities and subordination, using a systemic and methodological approach to identify measures for increasing the efficiency of strategic planning and decision-making systems, as well as of information and communication.

### **2.1.1. Overall indicators**

The management of human resources employed in the diplomatic service of the country is carried out by the Personnel, Legislation and Administrative Law Division.

- a) The maximum number of personnel on the staff of MFAEI central apparatus amounts to 157 posts. All employees have a University degree or a Licentiate degree in an appropriate field.

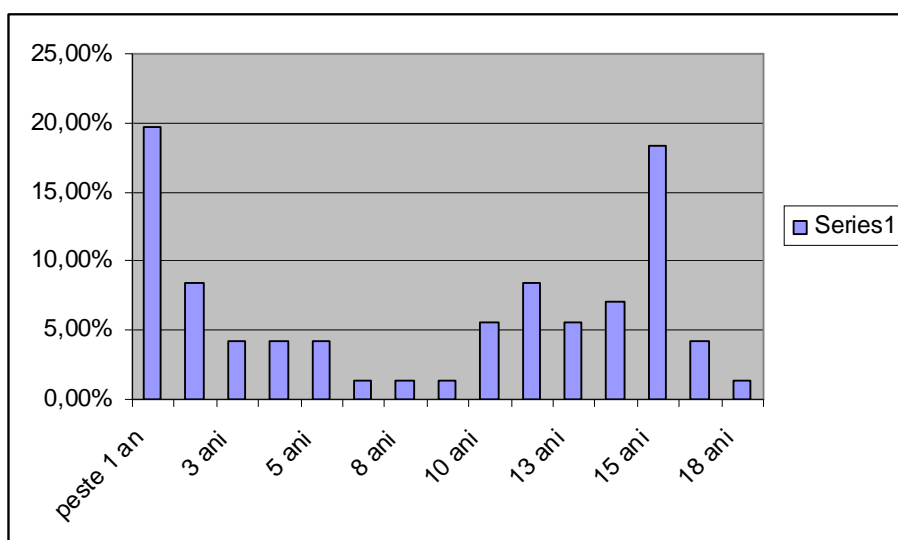
According to age indeces, the distribution is the following: 20-24 years – 3.6%, 25-34 years – 26.3%, 35-44 years – 34.3%, 45-54 years – 25.5%, over 55 years – 10.2%.



- b) The total number of people employed within the diplomatic and consular missions abroad is 217 people.

- c) According to length of service, the distribution of Ministry of Foreign Affairs and European Integration employees is the following: over 1 year – 19.72%, 2 years – 8.45%, 3–4 years – 4.23%, 7-9 years – 1.41%, 10 years – 5.63%, 12 years – 8.45%, 13 years – 5.63%, 14 years – 7.04%, 15 years – 18.31%, 16 years – 4.23%, 18 years – 1.41%. In 2008, there was 4.23% of the total number of employees.

Diagram of employee distribution according to length of service



### **2.1.2. Indicators measuring reduction in employee numbers, recruitment and staffing of vacant positions**

a) Employment of MFAEI personnel is exclusively competition based, organized by the Selection, Competence Evaluation and Civil Servants Qualification Degrees Awarding Commission. Thus, according to data of the specialized Division, 104 persons have been hired during 2005 – 2007.

### **2.1.3. Training and Competence Development Indicators**

The analysis of training and competence development indicators has produced the following findings:

- There are 31 units within the diplomatic service of Moldova, for which an institutional training plan exists, completed with a supplementary plan, resulting from the specifics of the subdivision;
- employees of the diplomatic service benefit from two types of training – external and internal.

**External training** provides for the nomination of MFAEI employees to participate in competence development and improvement courses in/to: international study centres; renowned European university centres; specialized courses organized by ministries of Foreign Affairs from other countries; study cycles organized by the Academy of Public Administration under the President of the Republic of Moldova; summer Diplomatic Schools of other Foreign Affairs Ministries.

During 2007, a total of 50 diplomats have benefited from these types of trainings, which constitutes 36.5% of the total number of employees in this category.

**Internal training** implies the following:

- attending courses, amounting to 4 hours per month, organized by MAEIE according to the thematic plan approved by Minister's order;
- specialization activities, mandated by directors of departments and autonomous divisions for newly employed people and persons seconded for professional activity within diplomatic missions abroad.

During 2007, 60 employees have benefited from internal training. A total of 5,520 training hours have been organized and attended, an average of 42 hours per each employee of the Ministry. A total of 99.2 thousand lei was utilized to train the civil servants employed within the central apparatus of the Ministry in 2007.

### **2.1.4. Indicators measuring Abilities**

a) Taking into account the specifics of service attributions, diplomatic service employees are required to know at least one foreign language of international currency, mainly the English language, to use in verbal and written communication.



**b)** International practise in terms of similar institutions' structure and their methods of ensuring and applying the principles of continuous development of diplomatic personnel shows that it may be advisable to create a linguistic centre, functioning on a permanent basis within the MFAEI that would focus on ensuring the continuous study and improvement of the knowledge of foreign languages. At the same time, this centre could also carry out the recurrent attestation of employees in the view of establishing their level of foreign languages knowledge (depending on the regions to which they might be posted).

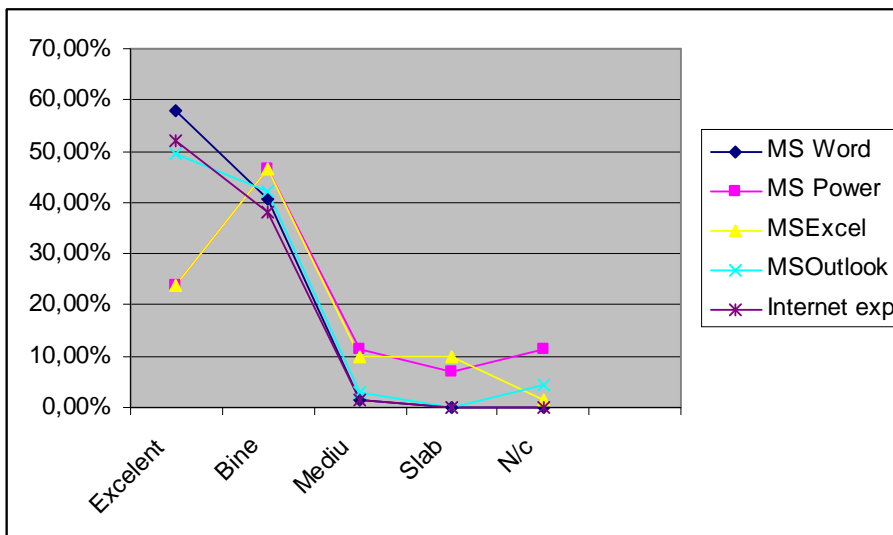
### **b) Computer skills**

In general, all diplomatic service employees use computer systems in their day to day activity for accomplishing their functional tasks. The respective computer skills among Ministry staff are specified below in the form of the questionnaire proposed by the Government Office.

	High level computer skills	Average computer skills	Specialists	Technical personnel	Total
20-24	-	-	5	-	5
25-34	1	6	25	6	38
35-44	1	10	31	3	44
45-54	1	10	23	2	36
55-	-	4	9	1	14
Total	3	30	93	11	137

Current statistical data was compared to the centralized results collected from questionnaire no.4, of which the following is a summary:

<b>MS Word</b>	<b>MS Power Point</b>	<b>MS Excel</b>	<b>MS Outlook</b>	<b>Internet explorer</b>
Excellent-57,75%	Excellent – 23,94%	Excellent – 23,94%	Excellent – 49,30%	Excellent – 52,11%
Good-40,85%	Good – 46,48%	Good – 46,48%	Good – 42,25%	Good – 38,03%
Average – 1,41	Average – 11,27%	Average – 9,86%	Average –2,82%	Average – 1,41%
Don't know – 0%	Poor – 7,04%	Poor – 9,86%	Poor – 0%	Poor – 0%
	Don't know -11,27%	Don't know –1,41%	Don't know – 4,23%	Don't know -0%



**Conclusions and recommendations:** Certain employees of the MFAEI central apparatus need additional training in use of MS Power Point, MS Excel and MS Outlook.

## **2.2. Decision-making process, communication and informational technologies**

### **2.2.1. Policy development.** Development of policy documents

Development of policy documents oriented towards the accomplishment of international treaty conclusion procedures, pursuant to the Republic of Moldova foreign policy and main objectives set in the Government Action Plan for 2005 – 2009 “Country Modernization – Welfare of the Population”, Legislative Programme for 2005 – 2009, the current Government Action Programme for 2008 – 2009 “Progress and Integration”, National Action Plan on Human Rights for 2004 – 2008, as well as provisions of the National Strategy on Prevention and Fighting of Corruption and the afferent Action Plan for 2007 – 2009 have constituted the essence of the International Law Department’s activity. The above mentioned strategic documents have encompassed the conclusion and ratification of a set of international bilateral and multilateral treaties, as well as conclusion of certain agreements with international organizations and structures, which imposed the concomitant and coherent adjustment of the Republic of Moldova legislation to international acts and European Law provision and norms. During 2007, 268 draft bilateral and multilateral treaties and international agreements have been examined and commented on, as compared to 172 documents processed in 2006. The list of specific documents is presented in Annex no.2, part I attached hereto.

To ensure implementation of Law no.78-XVI of March 23<sup>rd</sup>, 2007, MFAEI has developed the draft necessary modifications that should be introduced in Law no.317-XV of July 18<sup>th</sup>, 2003 on normative acts of the Government and other central and local public administration authorities, as well as to the Regulation on the Mechanism of Concluding International Treaties, approved by Governmental Decision no.120 of February 12<sup>th</sup>, 2001. The modifications proposed, if adopted, could ensure from a procedural point of view the registration of bilateral treaties at the UN, pursuant to art.102 of the UN Charter.

In addition, during 2007, the normative materials necessary for ensuring legal cooperation of the Republic of Moldova within international organizations have also been developed – GUAM (a total of 7 reunions), Danube Commission – 2 sessions. Another area of action was the cooperation with national institutions aimed at identifying the selected options concerning adherence to, ratification or acceptance and enforcement of international treaties, internationally, as well as within the Republic of Moldova.

Within the framework of its functional attributions regarding insurance of treaty conclusion processes and promotion of international cooperation, The ILD (International Law Department) has developed 124 full delegation certifying decisions, of which 89 were full delegation decisions for negotiation, initiation and conclusion of multilateral treaties and agreements with diverse international organizations, and 35 were full delegation decisions for participation of the Republic of Moldova delegations to different international conferences and reunions.

Concerning conclusion of bilateral treaties and as reported by the Treaties Division, 59 agreements in different areas have been signed during 2007, contributing substantially to the

consolidation of the bilateral legal framework with other states, enforcing 72 agreements (The respective list of states and fields of cooperation are presented in Annex 2, part II).

Activities directed at improving the national legal framework have focused on the following dimensions:

- consolidating the legal and methodological framework necessary for the harmonization of national legislation to the communitarian acquis;
- presenting MFAEI comments on draft national normative acts, with and/or without European relevance;
- unfolding activities connected to the European Union mechanism of harmonization of national legislation to EU acquis – TAIEX;
- providing support to the Legislation Harmonization Centre under the Ministry of Justice with a view to developing the National Harmonization Plan for 2007, a document approved by Governmental Decision no.883 of August 6<sup>th</sup>, 2007.

During 2007, employees of subdivisions have examined approximately 200 draft national normative acts, subject to compulsory coordination with other CPAAs. These have comprised draft laws and Governmental decision, with a view to ensuring these documents' compatibility/compliance with European legislation.

Through the cumulative intellectual efforts of MFAEI subdivisions' employees a set of draft national normative acts concerning diplomatic service activities have been developed and proposed for approval of the leadership, especially including:

- (i) Law on Diplomatic Service;
- (ii) Instructions on the Keeping of Secretariat Works in RM Diplomatic Service Institutions;
- (iii) Regulation on the Administrative – Financial Activity of Diplomatic Service Institutions Abroad;
- (iv) Regulation on the Procedure, Issuance, Keeping, Depositing and destruction of Diplomatic and Service Passports of RM Citizens;
- (v) Regulation on Cashing, Utilization and Book-keeping of Consular Duties and Services, provided by MFAEI and RM Diplomatic Missions abroad;
- (vi) Regulation on the Honorary Councils of the Republic of Moldova;
- (vii) Regulation on the Activity of the Republic of Moldova Diplomatic Missions;
- (viii) Regulation on Ensuring the Institutional Integrity of MFAEI.

Also worth mentioning is the participation of MFAEI employees during 2007 in developing and commenting on an impressive number of policy documents. The respective list comprises:

1. National Innovation Strategy for 2008 – 2011;
2. Draft Action Plan for 2008 for the implementation of the National Strategy on Preventing and Fighting of Money Laundering and Terrorism Financing, approved by Governmental Decision no.632 of June 5<sup>th</sup>, 2007;
3. Concept on Informational Safety of the Republic of Moldova;
4. National Action Plan for 2008 concerning Protection of Moldovan Citizens Abroad;
5. Concept on the Electronic Informational System of the Ministry of Foreign Affairs and European Integration;
6. Strategy on the National Reference System for Protecting and Assisting Victims and Potential Victims of Human Trafficking;

7. Information and Communication Strategy regarding the European Integration of the Republic of Moldova;
8. Concept on Development of the Electronic Integrated System in Migration;
9. Plan of Urgent Actions in Demography;
10. Concept on the Electronic Informational System "Registry of Criminalistic and Criminological Information";
11. Concept on the Electronic Informational System "State Registry of Fire Arms";
12. National Programme of Quality Control in the field of Aeronautic Security;
13. National Programme on Liquidation and Prevention of Cattle Enzootic Leucosis on the territory of the Republic of Moldova during 2007 – 2015;
14. National Statistics Development Strategy for 2008 – 2011;
15. National Harmonization Plan for 2007;
16. Report on the Implementation of Youth Strategy during 2004 – 2006;
17. State Programme on Ensuring the RM Citizens with Topo – geodesic, Cartographic and Geo-informational Production and Data for 2008 – 2017;
18. Activity Plan for Ensuring Observance of the Fundamental Human Rights and Liberties;
19. Concept on the Common Informational Space of Public Administration Authorities;
20. Plan on Creation and Promotion of the RM Image Internationally for 2007 – 2009;
21. Health System Development Strategy for 2007 – 2016;
22. Concept on Informational State Resources;
23. National Strategy on Crime Prevention for 2007- 2010;
24. National Programme on Prevention and Control of HIV/AIDS infection and Sexually Transmitted Diseases for 2006 – 2010;
25. National Civil Aviation Development Strategy and the afferent Action Plan;
26. National Strategy on Prevention and Fighting of Money Laundering and Terrorism Financing and the afferent Implementation Action Plan for 2007.

**Conclusions:** MFAEI is actively involved in the development of multiple national level policies.

### ***2.2.2. Communication Process and Petitions Management***

The most frequent instruments used by Ministry employees for external communication were press releases, press conferences, round tables, interviews of dignitaries with mass-media from Moldova and from abroad, the official website of the Ministry, editorials – European Bulletin and thematic articles from national press. Mass-media representatives have been invited to participate in 35 press conferences and around 25 other activities. The Ministry leadership has participated in radio and TV sessions, where they have provided information concerning the activity of the Ministry, as well as its subordinated institutions, international cooperation and current and planned reform initiatives.

According to the MFAEI employees' opinion, expressed in the questionnaires, interpersonal communication within the institution is evaluated as follows: 87.32% consider that information can be obtained easily from their colleagues, 8.45% - assess the information collection process as difficult and 4.23% can not assess.

As far as inter – institutional communication within CPAA is concerned: 60.56% of respondents consider information is obtained easily, 32.39% - find it difficult, 1.41% - have assessed information collection as very difficult and 5.63% - cannot assess. Concerning the

accuracy of information provided by CPA institutions: 77.46% have found the information provided accurate, 14.08% - inexact, and 8.45% cannot assess. Approximately 89% of all employees believe that the Ministry's activities are well or very well reflected by the press.

All notifications received from the Republic of Moldova citizens and/or organizations are analyzed by the MFAEI central apparatus, in line with provisions of Law on Petitions no.190 of July 19<sup>th</sup>, 1994. Thus, all requests, complaints, proposals, including prior requests by which an administrative act is contested or complaints referring to failure to settle a petition within the term established by law are examined within 15 to 30 days depending on the complexity of the matter petitioned. Any petitioner of the Republic of Moldova can communicate with the Ministry by filing a written request, or by using electronic mail (the address is found on the webpage of the institution). Record-keeping of petitions, observance of deadlines for their settlement, centralization of the problems brought up by citizens and/or institutions from the country is carried out by the respective responsible sector from within the Secretariat and Diplomatic Archives Division (SDAD).

According to data communicated by SDAD, during 2007, MFAEI has registered a total of 218 petitions of which:

- 100 petitions (or 35.59%) were from the Republic of Moldova citizens;
- 60 petitions (or 27.52%) were from legal entities;
- 58 petitions (or 26.61%) were from other institutions.

The term "other institutions" comprises the following:

- Parliament of the Republic of Moldova – 23 petitions;
- Presidency of the Republic of Moldova – 18 petitions;
- Government of the Republic of Moldova – 17 petitions.

218 response letters have been drafted during the reporting period.

The number of petitions settled within the term provided by Law no.90 was 100%.

During one year, there were 10 petitions that fell outside of the ministry's competence.

To improve petitions management, the Ministry has approved a Plan of Measures to ensure the right to petition, information and access to justice based on which a draft Regulation has been developed specifying the method of examining petitions and organizing audiences within the Republic of Moldova diplomatic service, which has currently been submitted for coordination to all the subdivisions involved.

**Conclusions and recommendations:** Following the Republic of Moldova Government dispositions concerning the necessity to improve communication between Central Public Administration Authorities and civil society, it is important to state the positive experience of MFAEI in this respect during the last three years and it is recommended that this should be continued and extended.

### ***2.2.3. Indicators measuring the use of informational technologies***

**a)** The total number of computer work stations coincides with the maximum approved number of personnel on the staff. Respectively, there are 157 full-time work stations, of which all (100%) are endowed with a computer.

**b)** Internet access is provided on all 157 working places (100%).

c) MFAEI provides consular services to the Republic of Moldova citizens and legal entities. Complete information (100%) on all service cases, afferent consular attributions and other tasks of the ministry can be obtained on the official webpage of the Ministry.

### **2.3. Financial planning, procurement and internal audit**

The Ministry carries out, on a permanent basis, financial strategic planning activities (a decisive measure in the financial strategic planning process) with a view to developing the Medium Term Expenditures Framework (MTEF) and substantiation per priority actions.

Management of the RM diplomatic service financial planning is carried out by the Budget and Finance Division, an autonomous subdivision of MFAEI. According to financial plans for the reporting year, budget allocations for ensuring the MFAEI central apparatus activities have totalled 12,500 thousand lei. Taking into account the specifics of the ministerial activity, allocations have been distributed to the following articles: remuneration of labour, contributions to state social insurance budget, contributions to state compulsory medical insurance fund, payments for goods and services, travel expenses in the country and abroad.

***The following recommendations are proposed for ensuring further continuous improvement in Financial Planning, Procurement and Internal Audit:***

#### ***Short term:***

1. Implement a unique electronic accounting system (1C or Viscount).
2. Ensure training in internal financial audit.
3. Create a sector-accounting database that would ensure systematic continuity of the RM external diplomatic system financial management.

#### ***Long term:***

1. Develop Managerial Systems for Continuous Development, Keeping and Recurrent Evaluation of Accounting Personnel Capacities.

### **2.4. SWOT Analysis and evaluation of internal environment**

#### ***Strengths:***

- Existence of well developed, clearly formulated foreign policy documents, compliant with international documents. Concrete Annual Action Plan with realistic deadlines for execution
- Experience in foreign policy development and strategic planning
- Knowledge of European Union legislation and community policies
- Consolidated partnerships with different states in the world that increase visibility and efficiency of foreign affairs activities
- Professionalism, competence, responsibility, team spirit and working discipline

- Existing opportunities for the continuous personnel development
- Functional informational system
- Managerial and analysis capacities in place
- Abilities and advanced knowledge in EU languages
- Continuous improvement of foreign policy and European integration monitoring system
- Highly qualified staff (100% of employees holding University degrees)
- Access and participation to professional development programmes
- Pro-active relations among structural subdivisions of MFAEI
- Timely execution of Government tasks

***Weaknesses:***

- Insufficient motivation of civil servants;
- Limited network of foreign diplomatic representation;
- Limited financial resources for a full-fledged unfolding of cultural diplomacy activities and promoting the RM image abroad

### **3. ANALYSIS OF EXTERNAL ENVIRONMENT AND ITS IMPACT**

The analysis of the external environment of the Ministry focuses on the review of political, economic and social factors, as well as of cooperation relations and communication of the Ministry with central and local public authorities, civil society and mass-media.

#### **3.1. Overall context**

The following information resources have been used for the analysis of the external environment:

- National Development Strategy, mainly the Republic of Moldova Government priorities, as well as the opportunities and threats considered in the NDS;
- Government of the Republic of Moldova Activity Programme for 2008 – 2009 “Progress and Integration”
- The Deputy Prime Minister, Minister of Foreign Affairs and European Integration Report presented during the MFAEI Collegium’s session of March 3<sup>rd</sup>, 2008
- Ministry of Foreign Affairs and European Integration Report on the implementation of the Republic of Moldova – EU Action Plan
- Conclusions of the Workshop organized on May 27 – 28<sup>th</sup>, 2008 and focused on CAF issues, with the participation of the Working Group responsible for IDP development.
- Interviews with Heads of MFAEI Subdivisions.

In line with the Government mid term policy priorities, established in the “Progress and Integration” Programme and that envisage “improving efficiency of public administration activities by clearly delimitating functions and attributions within central public administration, identifying priority policies and directing activities of central public administration to implement the respective and inform the documents flow”, MFAEI is responsible for consolidation of all of its efforts in the following directions:

- advancing the country European integration process;
- advancing in identifying a viable solution for the country territorial reintegration process;
- ensuring implementation of country good neighbourhood policy
- working towards ensuring country economic security.

In addition, it should be mentioned that globalization processes could also serve as an external factor that could impact the specific central public administration authorities' activities.

### **3.2 Opportunities**

1. European integration – a priority for the political leadership of the Republic of Moldova. There exists political will to declare European integration of the country a national priority.
2. Intensifying and extending bilateral and multilateral dialogue with EU countries.
3. Identifying dominant factors (mediators and observers) in the process of the Republic of Moldova territorial integration.
4. Extending political dialogue with donor countries with a view to identifying ways of raising funds for the international strategic fund to support economic and financial recovery processes in line with country territorial integration efforts. Cooperation with the Consultative Group for the Republic of Moldova with a view to becoming eligible for financial assistance amounting to 1.2 billion USD during the following three years.
5. Defining principles for democratic functioning of the reintegrated country following the resolution of the Transnistrian conflict.
6. Consolidating the Republic of Moldova's role in the decision making processes within regional organizations and initiatives.
7. Intensifying Republic of Moldova cooperation with international institutions – a factor to increase the share of the Republic of Moldova's participation in management of world affairs with a view to ensuring and developing democracy, fundamental human rights and liberties, peace, security and sustainable development.
8. Ensuring openness oriented towards consolidation and diversification of commercial and economic cooperation with other states in the view of ensuring the multilateral development of the national economy and continuous growth of GDP.
9. Republic of Moldova's participation in the European Neighbourhood Policy.
10. Identifying the operation framework for promoting the Republic of Moldova's image.

### **3.3 Potential threats that could affect the activity of the Ministry**

The respective sub-compartment shall comprise immediate risks only, risks that could undermine the continuous development and improvement intentions and efforts in the field as component part of the National Development Strategy.

1. Potential inter-institutional communication deficiencies that hamper MFAEI programmes and strategies implementation given the institution's leading role at



national level in issues of foreign policy

2. Eventual ill-favoured changes of the European visions and legislation that could affect the extension process;
3. Sporadic communication of line ministries with international organizations involved in food crisis management resulting in delayed support to the Republic of Moldova economic potential in the agricultural and food field.
4. Insufficient financial resources to cover the intention of carrying out a Republic of Moldova media campaign to promote its image.

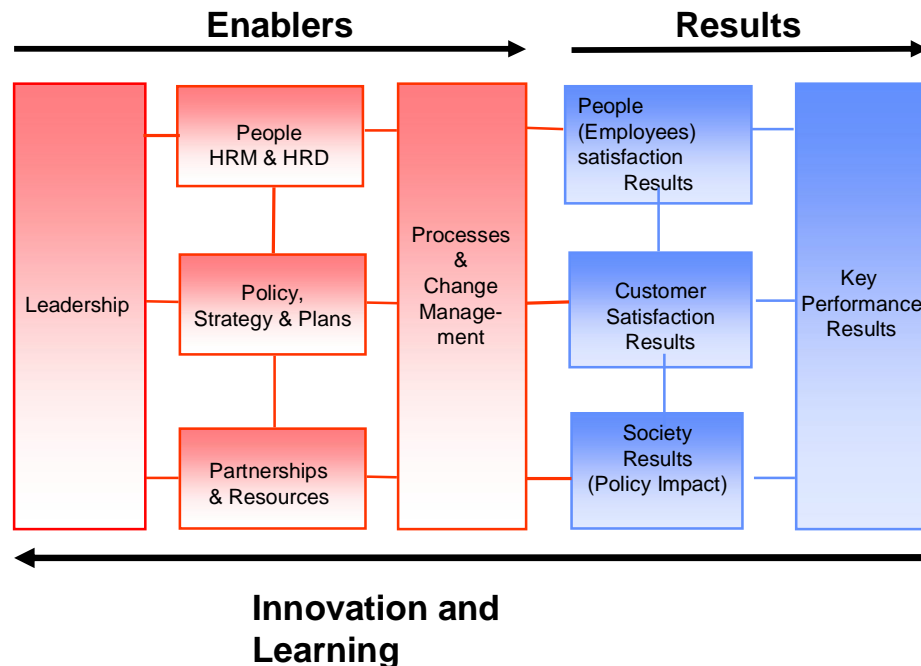
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### **3.5. Assessment of institutional capacity using CAF**

In the Guideline for the IDP preparation it was suggested the use of a SWOT analysis which is always a sound basis for analysis of the current situation or operating environment, but on its own this can have a number of limitations. It certainly does not provide users with sufficient basis for the identification of the necessary essential components of a new capacity development plan for the Ministry. Consequently, MFAEI has chosen to use a much more rigorous methodology for capacity assessment – the Common Assessment Framework (CAF).

A participative management team workshop using the CAF was conducted over a 2 day period in May 2008. In addition to identifying multiple areas of strength and weakness, the process enabled managers to endorse and agree joint management team 'ownership' of a balanced set of emerging Areas for Improvement, and provided the means for prioritising interventions to address these. The CAF model (presented below) correlates closely with the fields of analysis that constitute a basic functional review of all aspects of operations. In this respect it is a generic model, but when used by the management team, each section of the materials was tailored to the specific requirements of the MFAEI. An important feature of the model is that the criteria should be seen as highly interdependent.

# The CAF Model



The CAF assessment helped a MFAEI:

- to learn more about itself and how its current systems and performance compare with descriptions of international good practice;
- many of these descriptions derive from required list of Ministry competencies;
- through analysis of nine key criteria of public administration, consensus has been reached about priorities for the planning of improvement projects and possible 'quick wins' in each of these.

9 CAF Criteria related to the following factors have been set:

- Leadership;
- Strategy and Planning;
- Human Resource Management;
- Partnerships and Resources;
- Process and change management;
- Customer service/citizen-orientated results;
- People results (public employees' satisfaction and motivation);
- Society results (impact of policies on society); and
- Key performance results to achieve the Ministry's mission and mandate.

MFAEI has decided that the immediate analysis should concentrate on the 5 Enabler Criteria.

The selected Areas for Improvement from the workshop (consisting of 16 priority issues) have been consolidated into an integrated framework with 5 Strategic Objectives which now become Objectives under the Strategic Objective (and Mid Term Priority) of Organisational Capacity Development for the IDP. This framework also contains indicative requirements for the various resources that may be required, and which development partners have been requested to support. These resources are expected to include technical assistance (TA), training provision, vital equipment etc. and will continue to be provided to MFAEI through the auspices of the UNDP Project.

## **Results of the Ministry Capacity Assessment**

- ***Total Number of Areas For Improvement (AFIs) identified for the 5 Enabler Criteria = 89.***

Many of these will now form a sub-text to the key selected priorities which are now consolidated into the Capacity Development Framework that forms a pillar of this IDP. It will not, of course, be possible to address all of them in the short term, but the list will nevertheless continue to inform planning for the medium term and beyond.

- ***Total Number of Key Selected Priorities = 16***

A number of these have now been combined together into improvement initiatives or projects under 5 Strategic Objectives for the Capacity Development Programme that will be implemented in phases and sequenced during the term of the new IDP (supported by MFAEI's development partners through the UNDP Project).

## **Organizational Capacity Development Framework for MFAEI**

The Areas for Improvement selected by the Management Team have been consolidated under 5 Strategic Objectives presented below:

1. **Strengthen MFAEI's leadership and management capital** for greater readiness and more effective alignment of *leadership and management* competencies.
2. **Strengthen organisational strategic capacity to implement the MFAEI mission** through a more result-oriented and stakeholder focused strategy.
3. **Strengthen MFAEI's Human Resources Management & Development** for greater readiness of staff at all levels to be given, and to accept responsibility for activities, and accountability for results in the delivery of the IDP.
4. **Improve Financial Management** – especially for non-financially qualified managers, to align financial management with the strategic objectives.

5. **Strengthen MFAEI's information and knowledge capital** for greater readiness of the whole range of conventional and ICT-based knowledge sharing applications and processes.

#### **4. STRATEGIC OBJECTIVES, MID TERM PRIORITIES AND PRIORITY ACTIONS**

Strategic objectives, mid term priorities and priority actions represent the main components for accomplishing Ministry's mission, vision and common values, thus setting the main directions of activity for the Ministry staff. Final results expected to be achieved in the future are important given that these are supposed to ensure the positive impact generated by foreign policy with a view to improving quality of life for the Republic of Moldova's population. Ministry strategic objectives and mid term priorities correspond fully to the Republic of Moldova Government policies in their respective fields and are defined in the main national strategic documents, as well as in the National Development Strategy and the Mid Term Expenditure Framework.

##### **4.1. Strategic Objectives (S.O.)**

Mid and long term strategic objectives represent the essence of the national interest in the political, economic, financial, scientific, cultural and military fields. In line with its attributions, the Ministry of Foreign Affairs and European Integration has established the following objectives:

- **European integration**
- **Resolution of the Transnistrian conflict**
- **Active presence in international organizations**
- **Establishing, promoting, extending and deepening political, economic, financial, scientific, cultural and humanitarian relationships with other states**
- **Building an environment of trust, stability, security, prosperity and democracy in the region**
- **Promoting the Republic of Moldova's image and credibility as a reliable partner, both regionally and internationally**
- **Consolidating institutional capacity by ensuring cooperation among institutional subdivisions, and updating the definition of attributions and functions.**

The reasoning behind selection of the respective strategic objectives is presented below:

##### ➤ ***S.O. 1 – European integration***

The European integration objective of the Republic of Moldova is generated from an analysis and evaluation of the contemporary world risks and challenges. This nationally important decision, based also on other states' experience, shall ensure the country and its population the prosperous growth and security that full rights membership of the European Community grants. The European Union's extension to the East has placed the Republic of

Moldova in a new context that allows a multidimensional approach to the European integration policy of our country.

*First of all*, the Republic of Moldova has reached an important stage of development that has resulted in its recognition and affirmation as a state, empowering its integration in the international arena as a fully-fledged actor.

*Secondly*, the Republic of Moldova is a country with European customs and culture. Therefore, it is logical that its integration in the European space represents a natural objective. When proclaiming its independence it has signed up to the strategic task of building a state, based on the rule of law and governed by universal democratic values; and the EU represents an appropriate model of democracy, political stability and economic welfare.

*Thirdly*, economy and trade liberalization, consolidation of market economy relations, being all measures of adjusting national legislation to European and world standards, open new opportunities for development and plenipotentiary inclusion of the national economy into the arena of international affairs.

*Fourthly*, by largely applying and using foreign and internal policies, and given their responsiveness to global scale events, different mechanisms are consolidated such as those of support to investments, foreign investors trust in the national legislative and institutional frameworks of the country that all help to consolidate a positive image of the country.

Considering the above presented arguments together with a realistic overview of the Republic of Moldova's possibilities and resources, one can see that concentration of efforts on the mechanisms that will facilitate the approximation of the country to its eventual member status to the EU is a must. In line with the above, a current priority should materialize in reflection on the new Cooperation Agreement with the EU that should serve as a confirmation of our country's wish to be offered individual treatment, applied to each candidate state of the EU, and not the standard criteria that are generally applied.

The new normative act should establish five component parts, grouped according to the main issues identified: independence of justice, freedom of the press, human rights, fighting corruption, improving the investment climate and predicated on the framework for adopting the four fundamental freedoms.

### ➤ ***S.O. 2 – Resolution of Transnistrian conflict***

MFAEI continues intensively to develop its diplomatic activity with a view to ensuring the support of the international community to the reintegration process in line with the RM sovereignty and territorial integrity principle. For this purpose the following immediate priorities should be fulfilled, stipulating them in the NDS also:

- a) *providing logistic support* to the "5+2" conflict resolution public negotiation process;
- b) *coordinating and promoting cooperation* of the Republic of Moldova within OSCE;
- c) *consolidating security* on the Transnistrian segment of the Moldovan – Ukrainian state border (political aspects). Cooperating with the EU Border Assistance Mission;
- d) *monitoring mechanisms for ensuring stability* in the Security Zone, including by participating to the Unified Control Commission's reunions. Promoting the objective to transform peace keeping operations in the region into a multinational civil mission with an international mandate;

- e) *promoting Republic of Moldova initiatives* regarding consolidation of trust between both banks of river Diestrum;
- f) monitoring the issue concerning the complete withdrawal of Russian troops and munitions from the republic of Moldova territory. reviewing the issue related to the FACE Treaty and the Russian Federation Commitment assumed during the ASCE Summit in Istanbul, 1999.

➤ ***S.O. 3 – Multilateral Cooperation within UN, OSCE, Council of Europe and other international organizations***

In the framework of multilateral cooperation, the Republic of Moldova as a fully-fledged member of such organizations shall insist on completing and extending the mechanisms resulting from bilateral actions promoting national interests.

In this context, country efforts are oriented towards harnessing the possibilities of the UN, its specialized agencies, international financial institutions in ensuring the financial and consultative support to democratic reforms in the country, development of culture and international cooperation.

One of the immediate priorities of MFAEI is consolidating its activities within the UN Economic and Social Council during 2008 – 2010, and within other commissions of this important organization.

Another priority task is to continue promoting the Republic of Moldova's candidacy for obtaining membership to the Human Rights Council (2010 – 2013), to the Programmes and Coordination Committee (2012 – 2014) and to the Intergovernmental UNESCO Committee for Safeguarding Immaterial Cultural Heritage (2010 – 2014).

The OSCE shall remain an important dialogue forum in our efforts directed to ensure reintegration of the country. Republic of Moldova counts on the OSCE mediator's role in settling the Transnistrian case. MFAEI shall continue to advocate for increased responsibility of states concerning the obligations they took on as members of the Organization and to contribute to consolidation of OSCE's capacity in the conflict resolution field.

Giving priority to promotion of European values through the implementation of democratic reforms and finding the efficient accomplishment of all commitments assumed to be important, the Republic of Moldova shall identify new opportunities for progressive cooperation with the Council of Europe. At the same time, special attention shall be paid to the successful implementation of the Joint European Commission and Council of Europe Programmes for 2006 – 2009, oriented towards ensuring independence and transparency of the judicial system, fighting corruption, supporting free and fair elections, freedom of expression and of the press, supporting civil society, setting up active and non-judicial independent structures to address human rights and promote Roma minority rights.

Successful implementation of these Joint Programmes, as well as of the CoE Action Plan concerning Pre-Electoral assistance for 2008 – 2009, shall offer the republic of Moldova the opportunity to benefit from new and extensive CoE assistance programmes in the future in different areas of national interest, which would facilitate our country's progression to the post-monitoring stage on the part of this important European forum.

The dynamic development of the Republic of Moldova relations with the North Atlantic Treaty Alliance, in strict conformity with the Individual Partnership Action Plan (IPAP) provisions shall be preserved in the coming years also, aiming at bringing this in line with the Planning and Analysis Results Process.

The Republic of Moldova shall identify new progressive cooperation opportunities with the Council of Europe given our country's aspirations to progress to the post-monitoring stage.

By participating to the development of the CIA Development Concept and to the implementation of the Priority Action Plan for accomplishing it, the Republic of Moldova's aim in the long term is to deepen commercial – economic partnerships, increasing access to markets of Community member states.

The Republic of Moldova's actions within the Black Sea Economic Cooperation Organization (BSECO) continue to be oriented towards implementing country infrastructure development projects. At the same time, it is necessary to identify a modality of inter-ministerial cooperation that would determine a clear strategy of the Moldovan state regarding positions adopted within the Danube Commission specialized working groups to solve economic national interests of vital importance.

➤ ***S.O. 4 – Bilateral cooperation with other states with a view to establishing, promoting, extending and deepening political, economic, financial, scientific, cultural and humanitarian relationships***

Bilateral relations development priorities are determined pursuant to geo-political, economic – commercial and cultural criteria that in turn generate:

- a) the necessity to develop strategic and privileged relations;
- b) the actual volume of economic and commercial exchanges;
- c) special cooperation and good neighbourhood relations;
- d) certain specific interests.

For the following mid term planning period, the following activities are relevant:

- Consultations with important states that could provide a substantial support to our country, such as France, Spain, Italy, Great Britain, Ireland etc. and that should take places in the immediately following period of time;
- A mid and long term priority is to concentrate efforts towards consolidating relations with the EU member states, with the USA, Russia, Ukraine. At the same time, it is necessary to diversify the bilateral dialogue area paying due attention to deepening cooperation with the Middle East, the Pacific, North Africa etc.
- Intensifying cooperation with responsible institutions to ensure implementation of national programmes and strategies, as well as paying due attention to economic diplomacy.
- Intensifying, jointly with diplomatic missions abroad, actions relevant for maintaining a permanent dialogue with the Republic of Moldova's citizens abroad.
- Carrying out all relevant actions to finalize the timely negotiation and signature of Social Protection and Mutual Assistance Agreements, to benefit citizens abroad.

- Intensifying cooperation with Middle East countries, including by accreditation of Moldovan diplomatic missions to countries of this region.

➤ ***S.O. 5 – Regional cooperation with a view to creating an environment of trust, stability, security, prosperity and democracy in the region***

The Republic of Moldova's active involvement in the initiatives and processes of Central and South – Eastern Europe region has marked significant progress in capitalizing on the objective of aligning to European values, principles and standards. In this context, the Stability Pact for South Eastern Europe, Central European initiative (CEI), South Eastern Europe Cooperation Process (SEECF), Updated CEFTA Agreement, Energy Community Treaty are notable. In this sense, regional development has generated a value added to the reform implementation process in priority development areas.

Having directed all its efforts towards acquiring the status of a reliable and viable partner in Central and South Eastern Europe, the Republic of Moldova has achieved its objective of taking over and exercising during 2008 – 2009 the Chairmanship of the following regional arrangements and initiatives: Central European Initiative (CEI), CEFTA, South Eastern Europe Cooperation Process (SEECF), Multinational Advisory Group (MAG) of the Centre for Security Cooperation – RACVIAC, as well as to the South Eastern Europe Health Network (SEHN).

Regionally, the period 2008 – 2010 should become an important stage in the consolidation and promotion of the Republic of Moldova's image and its credibility internationally. At the same time, taking into account the stable and positive character of the national economy sector where benefits can be implemented – such as economic development, justice and internal affairs, security and regional defence, air transportation, education, science and consolidation of human capital, cooperation with specialized institutions in quite opportune.

No less important is the Republic of Moldova's participation and involvement in other regional initiatives and processes such as: The Black Sea Economic Cooperation Organization (BSECO), GUAM Organization for Democracy and Economic Development (GUAM ODED), TRACECA, CEFTA, Danube Process, Vienna Economic Forum (VEF).

➤ ***S.O. 6 – Consolidating institutional capacity by ensuring cooperation among subdivisions, modernizing attributions and functions, increase efficiency of activities in the field of foreign policy and European integration***

This strategic objective aims at consolidating institutional management capacity and refers mainly to complementing and strengthening existent functions. The role of the Ministry is a major one - to combine the accomplishment of its specifically mandated tasks with the role of coordinator of the specific activities which fall to it in the context of the implementation of European integration activities.

Thus, the Ministry needs to consolidate all efficient inter-institutional communication mechanisms and promote a coherent and efficient message to external partners.



## **4.2. Mid Term Priorities**

Mid term priorities result from relevant national policies such as the National Development Strategy, The Central Public Administration Reform Strategy, the strategic objectives of the ministry and should be addressed during the period 2009 – 2011 in partnership with other public authorities and with civil society.

- ✓ P-1 Developing the draft new advanced political and judicial framework that would regulate the Republic of Moldova cooperation mechanism with the European Union during the following 3 – 4 years and that should establish the new statute of the country in its cooperation with the community. Negotiating and adopting the new agreement.
- ✓ P-2 Boosting the negotiation process in the “5+2” format, promoting Republic of Moldova initiatives with a view to increasing credibility between parties, conducive to settlement of the Transnistrian conflict and to assurance of the country's territorial integrity.
- ✓ P-3 Consolidating the diplomatic service contribution to deepening cooperation with international institutions.
- ✓ P-4 Extending the level of approvals and the domain of bilateral relations action programme and identifying ways to accomplish national interests through partnerships with different countries.
- ✓ P-5 Focusing Ministry actions on activities ensuring regional cooperation, security, democracy, human rights, and the development of good neighbourhood relations.
- ✓ P-6 Protecting the fundamental rights of Moldovan citizens abroad by extending and strengthening the Republic of Moldova's consular missions
- ✓ P-7 Consolidating the Ministry's capacity in strategic planning, foreign policy development and implementation coordination.

## **4.3. Priority Actions**

Priority measures and their associated actions represent concrete activities that derive from mid term priorities and refer to the ways of accomplishing them.

Priority actions are extrapolated in the MFAEI annual activity plans and are presented below relative to the various directions of activity.

## **5. DIRECTIONS OF ACTIVITY**

In line with Ministry attributions, the main directions of activity are the following:

- Leading/monitoring the European integration process; negotiating and adopting a new legal framework between Moldova and the European community;
- Promoting Republic of Moldova initiatives conducive to the process of identifying a solution for the Transnistrian conflict;

- Promoting the Republic of Moldova's interests in international organizations with a universal, regional and sub-regional character with a view to implementing external political desiderata of the state, and participating in special foreign policy projects of a regional nature;
- Promoting the Republic of Moldova's interests and its international position in bilateral relations;
- Developing and favouring consular relations, promoting and supporting the Republic of Moldova's citizens' interests;
- Developing, substantiating and implementing the Republic of Moldova's economic diplomacy benchmarks;
- Improving the quality of human resources management;
- Improving relations with the mass-media and with civil society;
- Launching the Strategy for Building the Image of the Republic of Moldova's National Identity abroad by consolidating inter-institutional efforts in the country, capitalizing on the scientific and cultural potential of notable people from the country and from abroad.

A description of priority actions corresponding to strategic objectives and mid term priorities is presented in the table below.

**Table 3**

<b>Directions of activity</b>	<b>Priority actions (structured by directions of activity)</b>	<b>Strategic objective to which it corresponds</b>	<b>Mid term priority to which it corresponds</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Leading/monitoring the European integration process, negotiating and adopting a new legal framework between Moldova and the European community	<ul style="list-style-type: none"> <li>- Obtaining the negotiation mandate regarding future Moldovan – European agreement;</li> <li>- Developing the draft new Moldovan – European cooperation agreement;</li> <li>- Coordinating provisions of the normative act regarding responsibilities of partner ministries per relevant sectors;</li> <li>- Organizing seminars and calling for meetings on issues focusing on improving implementation of new agreements;</li> <li>- Disseminating information on the advantages of the Autonomous Trade Preferences framework;</li> <li>- Monitoring implementation of Visa and Readmission Regime Facilitation Agreements;</li> <li>- Monitoring implementation of the Mobility Partnership.</li> </ul>	SO 1	P – 1 P – 4

Promoting Republic of Moldova initiatives conducive for the process of identifying a durable solution for the Transnistrian conflict	<ul style="list-style-type: none"> <li>- Disseminating information on advantages resulting from new initiatives;</li> <li>- Promoting the re-launch of the negotiation process in the "5+2" format and ensuring a common approach of mediators and observers.</li> </ul>	SO 2	P – 2
Promoting the Republic of Moldova interests in international organizations with a universal, regional and sub-regional character in the view of implementing external political desiderata of the state.	<ul style="list-style-type: none"> <li>- Maintaining a permanent dialogue with regional and sub-regional organisations with a view to efficiently promoting the economic stability, defence and security, and military conversion;</li> <li>- Exercising Chairmanship mandates in regional and sub-regional bodies;</li> <li>- Identifying feasible projects within PEV;</li> <li>- Disseminating information on business opportunities and brands through overseas missions;</li> <li>- Participating in special foreign policy projects at regional level;</li> <li>- Registering with the UN the bilateral treaties concluded by the Republic of Moldova.</li> </ul>	SO 3	P – 5
Promoting the Republic of Moldova's interests and its international position in bilateral relations.	<ul style="list-style-type: none"> <li>- Intensifying relations with European Union member states and reviewing these countries' experience in those fields that represent a priority for our country: justice, internal affairs, migration, energy, mass-media, transportation, and the regime for the facilitation of visas;</li> <li>- Developing Moldo – American relations to ensure the complex support necessary for settlement of the Transnistrian conflict and use of advantages offered by the "Millennium Challenge" USA Programme;</li> <li>- Intensifying economic cooperation with CIS countries: extending markets for Moldovan products;</li> <li>- Defining proprietorial relations with Ukraine;</li> <li>- Finalizing negotiations with Romania with a view to signing the Fundamental</li> </ul>	SO 4	P – 3 P – 4

	<p>Political Treaty and State Border Regime Treaty and subsequently the Convention on Small Border Traffic;</p> <ul style="list-style-type: none"> <li>- Boosting dialogue with Far East nations, especially with Japan, with a view to strengthening support for social – economic reform promotion;</li> <li>- Consolidating the bilateral legal framework with those states of the world where the Republic of Moldova presence has been reduced in scale or status</li> <li>- Extending the diplomatic missions network by opening Embassies in Estonia, Spain, Slovenia, Serbia, Egypt, Canada, Japan;</li> <li>- Creating conditions adequate for diplomatic missions' activity, pursuant to a special programme (a procurement programme to acquire premises for diplomatic missions).</li> </ul>		
Developing and favouring consular relations, promoting and supporting the Republic of Moldova citizens' interests.	<ul style="list-style-type: none"> <li>- Creating durable mechanisms to ensure the legitimate rights of the Republic of Moldova's citizens abroad;</li> <li>- Extending the consular network by opening General Consulates in countries with an increased number of citizens of Republic of Moldova.</li> </ul>	SO 5	P – 6
Developing, substantiating and implementing the Republic of Moldova economic diplomacy benchmarks	<ul style="list-style-type: none"> <li>- Consolidating economic dialogue with world states;</li> <li>- Disseminating information on adopted procedures conducive to an improved business climate with a view to attracting foreign investments;</li> <li>- Promoting exports to target markets;</li> <li>- Obtaining external assistance;</li> <li>- Promoting the economic image of RM;</li> <li>- Disseminating information on RM actions to conduct business in the Transnistrian region "constitutional".</li> </ul>	SO 4	P – 4
Improving quality of human resources management, financial resources and monitoring and evaluation of public policies.	<ul style="list-style-type: none"> <li>- Developing mid term plans regarding civil servants' career development;</li> <li>- Developing annual training plans for Ministry staff based on assessment of current capacity and individual training needs;</li> <li>- Implementing a specialist system for a</li> </ul>	SO 6	P – 7

	<p>human resources database;</p> <ul style="list-style-type: none"> <li>- Improving the special training system for diplomatic missions' accountants;</li> <li>- Implementing the electronic accounting system using the 1C software;</li> <li>- Training of personnel in programme and project management, financial planning and audit, policy impact assessment, as well as English language knowledge and use of information platforms.</li> </ul>		
Improving relations with mass-media and with civil society	<ul style="list-style-type: none"> <li>- Establishing a continuous dialogue with mass-media;</li> <li>- Establishing a Press Club within MFAEI;</li> <li>- Announcing a national contest for journalists specializing in European integration subjects;</li> <li>- Launching a cycle of radio and TV programmes focusing on current foreign policy issues of the Republic of Moldova;</li> <li>- Extending partnerships with civil society representatives;</li> <li>- Organizing round tables with civil society representatives.</li> </ul>	SO 6	P – 7
Launching the Strategy of Building an Image of the Republic of Moldova National Identity abroad by cumulating the inter-institutional efforts in the country, capitalizing on the scientific and cultural potential of remarkable people from the country and from Diaspora.	<ul style="list-style-type: none"> <li>- Consolidating the capacity of diplomatic missions;</li> <li>- Strengthening diplomatic missions' staff capacities by specifying their and clarifying their responsibilities with respect to the "mass-media, culture and education" sector. Training Cultural Attachés.</li> </ul>	SO 6	P – 7

### 5.1. Brief description of the current situation

During this current year, the Ministry of Foreign Affairs and European Integration has brought to the attention of the public issues of great importance for the Republic of Moldova. The diplomatic service efforts have been directed both to subjects that were already known to be of significant importance, and *to sectors that represented a premiere for the country*.

**I.** The **European integration dimension** has been a particularly productive area of work especially during the first half of 2008; important technical steps have been accomplished and major political decisions have been identified. Evident progress has been achieved regarding the “advancement of the Moldovan – European legal framework” and in the dialogue with the community partners; concrete actions have been launched. Thus, the first positive signal has come from the Conclusions of the EU Foreign Ministers’ Council of February 18th, 2008 where it was mentioned that “The EU is prepared to launch considerations concerning a new agreement with the Republic of Moldova that shall transcend the Partnership and Cooperation Agreement”.

Subsequently, on the Progress Report launched by the European Commission on the Implementation of the RM – EU Action Plan, the results obtained by our country have been praised, specifying that a lot of achievements have been registered in a short period of time and certain of the initiatives promoted are innovative even for the EU:

Of these the following are relevant:

- enforcement of the Agreement on Readmission and Visa Facilitation as of January 1<sup>st</sup>, 2008 and organizing the first mixed commissions’ reunions to evaluate agreements’ implementation;
- activity and enlargement of the Joint Visa Centre;
- launching of a Moldovan – European Mobility Partnership on June 5<sup>th</sup>, 2008;
- consolidating EU efforts to contribute to settlement of the Transnistrian conflict by actively involving the EU Special Representative for Moldova and by extending the EUBAM mandate;
- providing Autonomous Trade Preferences starting from March 1<sup>st</sup>, 2008;
- organizing the International Conference “Freedom of Expression – Black Sea Synergy” in Chisinau, in cooperation with the European Commission and the EU Slovenian Presidency.

As a result of sustained joint activities, during the Moldo – European Cooperation Council session, EU forums in Brussels have announced the launching of reflections on the future legal network after the formal expiration of the RM – EU Action Plan on May 27<sup>th</sup>, 2007.

In this context, on July 8<sup>th</sup>, 2008, a round of informal consultations with European Commission experts took place in Chisinau during which the joint delegation determined the principles for negotiating the document that would provide gradual access to the 4 EU freedoms, prioritizing liberalization of the visa regime and establishment of free trade zones.

In addition, the MFAEI jointly with experts from national public institutions has internally developed the draft of the future Agreement with EU. Together with this, a set of short term priorities has been identified in line with the internal reform process necessary for ensuring continuity of adjustment to European standards.

To improve efficiency of the National European Integration Commission, certain changes have been made in its composition. The MFAEI institutional framework has also been

updated by defining the way to increase RM diplomatic missions' contributions and to promote and make public the RM position and results registered.

The Moldovan diplomacy initiative regarding its cooperation with the European Union has been supported by the latter's activities in multilateral cooperation with international organizations. Thus, cooperation with the Council of Europe has been marked by signature and ratification of treaties, adopted under the auspices of Council of Europe, as well as organization of more visits for the official delegations of the Republic of Moldova. During these visits, extended positions have been identified regarding the future CoE cooperation with South Caucasian countries, Ukraine, Republic of Moldova, activities that serve as basis for the Joint Cooperation Programmes between Council of Europe and the European Union and respective countries for 2008 – 2009.

To consolidate the dialogue between the Republic of Moldova and the Council of Europe, to ensure the complex information to CoE authorities on progress and evolution registered at national level, efforts have been focused on organizing visits to Chisinau of senior European dignitaries – Raphael Alomar, Governor of the CoE Development Bank, and Luis Maria de Puig, President of CoE Parliamentary Assembly.

It is worth mentioning that during the first semester of 2008 the country's internal situation presentation perspective has shifted; thus, during their visits to Chisinau European officials are informed not only on difficulties identified on the path to building a democratic society, but also on proposals for their removal/settlement. At the same time, MFAEI has been preoccupied with monitoring and informing CoE on the measures implemented to execute the ECHR decisions against the Republic of Moldova using these activities as argument and proof of change of attitude towards such decisions and towards observance of human rights.

**II. Concerning multilateral cooperation,** MFAEI has been involved in the readjustment of the draft Concept on the Republic of Moldova National Security, in the development of the draft Directives for carrying out a Defence Strategic Review. Special attention has been paid to the CPEA/NATO Summit in Bucharest where the firm position presented by the Republic of Moldova delegation has received balanced international feedback. The Republic of Moldova's Cooperation with NATO has been supported by organizing a NATO Evaluation Mission concerning the implementation of an Individual Action Plan on RM – NATO Partnership. It has also been supported by the IPAP National Commission Experts Group where it was determined to update the respective Plan.

MFAEI was the initiator in extending the dialogue with the Nuclear Security office of the International Atomic Energy Agency (IAEA), boosting finalization of the Integral Nuclear Security Support Plan and organizing debates for specialists and experts in the field.

Reform of defence and security sectors of the country has continued to benefit from support provided by different foreign missions, intermediated by MFAEI. In this sense, a set of visits has been organized for consultancy and expertise teams from the United Kingdom of Great Britain and Northern Ireland, Germany, Belgium, Russian Federation, Czech Republic and Slovakia.

To highlight the OSCE participation in the process of attempted settlement of the Transnistrian conflict, MFAEI has strengthened this segment of its assistance by organizing

documentation visits of this institution's Presidency representatives. Thus, the following missions and visits have been prepared and hosted: The Minister of Foreign Affairs of Finland, Special Representative of Finish Presidency to OSCE, H.E. Ambassador Heiki Talvitie, OSCE High Commissioner, Knut Vollebaek, OSCE Special Representative for Fighting Trafficking in Human Beings, Eva Biaudet. Following the same imperative priorities, a set of visits have been prepared for official delegations of the Republic of Moldova to the OSCE Economic and Environmental Forum (Prague), to the Security Policy Conference in Munich, to the OSCE Annual Meeting. MFAEI efforts were centred on the EUBAM mission by providing the requested assistance and participating in all its Coordination reunions (March 11<sup>th</sup> and June 27<sup>th</sup>, 2008 in Odessa).

Another MFAEI multilateral cooperation segment resulted from fulfilment of its mandate of member to the UN Economic and Social Council (ECOSOC) during the period 2008 – 2010 and its subsidiary Commissions. The ministry has set up the inter-ministerial group responsible for the Republic of Moldova's conscription to this body and has drafted the respective National Action plan. It has also facilitated participation of high ranking officials to 6 reunions of the ECOSOC subsidiary structures and to 4 events of the UN commission responsible for Sustainable Development and Economic issues. At the same time, MFAEI has held the position of Deputy President of UN Commission for Narcotic Substances and Deputy President of the Social Development Commission.

**III.** The **bilateral dialogue with other states** has been quite intensive during the first half of 2008. Worth mentioning is the complex revival of cooperation relations with CIS countries. Four official and working visits of the Republic of Moldova President, Vladimir Voronin, have been organized to this region (Russian Federation, Republic of Azerbaijan), as well as two visits of the Moldovan Prime Minister, Zinaida Grecianii to Minsk and Moscow. Special attention and importance should be paid to the informal reunion of the CIS Heads of State and to the meeting with Vladimir Putin, ex – President of the Russian Federation, during which a set of concrete decisions on political and economic actions advantageous for our country have been made. From the overall set of other states' Foreign Affairs Ministers' visits to Moldova, of special note are: Mr. Vladimir Ogrizko ( Ukraine), Mr. Radoslaw Sikorski (Poland), and Mr. Lazăr Comănescu (Romania).

**IV. Concerning consular affairs,** the following legislative actions have been accomplished:

- Developing the draft Regulation on the Procedure for Repatriation of Children and Adults – Victims of Trafficking in Human Beings, Illegal Migrants and Unaccompanied Children Trafficking that has been sent on July 10<sup>th</sup>, 2008 to the Government for approval;
- Developing the draft law on amending and changing Law no.273-XIII of November 9<sup>th</sup>, 1994 on Identity Acts from the National System of Passports that has been approved by the Government and is currently on the agenda of the Parliament;
- Developing the draft Law on Consular Taxes that has been approved by the Government and is currently on the agenda of the Parliament;
- Developing the draft Protocol between the Government of the Republic of Moldova and the Cabinet of Ministers of Ukraine on Amendment and Change of Agreement between the Government of the Republic of Moldova and the Cabinet of Ministers of Ukraine regarding Visa Free Regime for Citizens that has been sent to the Government for



- approval of initial negotiations;
- Developing the draft Agreement between the Government of the Republic of Moldova and the Government of the Republic of Croatia on Mutual trips that has been sent for comments to the respective pertinent authorities;
  - Developing the draft Agreement between the Government of the Republic of Moldova and the Government of Bosnia and Herzegovina on Abolishing the Visa Regime for Holders of Diplomatic and Service Passports, which has already been subjected to initial negotiations;
  - Drafting a Travel Guideline for Moldovan Citizens that travel abroad and placing it on the official MFAEI webpage;
  - Organizing, on April 11<sup>th</sup>, 2008, the first session of the RM – CoE Mixed Committee on discussing the Agreement between the Republic of Moldova and the European Committee on Facilitating Visa Issuance Procedure.

**V. Promoting economic diplomacy** – this dimension falls under the responsibility of the International Economic Relations Department within MFAEI that is capacitated to continuously develop the implementation of the economic course of the country in relation to other states in the world, established by provisions of the “Strategy of Attracting Investments and Promoting Exports for 2006 – 2015”.

In this context, the analysis of the results registered denotes a boost in the dialogue on economic issues at state level, between specialized agencies, as well as between economic agents from the Republic of Moldova and countries of accredited RM diplomatic missions.

For the purpose of accomplishing economic objectives of our country a set of visits of Moldovan dignitaries abroad has been organized among which were the following: The President Mr. Vladimir Voronin (to Azerbaijan, Macedonia), President of the Parliament Mr. Marian Lupu and Parliamentary delegations (to Hungary, France), Prime Minister Ms. Zinaida Grecianii (to Belarus, Russia, Greece), First Deputy Prime Minister Mr. Igor Dodon (to Russia), delegations of line ministries and agencies to 34 different countries. Besides establishment of new commercial – economic relations, efforts have been focused on launching new cooperation projects at local and regional level, among which were expressions of *affinity* intentions between Moldovan and foreign localities. Under the framework of these actions, consistent efforts have been devoted to the implementation of the USA “Millennium Challenges” Programme, focusing on informing American business representatives about perspectives for North Carolina companies to participate to tenders organized for the implementation of those projects included in the financing proposal presented by the “Millennium Challenge Corporation” Programme.

Another success was the institutionalization of commercial – economic cooperation with a number of states by registering the Commerce House “Moldova” there, and continuation of negotiations to open a Baku – Tbilisi – Chisinau air route and a direct Chisinau – Geneva air route.

Another achievement was the consolidation of the cooperation process with local level Chambers of Commerce and Industry around the world – notably in Romania, Holland, Germany etc. Special attention has been paid to establishing and institutionalizing cooperation with the National Confederation of Patronage with similar organisations from Holland, Switzerland, France etc.

One of the components in promoting economic diplomacy consists of presenting promotional actions such as "Moldova Presents", "Moldova Days" in accredited countries, but also events aimed at promoting economic diplomacy. Both these types of actions imply major involvement on the part of MFAEI's responsible subdivisions and aim at ensuring information for the foreign business community concerning our country's achievements, but also investment and commercial – economic opportunities. Among the most recent actions/presentations of this kind are: Switzerland ("Friends of Moldova" Forum), Bulgaria, Hungary (Round Table "Discover Moldova"), Russia (Round Table "Promoting Moldovan Products on Russian Markets"), USA (under the framework of the "Millennium Challenges" Programme), Czech Republic (under the framework of the Chambers of Commerce Reunion), Belgium, Sweden ("Moldova Presents"), France (Round table with stakeholders), Italy (Round tables/presentations in Verona, Bolzano, Brescia, Calabria, Napoli, Toscana, presentation within the 31<sup>st</sup> Congress of the International Organization for Viniculture and Wine).

A delegation represented the Moldovan Wine and Culture Festival in China that offered the possibility to present more information on investment climate in Moldova and to encourage Chinese partners to invest in our country's economy. Another central objective of the IERD activity and of RM Embassies abroad has been to promote Moldovan products during diverse Specialized Fairs and Exhibitions to which national companies have been invited. At the same time, a set of actions are being carried out to consolidate the Republic of Moldova's positive economic image by intensively using the mass media in accredited countries / Germany, Poland, Russia and others. The overall efforts should end in concrete results, the weight of which has been increasing.

## **5.2. Overall and specific objectives**

### ***1. Monitoring the European integration process, negotiating and adopting a new Moldovan – European legal framework***

#### **Overall objectives:**

- Active promotion of the European vector, both in the bilateral context with EU member states, and within European institutions;
- Deepening and diversifying the political dialogue with the European Union: European institutions and EU member states;
- Promoting internal and external policy objectives of the Republic of Moldova in relations with the European community;
- Promoting dialogue with the EU member states and with international organizations, the positive image of our country on a multidimensional spectrum and formulating favourable positions with a view to ensuring advancement of Moldovan – European relations;
- Continuing the dialogue on a new more advanced format for cooperation between RM – EU and, subsequently, launching negotiations aimed at obtaining the Republic of Moldova access to the 4 EU fundamental freedoms – freedom of movement of persons, goods, services and capital.
- Successful accomplishment of Regional Chairmanships: ICE, DEFTA, SEECP, RACVIAC, South Eastern Europe Health Initiative.

**Specific objectives:**

- Continuous development of the Ministry's capacity to manage political – diplomatic and administrative – financial activities;
- Developing contacts with authorities of the European Community Institutions with Permanent representations of the EU member states;
- Ensuring alignment of the Republic of Moldova to joint statements, positions, speeches and actions of the EU, both within the RM – EU format, as well as within OSCE, UN, including ECOSOC and its subsidiary bodies to which RM is part, as well as in the organization of the United Nations system with headquarters in Geneva, Vienna, Rome and Paris.
- Paying increased attention to developing cooperation relations with the EU in fields related to justice and home affairs, migration, trade, energy, transport, visa regime, participation to community programmes, harmonization of legislation, implementation of the Communication Strategy on RM Integration into EU, etc.
- Ensuring active involvement of the republic of Moldova to the transformation processes in South Eastern Europe, given the launching of the Regional Cooperation Council and transformation of SEECF into a superior political forum in the region;
- Coordinating and monitoring active and successful participation of the Republic of Moldova to processes, initiatives and regional organizations in Central and South Eastern Europe, the Eastern dimension and in the extended Black Sea region;
- Promoting The Republic of Moldova image of a reliable and constant partner in carrying out regional objectives and goals.

***2. Promoting Republic of Moldova initiatives conducive for the process of identifying a durable solution for the Transnistrian conflict*****Overall objective:**

- Ensuring territorial integrity of the country.

**Specific objective:**

- Identifying conditions for an efficient functioning of the economic – financial framework systems of both territorial structures.

***3. Promoting the Republic of Moldova's interests in international organizations with a universal, regional and sub-regional character.*****Overall objective:**

- Developing and deepening the Republic of Moldova's political and economic sector partnerships with international organizations in the framework of joint projects.

**Specific objective:**

- Extending the area of cooperation in national projects supported by international factors in infrastructure building, social and humanitarian development.

***4. Promoting Republic of Moldova interests and its international position in bilateral relations.*****Overall objective:**

- Identifying common development strategies and deepening bilateral relations with other states conducive to the republic of Moldova's inclusion in international political and economic circuits.

**Specific objectives:**

- Determining priority directions for bilateral cooperation, for deepening the legislative framework governing the bilateral relations with foreign partners.
- Coordinating bilateral agreement negotiations and conclusion processes and monitoring them.
- Monitoring political evolution of different states.

***5. Developing and favouring consular relations, promoting and supporting the Republic of Moldova citizens' interests.***

**Overall objective:**

- Improving quality of services and continuously extending the consular network.

**Specific objectives:**

- Implementing electronic monitoring systems for supervising consular activities.
- Increasing speed of operations for service delivery.
- Intensifying relations with Moldovan communities abroad.

***6. Developing, substantiating and implementing the Republic of Moldova's economic diplomacy benchmarks***

**Overall objective:**

- Promoting the republic of Moldova's economic interests abroad via diplomatic missions.

**Specific objectives:**

- Coordinating efforts with a view to attracting foreign investments in the national economy.
- Promoting exports of national products and services.

***7. Improving the quality of human and financial resources management.***

**Overall objectives:**

- Developing a Moldovan model of diplomatic service staff management.
- Improving financial planning capacity.

**Specific objectives:**

- Extending the professional horizons of diplomatic service staff.
- Ensuring diplomatic service staff competence development in line with the requirements of the specific areas and the activities of foreign missions.

***8. Improving relations with the mass-media and with civil society.***

**Overall objective:**

- Developing and implementing the Public Communication Strategy of the Ministry.

**Specific objectives:**

- Informing public opinion on external state policy evolution.
- Evaluating the internal and external image of the Ministry and, if necessary, forwarding improvement proposals.
- Optimizing the process of accreditation of foreign journalists in line with the national legislation in force.

**9. Launching the Strategy of Building the Image of the Republic of Moldova National Identity abroad.****Overall objective:**

- Carry out cultural diplomacy.

**Specific objectives**

- Continuing efforts focused on promoting Moldovan cultural values.
- Promoting the republic of Moldova's image as a cultural space found at the intersection of Eastern and Western influences.
- Capitalizing on the cultural contributions of Moldovan citizens abroad.

**5.3. Planned activities and necessary budgeting**

The costs of all activities planned for 2009 – 2011 shall be estimated in the MFAEI budget financing plans for the respective period.

Overall expenses allocated to MFAEI for 2008 from the state budget amount to 212897,9 th. Lei of which 197942,4 th. Lei represent the value of the main budget, and 14955,2 th. Lei – the special financial means.

Table 4, shows the financial resource allocations per direct destinations:

**Table 4**

<b>Destination</b>	<b>Total (th. Lei)</b>	<b>Main Component</b>	<b>Special means (th. Lei)</b>
<b>External activity</b>	212897,9	197942,4	14955,2
Current expenses	206562,3	193942,4	12619,9
<i>of which staff costs</i>	29169,3	26037,8	3131,5
Capital expenses	6335,3	4000,0	2335,3
<i>of which capital investments in constructions</i>	5258,1	4000,0	1258,1
<b>Diplomatic missions</b>	198703,0	183747,8	14955,2
Current expenses	192367,7	179747,8	12619,9
<i>of which staff costs</i>	20743,8	17612,3	3131,5
Capital expenses	6335,3	4000,0	2335,4
<i>of which capital investments in constructions</i>	5258,1	4000,0	1258,1
<b>Administrative bodies</b>	14194,6	14194,6	-
Current expenses	14194,6	14194,6	-
<i>of which staff costs</i>	8425,5	8425,5	-

In case of insufficient fiscal space and thus budget allocations to cover activities nominated in Table 3 and planned for the following 3 years (2009 – 2011), the Ministry shall turn to Development Partners for the donor community for identifying available external funds, the volume of which shall be established subsequently.

At present, financial means allocated for MFAEI activities accounts for 1,43% of GDP.

#### **5.4. Subdivisions/institutions in charge of implementation**

The responsibility for implementing the foreign policy objectives belongs to Ministry of Foreign Affairs and European Integration subdivisions.

The following subdivisions are responsible for the implementation of each direction of activity:

1. Leading/monitoring the European integration process, negotiating and adopting a new legal framework between Moldova and the European community – *European Integration Department, International Law Department.*
2. Promoting Republic of Moldova initiatives conducive to the process of identifying a solution for the Transnistrian conflict – *Multilateral Cooperation Department.*
3. Promoting the Republic of Moldova's interests in international organizations with a universal, regional and sub-regional character with a view to implementing external political desiderata of the state, participating in special foreign policy projects of regional level – *European Integration Department, International law Department, Multilateral Cooperation Department.*
4. Promoting the Republic of Moldova's interests and its international position in bilateral relations – *Bilateral Cooperation Department, International Law Department, and State Diplomatic Protocol Department.*
5. Developing and favouring consular relations, promoting and supporting the Republic of Moldova citizens' interests – *Consular Affairs Department.*
6. Developing, substantiating and implementing the Republic of Moldova's economic diplomacy benchmarks – *International Economic Relations Department.*
7. Improving the quality of human resources management – *Personnel, Legislation and Administrative Law Division, Budget and Finance Division, Policy Analysis, Monitoring and Evaluation Division.*
8. Improving relations with the mass-media and with civil society – *Mass media and Public Relations Division.*
9. Launching the Strategy for Building an Image of the Republic of Moldova National Identity abroad by cumulating the inter-institutional efforts in the country, capitalizing on the scientific and cultural potential of remarkable people from the country and from abroad – *Mass media Division, all Ministry subdivisions on their segment of responsibility.*

#### **5.5 Main expected results and performance indicators**

The actions currently being implemented to strengthen the Ministry's strategic planning capacities shall lead to achieving the strategic objectives stipulated in the national and

sectorial policy documents and to attaining the indicators measuring the efficacy of foreign policy.

The performance indicators proposed for 2009 – 2011:

- Number of foreign policy documents and normative acts developed annually;
- Number of regional project implemented;
- Percentage of petitions received from population and settled by MFAEI;
- Public expenses for developing and implementing foreign policies, expressed in % of GDP.

## 5.6. Main policy documents and relevant normative acts

No.	Title of policy document/ normative act	Adopted by Parliament, Government	Initiator	Institution in charge
1	National Development Strategy for 2008 – 2011	Law no.295- XVI of 21.12.2007	Ministry of Economy and Trade	Central and local public authorities
2.	Action Plan for National Development Strategy Implementation for 2008 – 2011	GD no.191 of 25.12.2008	Ministries and other central public authorities	Ministries and other central public authorities
3.	Central Public Administration Reform Strategy	GD no.1402 of 30.12.2005	Ministries and other central public authorities	Ministries and other central public authorities
4.	Law on Diplomatic Service	Law no. 761- <b>XV</b> of 27.12.2001	MFAEI	MFAEI
5.	Consular Statute	GD no.368 of 28.03.2002	MFAEI	MFAEI
6.	Structure of the Central Apparatus of MFAEI	GD no.644 of 01.07.2005	MFAEI	MFAEI
7.	MFAEI Regulation	GD. no.1156 of 04.11.2005	MFAEI	MFAEI
8.	Regulation on the Republic of Moldova diplomatic missions activity	GD no.744 of 29.06.2007	MFAEI	MFAEI
9.	MTEF 2008-2010	GD no. 756 of 02.07.2007	Ministry of Finance	Ministries and other central public authorities
10.	Law on Conflict of Interests	Law no.16-XVI of 15.02.2008	Ministries and other central public authorities	Ministries and other central public authorities
11.	Strategy for Attracting Investments and Promoting Exports for 2006 – 2015	GD no.1288 of 09.11.2006	Ministries and other central public authorities	Ministries and other central public authorities

## 5.7. Policy documents or planned drafts of normative acts

During 2009 – 2011, The Ministry of Foreign Affairs and European Integration plans to ensure the conclusion processes for the following draft international treaties:

### Multilateral Treaties:

- Cooperation Agreement between the National Migration Bureau of the Republic of Moldova and the International Organization for Migration in the Republic of Moldova;
- Agreement on Simplification of Visa Procedures for Professional Truck Drivers Nationals of Member Countries of the Black Sea Economic Cooperation Organization;
- Agreement on Simplification of Visa Procedures for Businessmen, nationals of member states of the Black Sea Economic Cooperation Organization;
- *European Convention on Exercise of Children's Rights, adopted in Strasbourg on 25 January 1996;*
- *European Convention on Adoption of Children, adopted in Strasbourg on 24 April 1967;*
- Agreement concluded through Notes between the Republic of Moldova Government and the University Agency for Francophone, for modification of the Agreement between the Republic of Moldova Government and the Association of French Language Universities – University of French Expression Network relative to the Branch of the Central and Eastern Europe Bureau of the Association of Partial or Integral French Language Universities, signed in Hanoi on 13 November 1997, amended through the Additional Agreement to the above mentioned Agreement, drafted through exchange of notes and concluded on 3 August 2004;
- Cooperation Agreement between the Republic of Moldova and EUROJUST;
- Protocol on Modification of Annexes I and II to the Agreement between the Republic of Moldova and the European Community on Certain Aspects of Air Services, concluded in Luxembourg on 11 April 2006;
- Agreement between the Governments of the states members of the GUAM Organization for Democracy and Economic Development on International Automobile Connection;
- Protocol to the Partnership and Cooperation Agreement that establishes a partnership between the European Community and its members states, on one hand, and the Republic of Moldova, on the other, concerning the Frame Agreement between the European Community and the Republic of Moldova on General Principles for Republic of Moldova's participation to Community Programmes;
- European Convention on Adoption of Children (revised);
- Convention on Navigation Regime on Danube, revised in Belgrade on 18 August 1948;
- Amendment Protocol to the Convention on the Navigation Regime on Danube of 18 August 1948;
- Additional Protocol to the Convention on Human Rights and Biomedicine regarding Genetic Testing for Medical Purposes;
- Convention on Cluster Munitions.



**Bilateral Treaties:**

- Signature of Conventions to Avoid Double Taxation initialled between the Republic of Moldova and:
  - Turkmenistan, initialled on 26.05.1997, in Ashgabat;
  - Georgia, initialled on 20.03.1998, in Tbilisi;
  - Republic of Lebanon, initialled on 22.04.2004, in Beirut;
  - Kuwait, initialled on 15.09.2004, in Chisinau;
  - Ireland, initialled on 16.02.2007, in Dublin;
  - Belgium, initialled on 22.11.2007, in Chisinau;
  - Republic of Finland, initialled on 17.01.2003;
- Negotiation of Convention to Avoid Double Taxation under preparation between the Republic of Moldova and:
  - the Hashemite Kingdom of Jordan, initialled on 23.06.2005 – first round on negotiations,
  - Republic of Pakistan, initialled on 22.01.2007 – first round of negotiations.
- Negotiation of Conventions on Ensurance of Social Security between the Republic of Moldova and: Czech Republic, Bulgaria, Italy, Portugal, Romania, and Spain.
- Negotiation of Conventions on Facilitation of Visa Issuance Procedures between the Republic of Moldova and Denmark, Iceland, Great Britain.

## **6. MONITORING, EVALUATION AND REPORTING**

The IDP implementation results monitoring, evaluation and reporting procedure provides the possibility to ensure the link between annual action plans and available financial and human resources, clearly identifying the sub-divisional structures in charge, and social partners for effective implementation within the appropriate deadlines.

Specifically by analyzing implementation of objectives and priorities stipulated in the IDP, by evaluating impact through the results obtained and observing periodic reporting, the viability of the strategic planning process should be ensured.

Monitoring annual action plans within the financing limits for each mid term priority from the MTEF allows rectification of measures planned for the future, if needed, and leads to attaining the expected/desired efficiency.

***IDP monitoring, evaluation and reporting conditions shall be determined through accomplishment of the following internal procedures:***

- Developing and implementing the annual action plan in line with the main task of achieving the strategic objectives and priorities stipulated in the IDP, within the available financial limits;
- Implementing and permanent monitoring of IDP activities by Ministry subdivisions, respectively by using the designated performance indicators;
- Developing semi-annual and annual reports on activities/progress by the Policy Analysis, Monitoring and Evaluation Division in line with the approved Annual Work plan;

- Generalizing the Annual Progress report and forwarding it for approval to Ministry leadership or, upon situation, to the Minister's Collegium, publishing the respective information of the official webpage of the Ministry;
- Presenting the MFAEI Annual Progress Report to the Policy Coordination and Foreign Assistance Division within the Government Office;
- Disseminating information on annual results by distributing the MFAEI Annual Activity Report.

***The institutional IDP monitoring, evaluation and reporting framework*** shall be represented by the IDP Monitoring Working Group – ensuring implementation control, and coordination implementation activities in practise. The Policy Analysis, Monitoring and Evaluation Division (PAMED) shall be responsible for coordinating this process, including the review of annual reports of sub-divisional structures, ensuring IDP correlation with annual budgetary plans, providing methodological support to implementing structures.

PAMED shall ensure collection of information on progress in the implementation and accomplishment of the IDP Action Plan from Ministry subdivisions responsible for carrying out their respective actions stipulated each direction of activity.

***Frequency of IDP reporting and updating*** shall be established through control of annual activities accomplishment in correlation with the actual financial possibilities of the institution through carrying out financial audits.

Progress reports shall be drafted semi-annually and annually based on performance indicators. The Working Group's sessions to examine IDP implementation constraints shall be called for each half of year. At the end of each year, the Ministry's IDP shall be updated in line with national strategic plans and budgetary allocations.

## **7. ANNEXES**

**Annex no.1** Organogram of the Republic of the Ministry of Foreign Affairs and European Integration of the Republic of Moldova

**Annex no.2** List of Normative Acts, developed and reviewed by MFAEI in 2007

**LIST**

**of Normative Acts, developed and reviewed by MFAEI in 2007**

***I. Finalizing internal procedures for the adherence/ratification/approval of treaties (43 treaties):***

*a) finalized ratification procedures for 16 multilateral treaties:*

1. Optional Protocol to the Convention on Rights of the Child regarding Sale of Children, Child Prostitution and Child Pornography;
2. Agreement between the Republic of Moldova and the European Community concerning Certain Aspects of Air Services;
3. Agreement on Amendment and Adherence to the Central European Free Trade Agreement (CEFTA);
4. Frame Convention of the World Health Organization on Tobacco Control;
5. Convention on Means of Prohibiting and Preventing Illicit Import, Export and Transfer of Ownership of Cultural Property;
6. Strategic Cooperation Agreement between the Republic of Moldova and the European Police Office;
7. Statements to Convention against Torture and Other Cruel, Inhuman or Degrading Treatment and Punishment;
8. Council of Europe Convention on Laundering, Search, Seizure and Confiscation of Proceeds from Crime and on Financing of Terrorism;
9. United Nations Convention against Corruption;  
Additional Protocol to the Criminal Law Convention against Corruption;  
Council of Europe Convention on the Avoidance of Statelessness in Relation to State Succession
10. Memorandum of Understanding on Facilitating of Vital Civil Cross Border Transport;
11. Agreement on Mutual Activity of GUAM Member States in Fighting Terrorism, Organized Crime and Other Types of Serious Crimes;
12. Additional Protocol to the Agreement between Governments of Black Sea Economic Cooperation member states regarding Interaction in Providing Assistance in Exceptional Situations with a Natural, Technogenous Character to Alleviate Consequences;
13. Agreement on Cooperation in Health Protection between Ministers of Health of the GUAM member states;
14. Optional Protocol to the International Covenant on Civil and Political Rights;

15. Additional Protocol to the Convention on Human Rights and Biomedicine on Transplantation Organs and Tissues of Human Origin;
16. Memorandum of Cooperation and Mutual Assistance on Issues of Nuclear and Radiological Security between Governments of the GUAM member states;
17. Convention on Protection of Individuals with regard to Automatic Processing on Personal Data.

*b) Republic of Moldova has adhered to 8 multilateral treaties and mainly to:*

1. United Nations Convention on Law of the Sea and the Agreement regarding Implementation of Part XI of the United Nations Convention on Law of the Sea;
2. Republic of Moldova's Adherence to the European Standardization Committee as a Partner Member Country;
3. Additional European Agreement to the Convention of Road Traffic;
4. Protocol to the Convention Relative to the Contract for the International Carriage of Goods by Roads;
5. Constitution of the United Nations Industrial Development Organization (UNIDO);
6. Protocol for Amendment of Article 1(a), article 14(1) and article 14(3) (b) of the European Agreement on International Carriage of Dangerous Goods by Road (ADR) of 30.09.1957;
7. Agreement on Adoption of Uniform Conditions for Periodic Technical Inspections of Wheeled Vehicles and the Reciprocal Recognition of Such Inspections;
8. Agreement on International Transportation of Perishable Foodstuff (ATP) and on the Special Equipment To Be Used for Such Carriage, with the respective amendments.

*c) A set of amendments to international treaties have been developed, among which:*

1. Amendment to the Convention on Access to Information, Public Participation to Decision-making and Access to Justice in Environmental Matters;
2. Amendments to articles 25 and 26 of Convention on Protection and Use of Trans-boundary Watercourses and International Lakes.

*d) 5 agreement s with international and regional structures have been signed and ratified:*

1. Memorandum of Understanding between the Government of the Republic of Moldova and the European Commandment of the United States of America on Unfolding „MEDCEUR – 2007” Exercise;
2. Memorandum of Understanding between the republic of Moldova Customs Service and UNCTAD regarding Development of the Customs Integrated Informational System based on the ASYCUDA World software;
3. Agreement on Readmission of Illegal Individuals between the Republic of Moldova and the European Community;

4. Agreement on Facilitation of Visa Regime between the Republic of Moldova and the European Community;
5. Frame Agreement between the Republic of Moldova and the European Investment Bank (EIB) on EIB Activity in the Republic of Moldova.

*e) 6 important financial agreements have been concluded and ratified:*

1. Financing Agreement between the Republic of Moldova and the International Development Association (Poverty Reduction Support Credit I (PRSC I) in the Republic of Moldova);
2. Financing Agreement between the Republic of Moldova and the International Development Association (Health Services and Social Assistance Project);
3. Financing Agreement between the Republic of Moldova and the International Development Association (Roads Sector Support Programme);
4. Financing Agreement between the Republic of Moldova and the European Investment Bank (European Roads in Moldova Project);
5. Loan Agreement between the Republic of Moldova and the European Bank for Reconstruction and Development (Roads Rehabilitation Moldova Project);
6. Loan Frame Agreement between the Government of the Republic of Moldova and the Council of Europe Development Bank, signed by exchange of letters.

*f) 3 multilateral treaties have been signed and enforced from the date of signature:*

1. Cultural Cooperation Protocol between the GUAM Organization for Democracy and Economic Development member states for 2007 – 2010;
2. Mutual Recognition Arrangement for National Measurement Standards, for Calibration and Measurement Certificates Issued by the National Metrology Institutes;
3. Protocol to the Charter on Good Neighbourhood Relations, Stability, Security and Cooperation in the South Eastern Europe.

***II. Carrying out the internal enforcement procedures untill the Government approval of Adherence or Ratification Laws (13 Treaties):***

1. Amendments to Articles VI and XVI of the Statute of the International Atomic Energy Agency;
2. European Agreement on International Carriage of Dangerous Goods by Inland Waterways (ADN);
3. Memorandum of Understanding on Coordinated Development of the Black Sea Ring Highway;
4. UNESCO International Convention against Doping in Sports;
5. Council of Europe Convention on Prevention of Terrorism;
6. International Convention for Suppression of Acts of Nuclear Terrorism;
7. Convention on Issuance of Multilingual Excerpts from Civil Status Acts;
8. 7<sup>th</sup> Additional Protocol to the Constitution of the Universal Postal Union;

9. General Regulation of the Universal Postal Union;
10. Convention on Universal Postal Union and its Final Protocol;
11. Arrangement on Postal Payment Services;
12. Statute of the International Criminal Court;
13. Budapest Convention on the Contract for Carriage of Goods by Inland Waterways;

***III. Examining, commenting/reviewing and forwarding to the Government the set of documents necessary for adherence to/ratification/approval of multilateral international treaties (12 Treaties):***

*a) sets of materials for ratification of multilateral treaties such as:*

1. Agreement on Privileges and Immunities of the GUAM – Organization for Democracy and Economic Development;
2. Memorandum of Understanding for the Development of Waterways Transportation Network in the Black Sea Economic Cooperation Organization region;
3. International Labour Organization Convention no.161 on Occupational Health Services;
4. Protocol regarding the revision of certain provisions of the Regional European Radio Broadcasting Agreement (Stockholm, 1961);
5. Regional Agreement on Planning the Terrestrial Digital Radio Broadcasting in Region 1 (parts of Region 1, located to the West of the 170° Meridian Eastern longitude and to the North of the 40° Parallel Southern latitude, except the territory of Mongolia) and in the Islamic Republic of Iran within the frequency waves 174-230 MHz and 470-862 MHz;
6. Memorandum of Understanding between the Government of the Republic of Moldova and Governments of Republic of Albania, Bosnia and Herzegovina, republic of Bulgaria, republic of Croatia, ex Yugoslav Republic of Macedonia, Republic of Montenegro, Romania and Republic of Serbia on Cooperation in Fighting Corruption through the South Eastern Europe Anticorruption Initiative;
7. Police Cooperation Convention for South Eastern Europe.

*b) sets of materials regarding adherence to the following treaties:*

1. Protocol to Basel Convention on Liability and Compensation of Damages in Connection of Trans-boundary Carriage of Hazardous Residues and their Elimination;
2. Agreement on Facilitation of International Circulation of Audiovisual Material with Cultural, Educational, Scientific Character together with the Signature Protocol and the Template of the certificate stipulated in article IV of the aforementioned Agreement from 1948;
3. Convention on Distribution of Signals Carried by programmes Sent through Satellite;
4. V Protocol on Explosive Remnants of War to the Convention on Prohibition and Limitation of Use of Certain Classical Arms that are considered as producing excessive traumatic effects or hitting without discerns.

*c) sets of materials for approval of the following treaties:*

1. Agreement on Privileges and Immunities of the International Atomic Energy Agency;

2. Amendment to the Basel Convention on Liability and Compensation of Damages in Connection of Trans-boundary Carriage of Hazardous Residues and their Elimination, including Annex VII to this.

***IV. Examining and commenting/reviewing the set of materials (for submission to the Government) necessary for adherence to/ratification/approval of international treaties (39 treaties):***

*a) materials necessary for initiating negotiations and signing treaties such as:*

1. Memorandum of Understanding on the Institutional Framework for the Disaster Preparedness and Prevention Initiative in South Eastern Europe;
2. Memorandum of Understanding between the Republic of Moldova and the European Community on the Grant Agreement between the RM and the European Community amounting to 45 million Euro;
3. Protocol for Amendment of Annexes I and II to the Agreement between the Republic of Moldova and the European Community on certain Aspects of Air Services;
4. Council of Europe Convention on Protection of Children against Sexual Exploitation and Abuse;
5. European Agreement on Regulations Governing the Movement of Persons between member states of Council of Europe;
6. Statute of the Southeast Europe Police Chiefs Association (SEPCA);
7. European Convention on Cinematographic Co-production;
8. Council of Europe Frame Convention on Value of Cultural Heritage for the Society;
9. Memorandum of Understanding on the Multinational Geospatial Co-production Programme;
10. Additional Protocol to the Partnership and Cooperation Agreement between European Community and its member states, on the one part, taking into account the adherence of the Republic of Bulgaria and Romania to the European Union;
11. Protocol on Amendment of Annexes I and II of the Agreement between the Republic of Moldova and the European Community on certain Aspect of Air Services;
12. Protocol on Introduction of Modifications to the Agreement on the Promotion of Coordinated Policy in Standardization, Metrology and Certification;
13. Memorandum of Understanding on the Future of the South Eastern Europe Health Network within the Regional Cooperation Process in South Eastern Europe;
14. Protocol on Introduction of Modifications and Amendments to the Agreement on the Reciprocal Recognition of the Right to Free Movement of Disabled Individuals and of Participants to the Great War for Defence of the Homeland, as well as equivalent individuals;
15. Cooperation Agreement on Fighting against Circulation of Counterfeited Pharmaceuticals;
16. Agreement on Destruction of Surplus and Obsolete Stocks of Munitions in the Republic of Moldova between the Republic of Moldova Ministry of Defence and the Mission of the Organization for Security and Cooperation in Europe to the Republic of Moldova;



17. Protocols on Introduction of Amendments to the Multilateral Frame Agreement on International Transport for the Development of the Europe – Caucasus – Asia Corridor;
18. Agreement on Mutual Assistance in Cases of Disaster in Neighbouring territories between South Eastern Europe member states.

*b) documents for launching negotiation of the following agreements:*

1. Protocol to Agreement on the Establishment of a Virtual GUAM Centre for Fighting Terrorism, Organized Crime, Spreading of Narcotics and other Types of Serious Crimes and of the GUAM Interstate Analytical Informational System;
2. Agreement on Interaction between CIS member states in International Cargo Auto Transportation;
3. Concept on a Common Transportation Policy of CIS member states till 2010;
4. Agreement on Harmonization of Requirements for Additional Training and Competence Development of International Auto Transportation Agents from CIS member states;
5. Decision concerning the CIS Member States Cooperation Programme in Fighting Terrorism and Other Violent Extremist Deeds during 2008 – 2010;
6. Protocol on Introduction on Modifications to the Agreement on Promotion of a Coordinated Policy in Standardization and Metrology;

*c) sets of materials on the opportunity of signing the following international treaties:*

1. Council of Europe Convention against Doping in Sports;
2. Additional Protocol to the Council of Europe Convention against Doping in Sports.