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EVALUATION REPORT

TRAINING PROGRAMME ON DIPLOMACY AND INTERNATIONAL RELATIONS ADDRESSED TO DIPLOMATS AND PUBLIC SERVANTS FROM THE REPUBLIC OF MOLDOVA

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LIST OF ABBREVIATIONS

CIS	Commonwealth of Independent States
DAC	Development Assistance Committee
EU	European Union
MFA	Ministry of Foreign Affairs
MFAEI	Ministry of Foreign Affairs and European Integration
NATO	North Atlantic Treaty Organization
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
RDI	Romanian Diplomatic Institute
SIDA	Swedish International Development Cooperation Agency
UNDP	United Nations Development Programme



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EXECUTIVE SUMMARY

This evaluation aims to assess the relevance, efficiency, effectiveness, and results' sustainability of the training programme on diplomacy and international relations addressed to Moldovan civil servants, organised in five consecutive years, during the period 2010-2014, by the Romanian Diplomatic Institute (RDI) in collaboration with the UNDP, with the financial support of the Romanian Ministry of Foreign Affairs, through the Romanian ODA programme.

The main political objective of the Republic of Moldova to join European Union (EU) requires an intensive and long-term diplomatic process, which implies a sustained effort of diplomats and international relation specialists from all sectors of the Moldovan central public administration. The Moldovan Ministry of Foreign Affairs and European Integration (MFAEI) is the specialized central public administration body which coordinates the country's diplomacy and international relations.

Romania, as one of the newest EU Member States, that experienced the benefits and challenges of EU accession, constitutes an important supporter of the Europeanization efforts of the countries currently acceding to the EU, particularly of the Republic of Moldova.

After becoming an EU member in 2007, Romania changed its status from receiver to donor of Official Development Assistance (ODA). Since 2010, a small part of the Romanian ODA budget was allocated to training programmes, mostly for trainings on diplomacy and international relations, implemented by the Romanian Diplomatic Institute (RDI). The Republic of Moldova represents the main beneficiary of these diplomacy trainings.

This training programme was highly relevant to the needs of the beneficiaries, particularly for enhancing the capacity of Moldovan diplomats and senior government officials engaged in the European integration process to attain better performances. At the same time, the training programme was aligned with the Romanian ODA policy and its priorities.

The training programme was effective in delivering the expected results. A total of 78 participants took part in the training programme (¼ diplomats and ¾ civil servants – the majority working in the field of international relations and European integration).

The training programme design and delivery was adjusted every year according to the beneficiary's needs, reaching a well appreciated optimum in the 2014 edition. The available yearly end of training evaluation highlights a very good level of satisfaction of the participants.

The partnership between the RDI, UNDP, MFAEI and MFA (including the Romanian Embassy), was effective in achieving the planned results, and the communication between partners improved from one edition to the next.

The project generated positive immediate and mid-term results, by providing participants with new knowledge, which enabled them to enhance their professional capacity and to advance in their career path.



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With regards to the training curricula, the beneficiary requested that the trainings should be more focused on practical aspects related to the EU integration process. This approach is highly legitimate, considering the immediate need for specialised skills in the field of EU politics and negotiations, and for sharing accession experiences, given the fact that the Moldovan specialists are engaged in various activities in the EU negotiation process.

The training programme has reasonable sustainability prospects. The new Romanian ODA legislative package and strategy, which are anticipated to be adopted and implemented in the near future, are expected to increase the smoothness of the implementation mechanisms and procedures for ODA projects and programmes.

Considering that: a) generally, the training programmes have a good return on investment potential; b) the present diplomacy training programme is considered to have special significance for the bilateral relations of the partner countries; c) the achieved results of the training programme are largely positive, there are good grounds for advocating for the continuation of this training programme.

Overall, based on the evaluation criteria specified in the Terms of Reference, the diplomacy training programme can be evaluated as satisfactory. As argued below, the programme is highly relevant to the development needs of the beneficiary, and is fully in line with the Romanian ODA priorities. The programme was effective in delivering the expected results, being efficiently implemented, demonstrating a constant preoccupation for the principle “value for money”. The programme generated positive immediate and mid-term impact, having reasonable positive prospects for institutional, organizational, and financial sustainability.



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INTRODUCTION

SCOPE AND METHODOLOGY OF THE EVALUATION

This evaluation assesses the relevance, efficiency, effectiveness, impact and sustainability of the training programmes on diplomacy and international relations organised in the period 2010-2014, by the Romanian Diplomatic Institute in collaboration with the UNDP, addressed to diplomats and civil servants from the Republic of Moldova. The evaluated training programmes were financed by the Romanian Ministry of Foreign Affairs, from the Official Development Assistance (ODA) budget. This report aims to evaluate the project design, management arrangements and achievements, in the context of Romania's ODA and as compared to the beneficiaries' needs. Also, the evaluation assessed the sustainability of results of the project on all relevant stakeholders. Based on the evaluation questions and evaluation criteria, this report formulates a number of recommendations that the UNDP, project partners and other stakeholders may use in order to improve the design and the implementation of future similar training programmes.

The evaluation duration was 20 working days, spread over three calendar months, from February to March 2015. The evaluation questions defined by the Terms of Reference of the Evaluation (listed in the Annex #6) were clustered on the five criteria: Relevance, Effectiveness, Efficiency, Sustainability and Impact.

The methodology of the evaluation included the following instruments:

- Desk study and review of all relevant project documentation including project document, annual work plans, project progress reports, training curricula, list of participants, post-training evaluation forms;
- In depth interviews for gathering primary data from key stakeholders (project partners from the Romanian Diplomatic Institute, the Romanian Ministry of Foreign Affairs, the Moldovan Ministry of Foreign Affairs and European Integration, the UNDP), using a structured methodology;
- One 2-day field mission in Chisinau including 1) discussions/focus group with project beneficiaries and other stakeholders and 2) a needs-assessment consultation with the Moldovan Ministry of Foreign Affairs and European Integration, identifying the capacity building needs of the beneficiaries for future trainings;
- An on-line survey addressed to the training participants.

The evaluation criteria were assessed using the following rating categories: Highly Satisfactory, Satisfactory, Marginally Satisfactory, and Unsatisfactory, followed by an explanation of the rating. This four-point rating system is in line with international standards and was adopted for the purpose of this evaluation from UNDP evaluation guidelines. A brief explanation of each rating grade is available in the table below:

highly satisfactory	the project had no shortcomings in the achievement of its objectives
satisfactory	there were only minor shortcomings
marginally satisfactory	the project had significant shortcomings

unsatisfactory

there were major shortcomings in the achievement of the project objectives

BACKGROUND

Starting with 2010, the Romanian Ministry of Foreign Affairs has been providing capacity building support to the Republic of Moldova by financing a series of 5 trainings on diplomacy and international relations addressed to junior diplomats and other public servants, in order to provide support to the country's efforts in accessing the European Union. The trainings were designed and implemented by the Romanian Diplomatic Institute (RDI), in partnership with the United Nations Development Programme (UNDP) – only for the 2011-2014 editions - and were financed from the Official Development Assistance (ODA) funds allocated by the Romanian Government. The training programme was designed and provided at the express request of the Moldovan partners and in close consultations with the representatives of the Moldovan Embassy to Bucharest and of the Moldovan Ministry of Foreign Affairs and European integration. Given the evolution of the developmental priorities of the Moldovan Government and the progress towards a more substantial relationship with the European Union, the training curricula focused more in recent years on the European Integration process, facilitating the exchange of experiences with the Romanian governmental experts that were engaged in the negotiations leading up to Romania's European integration and the reforms incurred by this process.

The development objectives of the Republic of Moldova are currently inextricably linked to the integration of the country in the European Union. The Moldovan Ministry of Foreign Affairs and European Integration (MFAEI) is the specialized central public administration body authorized to promote and implement the foreign policy of the country, and is the coordinator of the EU integration efforts.

The relations of the Republic of Moldova with the EU started immediately after 27 August 1991, when the European Commission acknowledged the need for a specific approach for the relations with the new states from former Soviet Union. Starting with 2010, this relationship progressed significantly, as the negotiations on the Association Agreement with the EU were initiated on 12 January 2010. The negotiations were held in 15 rounds, which have ended, in the framework of the 3rd Summit of the Eastern Partnership, held in Vilnius, on 29 November 2013. The Association Agreement contains 395 Directives and Regulations which, once implemented into national law, will make Moldova a country with an integrated EU *acquis communautaire*. The Association Agreement was signed in June 2014.

Under these circumstances, the objective of the Republic of Moldova to join the EU requires an intensive and long term diplomatic process, which implies a sustained involvement of well-trained diplomats and international relation specialists from all sectors of central public administration.

The diplomatic relations between Republic of Moldova and Romania are guided by two main coordinates: 1) affirmation of the special nature of this relationship, given the common language, history, culture, traditions; 2) bilateral cooperation based on the strategic objective of Moldova's integration into the European Union.

The two countries signed a Declaration on the establishment of a strategic partnership between Romania and the Republic of Moldova for European integration (signed in Bucharest, on 27 April 2010) and the respective Action Plan, facilitating the cooperation between the two countries in areas such as: harmonization of laws, strengthening the rule of law, judicial reform, home affairs, sustainable development of agriculture and ensuring food safety standards, which represent important aspects in the implementation of the Moldova-EU Association Agreement.

After becoming an EU member in 2007, Romania changed its status from receiver to donor of Official Development Assistance (ODA), contributing to the global efforts of sustainably alleviating extreme poverty and supporting stronger democratic institutions in developing partner countries.

The Romanian Ministry of Foreign Affairs (MFA) is in charge with coordinating Romania's ODA programme, including the management of an earmarked MFA' ODA budget, formulating the strategic framework of Romania's contribution to the global development assistance efforts and coordinating the efforts of other Romanian public institutions in the field of ODA.

Romania is currently still developing its ODA policy, systems and structures. Updated ODA legislation is currently drafted and awaiting enactment, which will lead to the creation of an ODA department within the MFA to manage all stages of the ODA programme and project cycle. Until then, ODA is handled by the MFA's Development Assistance Unit located in its General Directorate for Economic Diplomacy. Romania is already starting to formalize its development cooperation with partner countries, signing a general framework and conditions for development cooperation in 2013 with the Republic of Moldova. The Republic of Moldova is Romania's most important partner and ODA beneficiary, receiving the greatest share of the national ODA bilateral funds.

Romania has identified priority thematic areas for its ODA programme, based on its transition to democracy experience, areas where it feels it has lessons learned and valuable experiences that can be shared with countries going through similar processes. Romania also has its more recent experience on European integration and alignment to EU laws and standards that can be shared with countries aiming to join the European Union. These priority areas include consolidating public institutions, promoting peace and security, strengthening of civil society, child protection and sustainable economic development. Romanian ODA also focuses on building the capacity of state institutions on issues related to anti-corruption and anti-discrimination. In addition, it has a large scholarship programme, supporting students from developing countries to study in Romania. The democracy, rule of law and migration sector, which include the trainings on diplomacy and international relations organised by the Romanian Diplomatic Institute, is the next largest area of assistance, accounting for 11 percent of the total budget, followed by humanitarian assistance (2%) and development education (1%).

As of 2007, the United Nations Development Programme (UNDP) has been a constant partner in strengthening Romania's international position as ODA provider, consolidating national capacities to implement development initiatives. Currently, the Romanian MFA and the UNDP Regional Centre for Europe and the CIS are implementing the New ODA Cooperation Partnership with Romania (2013-2015) project, under which the present evaluation is implemented.

The Romanian Diplomatic Institute (RDI) is a public institution which operates under the authority of the Romanian Ministry of Foreign Affairs. Its main role is to train the Romanian diplomatic staff, to provide technical expertise for Romanian MFE, to carry out research in the field of international relations and to edit diplomatic

documents. Based on the subsequent Governmental Decision No. 470/2006, the scope of trainings provided by RDI was extended also to other people from public and private institutions, from Romania and abroad.

Starting with 2008, the Romanian Diplomatic Institute has been organising training courses for foreign diplomats and civil servants, mostly addressed to ODA partner countries. Consequently, a large number of these trainings have been financed from the Romanian ODA funds. The first training was organized in Bucharest, in 2008, for diplomats from Lebanon (the duration of the training was six months). So far, RDI has organized in Romania more than ten trainings for diplomats and civil servants from: the Republic of Moldova, Afghanistan, Caucasus and Central Asia, and Middle East and North Africa. Also, the RDI provided a number of training on site, in parent countries, such as the 2009 and 2010 trainings for the Palestinian Territories, and the 2011 training for Iraq.

EVALUATION FINDINGS

A. PROJECT RELEVANCE

The diplomacy training programme is highly relevant to the overall Romanian ODA policy. Romania's status as donor of ODA entails its involvement in international partnerships at three levels: 1) at EU level, with European institutions (such as the European Commission), with European financing organizations, and with other Member States; 2) at global level, with other international organizations active in development (such as: OECD, UN agencies, World Bank); 3) at bilateral level, with developing countries, particularly with those identified by Romania as ODA partners.

The 2011 Memorandum approving Romania's ODA for the period 2012-2015, defined as partner countries the following states: Republic of Moldova, Ukraine, Belarus, Georgia, Armenia, Azerbaijan, Egypt, Tunisia, Libya, Iraq, Palestine and Afghanistan. The same document defined the following thematic areas for the Romania's ODA: transition to democracy; agriculture and sustainable economic development; environment protection and sustainable energy; education and health.

The Romanian ODA budget for bilateral contribution totals approximately 25.25 million EUR from 2007 to 2014 (the contribution to Republic of Moldova representing approximately 55%). For the period 2010 to 2014 (which is in the scope of present evaluation), the budget for Republic of Moldova was 14.04 million EUR.

A rough estimation of 3% of the Romanian ODA budget was allocated to training programmes. A significant part of this allocation was committed to training on diplomacy and international relations, implemented by the Romanian Diplomatic Institute. The main beneficiary these such trainings was the Republic of Moldova (as presented in Figure no 1).

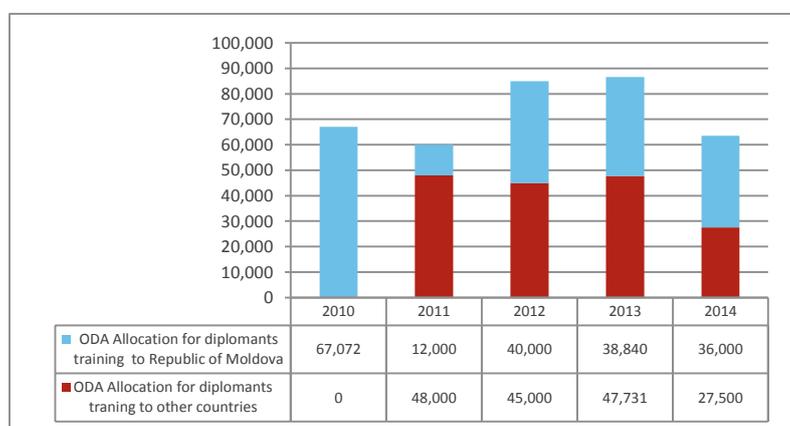


Figure 1. Romanian ODA Allocations to Diplomats Training, 2010-2014 (in EUR)

The Ministry of Foreign Affairs and European Integration (MFAEI) of the Republic of Moldova employs approximately 390 staff, from which 212 are posted on missions and 178 work in the Central Office (including approximately 30 administrative staff). Rotations are made every three years for diplomats and every 4 years for Heads of Missions. Considering the small number of staff, in some of the Missions there are just a few diplomats posted, who are in charge with multiple tasks from various domains: starting from diplomacy and consular affairs, to cultural, financial, administrative, and other aspects. This requires holistic and continuous training in various areas of the diplomatic staff.

In addition to the MFAEI diplomatic corps, the personnel working in the field of international relations from the Central Public Administration represent an important professional body that contributes to the state diplomacy efforts of the Republic of Moldova, and particularly to the EU accession process.

The Decision No. 899/1994, regarding the Status of the Diplomatic Staff from the Republic of Moldova stipulates that diplomatic staff have the rights to benefit from forms of professional training and specialization, organized by the Ministry of Foreign Affairs or by other institutions with the consent of the Ministry. At the same time, the Law 158-XVI/2008, regarding civil service stipulates that the civil servants have the right and obligation to go through continuous training (summing up to at least 40 hours of professional development training per year, and at least 72 hours of specialized trainings per every three years). Also, this law stipulates that the annual budget for public institutions allocated for training should be 2% of the institution human resources budget.

The Academy of Public Administration, which represents the main provider of trainings in the public sector from the Republic of Moldova, offers a large range of specialized trainings, except diplomacy and international relations. Also, considering the budgetary constraints in the public sector, especially due to the current global economic crisis, the Moldovan Government cannot fully cover the minimum legally binding training obligations of civil servants.

Therefore, the specialized continuous training of the Moldovan diplomats (and of the civil servants that are working in the field of international relations) is mainly organized abroad, given the lack of capacity and resources. Romania and Poland are the main providers of such trainings, in terms of number of trainees (in each country 10 to 30 Moldovan civil servants are being trained each year).

The diplomacy training programme offered by Poland is implemented in cooperation with the Polish National School of Public Administration and is known as EPAPA (Eastern Partnership Academy of Public Administration). EPAPA aims at strengthening government administration in the Eastern Partnership countries by organizing specialized trainings for civil servants from the partner countries: Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine. From 2011 to 2014 there were 252 participants to EPAPA trainings, from which 60 were from the Republic of Moldova.

Other abroad training opportunities, offered only to diplomatic staff, are provided by Netherlands, Austria, Bulgaria, Belgium (in each of these countries 2-3 Moldovan participants are trained on an annually basis). The most attractive trainings are those provided by the Netherlands Institute of International Relations from Clingendael and the Diplomatic Academy of Vienna. For these trainings MFAEI has to secure only the transport costs, the rest being covered by the organizing institution. Nevertheless, most of these courses are addressed mainly to young professionals, being restricted for participants under the age of 35.

Given the other existing courses addressed to Moldovan public servants, the one offered by Romania, through the Romanian Diplomatic Institute maintains a competitive edge through the language opportunity (as resource persons and trainers can work with the participants in the Romanian language), through covering the entire expenses for participating in these training programmes, and most importantly through the relevance of Romania's recent experience in its European integration process.

The main objectives of the training programme provided by the Romanian diplomatic Institute with the support of Romanian ODA are: to facilitate the know-how transfer in international relations and diplomacy; to improve the

capacity of Moldovan diplomats and government officials engaged in the European integration process to attain better performances, and to boost communication – at personal and institutional level – among the participants. The training programme was expected to facilitate on the long term the formation of a working framework within which the MFA and RDI can exchange in real time ideas / diagnosis / prognosis with institutional actors from Moldova (initiating a formal or informal information sharing mechanism).

Romania, as one of the newest EU Member States that experienced the benefits and challenges of EU accession, represents an important supporter of the EU enlargement policy for all currently EU acceding countries, and in particular for the Republic of Moldova. Therefore, the training in diplomacy and international relations offered to the Republic of Moldova represents a valuable support, considering the country's objective to access the EU. Consequently, this training programme is highly relevant, addressing real needs of the beneficiary recipients from the Republic of Moldova.

The target group was largely relevant for the achievement of the stated project objectives. The diplomats represented only 26% of the training participants. The administrated survey indicates that half of the participants from the public institutions (other than MFAEI) were from the Departments for International Relations and European Integration. About 3/4 of the participants were women; and about 3/4 of the participants were from the age group 25-34. About a quarter of the participants were seniors, holding managerial positions.

Throughout its five annual editions, the training gathered participants representing 29 different Moldovan institutions, as follows: the Ministry of Foreign Affairs and European Integration; the Presidential Administration; the State Chancellery; the Parliament; the Ministry of Economy; the Ministry of Finance; the Ministry of Justice; the Ministry of Internal Affairs; the Ministry of Defence; the Ministry of Regional Development and Works; the Ministry of Agriculture and Food Industry; the Ministry of Transport and Roads Infrastructure; the Ministry of Environment; the Ministry of Education; the Ministry of Culture; the Ministry of Labour and Social Protection; the Ministry of Health; the Ministry of Information Technology and Communications; the Ministry of Youth and Sport; the Academy of Science; the National Agency for Tourism; the Agency for Public Procurement; the Cadastre and Land Agency; the National Bureau for Statistics; the National House for Social Insurance; the National Anticorruption Centre; the State Tax Inspectorate Office; the Interethnic Relations Office; the Customs Office (distribution of participants per training years is presented in Annex 3).

RDI indicated that heterogeneity of the participants, having different backgrounds and work experience posed certain difficulties in designing and delivering the most suitable training curricula. This challenge may indeed hinder the relevance of the proposed projects, as last-minute substantial changes in the target group may lead to a mismatch between the training programme and the needs and expectations of the beneficiaries. In order to avoid such situations, the trainings need to be prepared well in advance and a strong communication needs to be maintained with the beneficiary to evaluate their needs and design a programme that is adequate.

CONCLUSION:

The rating for the relevance criteria is **highly satisfactory**.

The diplomacy training programme was highly relevant, addressing the real needs of the beneficiaries, particularly the improvement of the capacity of Moldovan diplomats and government officials engaged in the European integration process to attain better performances. Moreover, the design and implementation of the programme was request –based (even if at times, given the large number of stakeholders engaged, the details of the requested assistance were somewhat less clear, there was constant political support and engagement with this initiative from both the donor and the recipient) . At the same time, the training programme was aligned with the Romanian ODA policy and its priorities.

B. PROJECT EFFECTIVENESS

The training programme was implemented with the joint effort of multiple partners: the Romanian Ministry of Foreign Affairs, the Romanian Diplomatic Institute, the Moldovan Ministry of Foreign Affairs and European Integration, the UNDP, the Romanian Embassy to the Republic of Moldova, and the Moldovan Embassy to Romania.

The project was implemented by the Romanian Diplomatic Institute (as main grant applicant for the MFA grant competition in the period 2012-2014).). Nevertheless, the currently applicable Romanian Public Finance Law restricts the implementation of ODA by national state institutions through allocation from the Ministry of Foreign Affairs. In order to overcome this limitation, the initiative was included in the “New ODA Partnership with Romania” project implemented by the UNDP Regional Centre for Europe and the CIS and funded by the Romanian Ministry of foreign Affairs, with UNDP serving as implementing partner (for training programme). This restriction is foreseen to be eliminated in the future ODA legislative package, which is expected to be adopted in the near future.

The RDI had the primary task of managing the academic content of the training programme, by developing the training curricula and delivering the trainings. In this regard, a team of four staff was appointed for managing the academic and substantive aspects of the trainings. One of the staff acted as program coordinator. It is worth mentioning that during the first two trainings, one member of the team was the Head of Training Department of RDI. The costs for RDI’ staff involved in the training programme was not budgeted in the project document. The activities carried out within the training programme were integrated into the organization’s “daily business”.

Also, RDI was in charge of identifying and contracting the trainers. UNDP had also some input in recommending a number of resource persons, and in organizing some of the study visits included in the 2014 training. An impressive total number of more than 45 trainers were mobilized in the training programme. The team of lecturers for the two weeks trainings (organized in 2011, 2012, 2013, 2014) totalled from 9 to 16. Most of the lecturers are permanent collaborators of IDR and employees of the Ministry of Foreign Affairs or other relevant Romanian public institutions. Additionally, each year two-three important personalities and/or representatives of key public institutions from Romania were present in the training as resource persons. Therefore, the training programme benefited by the RDI’ important expertise and network which resulted in engaging experienced Romanian practitioners and academics active in the field of foreign affairs and diplomacy into the training programmes.

The selection of the participants was done by the Moldovan Ministry of Foreign Affairs and European Integrations. This mechanism aimed to ensure the ownership over the results of the beneficiary and enhance the relevancy of the project to the specific needs of the Moldovan partner. Nevertheless, the selection of the participants lacked

clear criteria. The decision to nominate the participants to the training was the responsibility of the management of the MFAEI and of the other public institutions that benefited from the training. One of the selection criteria, especially in the case of MFAEI, was the limited availability of relevant staff.

One negative implication of the existing participants' nomination process was that not all participants that were selected to take part in these trainings had a relevant professional background for the curricula and objectives of the programme. The survey administered during this evaluation indicates that 34.5% of the participants did not have job tasks related to diplomacy and/or international relations at the time when they participated in the training.

Also, as a result of this selection approach, heterogeneous groups were created, posing certain difficulties for RDI in creating robust training curricula and in choosing the most suitable training methodology. The Romanian partners had low involvement or control means in this process of participants' selection.

At the same time, this approach had a number of positive aspects. First, it allowed the beneficiary to have sufficient flexibility in terms of nominating the participants, based on the specific internal needs. Secondly, by nominating staff that did not have job tasks related to diplomacy and/or international relations, the pool for selection of future staff in this field was increased, considering that the current demand is growing, especially due to the EU accession objective.

The diplomatic channels provided by the Embassy of the Republic of Moldova in Romania and by the Embassy of Romania in the Republic of Moldova were highly supportive and important in the process of engaging with the participants.

UNDP played an important role in the implementation of the training programme. Starting with 2011, the UNDP has been acting as implementing partner for all the trainings programs, within the framework of ODA related cooperation partnership with the Romanian MFA. UNDP provided the administrative and logistical support, including reporting and monitoring. The programme implementation was continuously monitored and periodically reported by the UNDP focal points (into the quarterly and Annual Progress Reports, which are the standard UNDP reporting tools). These reports provided an assessment of each edition and corresponding recommendations, which were considered in the design and implementation of following training editions. The implementation of all Romanian ODA funded training programmes (including the diplomacy training programme), in which UNDP Romania acted as implementing partner, benefitted by a substantial administrative support provided by the organization.

The training programme offered specialized training in diplomacy and international relations to 78 civil servants from the Republic of Moldova, throughout five yearly editions. The participation of the 20 diplomats from MFAEI was unevenly distributed throughout the years, with 13 participants in 2014 and no participant in 2013 (the situation is explained by the fact that in that particular year MFAEI was overwhelmed with the activities related to concluding the Association Agreement with the EU).

The training represented an important opportunity for the selected target group, considering that, according to the survey, 70% did not attend similar training abroad prior to participating to the training programme in Romania. Also, 82% did not attend similar training abroad after taking part in the IDR trainings.

The available post-training evaluations performed after the 2012, 2013, and 2014 training editions highlight a good level of satisfaction of the participants (as presented in the table below) both with the content and the methodology of the training.

Year of training	Number of respondents	CRITERIA			
		Overall Average Rating (from 1 min to 5 max)			
		Training Curricula	Training Delivery	Training Logistics	Total Average
2012	13	4.6	4.9	4.9	4.8
2013	n/a	4.4	4.2	4.3	4.3
2014	17	4.7	4.2	4.4	4.4

Table 1. Results of the End of Training Evaluations)

The project design was conducive to the successful attainment of the main objective of the training programme: to facilitate the transfer of Romanian know-how and experience in international relations, diplomacy and European affairs in view of improving the capacity of Moldovan government officials and public servants engaged in the European integration process.

The trainings included a comprehensive curriculum which could be largely clustered into the following ten modules: 1. Diplomatic theory and practice; 2. Diplomatic law; 3. Consular training and management; 4. International relations; 5. European Union Policies and Strategies; 6. Regional Policies (Eastern Europe, Black Sea, Danube); 7. Negotiation and communication; 8. International economics and trade; 9. Diplomacy and protocol; 10. Study visits to Romanian key institutions from central public administration.

There was a wide consensus among the interviewed stakeholders that the 2014 edition of the training was the most adequately organized one. The training programme combined the theoretical lectures with study visits to relevant institutions from Romania (such as: the Representation of the European Commission to Bucharest, the United Nations Development Programme Office, the International Organization for Migration, the Ministry of Justice, the National Integrity Agency, the Presidential Administration, the Superior Council of Magistracy). The participants had the opportunity to acquire first-hand knowledge about the administrative, political and legal frameworks that the European Union system requires, what lessons Romania learned during the accession process, and what can be used or adapted from for the experience of Romania's accession to the EU to the specific case of the Republic of Moldova.

The least adequate format was considered to be the one adopted for the 2013 edition, mainly because of the chosen remote location (Bran). This option was considered by the organizers a more cost-effective option, providing also an environment for strengthening the group cohesion through various group exercises and extra-curricular activities in a more remote location. Nevertheless, this arrangement proved difficult in terms of facilitating the exchange of experience with Romanian professionals and relevant institutions (there were no working visits to relevant institutions and many potential lecturers differed the invitation to participate in the training, given the time constraints imposed by travelling outside of Bucharest).

The most important lessons-learned regarding the organisation this training, as derived from the post-training evaluations (for the 2012 and 2014 editions) submitted by the participants are as follows (details are presented in Annex 5):

1. The content and the delivery of the trainings was largely appreciated by the participants. The training content was rated with 4.5 and respectively 4.7 (on a scale from 1-minimum to 5-maximum), while the

training delivery was rated with 4.5 and respectively 4.6 (please see the Annex 5 for further details). These ratings are consistent with Overall Average Rating presented in the table above.

2. The participants' recommendation registered a shift in top preference from longer duration (in 2012) to more practical exercises (in 2014). This recommendation is also present in the comments from open questions in the post-training evaluation forms and in the survey administered to the training participants. It is to be mentioned that none of the respondents from the 2014 course recommended that the training academic content should be more advanced.
3. The beneficiaries consistently requested that the trainings should be more focused on the practical aspects of the EU integration process, given the political priorities of the country and the consequent need for specific skills and know-how for the accession negotiation process.
4. At the end of the training, all participants were awarded a training Certificate/Diploma. The opening and awarding ceremony, were attended by Romanian high officials (including the Romanian Minister of Foreign Affairs), and by high officials from Moldovan Embassy to Romania (especially, the Ambassador). This reflects the importance attached to this training programme by both parties within the framework of bilateral cooperation between the two countries.

CONCLUSION:

The rating for the effectiveness criteria is **satisfactory**.

The diplomacy training programme was effective in delivering the expected results. The training programme was tailored according to the beneficiary's needs, reaching a well appreciated optimum in the 2014. The partnership between the RDI, UNDP, MFAEI and MFA (including their Embassies), was effective in achieving the planned results. However, some aspects of the organization of the training, including participants' selection, curricula and training methodology may be improved.

C. PROJECT EFFICIENCY

This section of the report will assess the extent to which the costs incurred by the project are justifiable and transparently allocated.

Starting with 2010, Romania financed through the official ODA budget the organisation of five trainings in the field of diplomacy and International relations addressed to diplomats and other public servants from the Republic of Moldova. The synthetic data of these trainings (duration, budget, number of participants) is presented in the below table.

Table 2. Overview Data of the Training organized in Romania for Diplomats and Civil Servants from the Republic of Moldova

Year	2010	2011	2012	2013	2014	TOTALS
(period of training)	(20.09-16.12)	(01.09-09.09)	(05.12-21.12)	(21.09-05.10)	(14.09-27.09)	
Duration	3 months	9 days	15 days	14 days	14 days	

Training location	Oradea, Constanta & Bucharest	Bucharest	Bucharest	Bran	Bucharest	
Budget	67,072 EUR	12,000 EUR	40,000 EUR	38,840 EUR	36,000 EUR	193,912 EUR
Total Participants	10	10	16	22	20	78
Diplomats participants	2	1	4	0	13	20
	20%	10%	25%	0%	65%	26%
Civil servants participants	8	9	12	22	7	58
	80%	90%	75%	100%	35%	74%
Managers participants	1	5	1	5	5	18
	10%	50%	6%	23%	25%	23%
Women participants	8	7	9	18	17	59
	80%	70%	56%	82%	85%	76%
Number of Romanian lecturers	data not available	11	16	9	15	45*

*individual lecturers except 2010 course

The training programme was efficiently implemented, demonstrating a constant preoccupation for the principle “value for money”. The total budget of the five training was 193,912 EUR, which was spent with a high degree of efficiency. The trainings had a low cost per beneficiary. The management team made efforts to keep the costs low, while preserving the quality of the trainings (both in terms of content and logistics).

During 2010-2014, RDI organized a total of nine trainings in the area of diplomacy and international relations. Apart from the five training organized for the Republic of Moldova, the RDI organized similar trainings for other countries (from Middle East and North Africa region, Caucasus and Central Asia, and Afghanistan). These trainings were attended by 10 to 15 participants, with a budget ranging from 27,500 EUR to 48,000 EUR). The training were organised using various formats (regarding both curricula and duration) from one edition to the next.

The analysis demonstrates that the three months trainings are more cost-effective in terms of the daily cost per participant, compared to the two weeks trainings. Nevertheless, the information gathered from the interviews and the online questionnaire indicated a clear preference for shorter-term training programmes, and the optimal duration of a training programme appears to be that of 2 weeks (10 working days).

The average daily cost per participant for the two-week trainings addressed to the Republic of Moldova is 189 EUR, while for the other beneficiary countries is 194 EUR. About 2/3 of the training program costs represent the transport, living and accommodation arrangements (the estimation is based on the training budgets). Therefore, the core cost of the training (lecturers, training materials and training logistics) rise to approximately 62 EUR per participant per training day, which is reasonable for such specialized training.

Also, the survey and the interviews conducted within this evaluation indicate the fact that the budget was sufficient to assure optimal conditions for the training propose. The interviewed beneficiaries signalled only minor

inconveniences regarding the organisation of these trainings – there was only one complaint regarding the accommodation provided in the 2010 training that was promptly solved, immediately after being signalled to the organizers.

Another potential implementation constraint was faced in 2011, due to the difficult visa application procedure. This impeded some of the nominated participants to attend the training. However, due to recent EU policy changes, this difficulty is not foreseen to occur in the future, as Moldovan citizens do not require a visa anymore to enter the Schengen Area and Romania

The coordination of this initiative with other similar projects financed by other donors/implemented by other organizations could be improved, with a more substantial communication with the beneficiary. One of the most important interventions aimed at strengthening the capacity of public servants in the field of diplomacy and international relations in the Republic of Moldova is the project "Building Institutional Capacity of the Ministry of Foreign Affairs and European Integration", implemented by UNDP Moldova in partnership with MFAEI. The project started in 2009 and is currently in phasing out stage, with a total budget of approximately 6 million USD (most of the funding being provided by Swedish International Development Cooperation Agency (SIDA); Romanian also contributed to this project with 144,000 USD).

One of the project objectives was to establish a system of continuous staff training, to enhance their capacity to respond to frequent and regular rotations. Within the project a Training Needs Analysis was carried out, together with a training plan and a concept on the educational training system of MFAEI.

There was no evidence that the Romanian counterpart was provided with the above mentioned important outputs of the project during the initial programming or during the annual preparation of the training programme. The capacity building outputs of the UNDP Moldova project are currently being integrated and embedded by MFAEI in its strategic and operational policies. It is reasonable to assume that the Moldovan counterpart (MFAEI) was actively using these outputs in the process of annual preparation of the training programme.

CONCLUSION:

The rating for the effectiveness criteria is **satisfactory**.

The diplomacy training programme was efficiently implemented, demonstrating a constant preoccupation for the "value for money" principle. The budget was considered sufficient in assuring optimal conditions for the training propose. However, there was limited coordination with other significant international ODA assistance projects addressed at strengthening the capacities of the MFAEI.

D. SUSTAINABILITY OF RESULTS AND IMPACT

This section of the report will assess the sustainability of the results achieved by the project, from an institutional, financial, and project design perspective.

The training programme has reasonable sustainability prospects. In terms of creating stable institutional structures, the new Romanian ODA legislative package which is anticipated to be adopted and implemented in the near future (most probably in 2016), is expected to increase the smoothness of the implementation mechanisms and methods of ODA funded interventions, including this training programme. This development is all the more relevant in the case of this particular project, considering the phasing out of UNDP from Romania and the estimated closure of the current ODA partnership between the UNDP Regional Center for Europe and the CIS and the Romanian Ministry of Foreign Affairs. These legislative changes would enable Romanian public institutions (including RDI) to be direct implementers of ODA assistance, and receive ODA – earmarked funds directly from the Ministry of Foreign Affairs.

In terms of stable financial resources, there are reasonable positive expectations that necessary resources could be allocated for continuing the training programme.

Romania' commitment is to increase its budgetary allocation for Official Development Assistance up to 0,33% of the National Gross Income (this target was to be reached by 2015). According to the latest available data, by the end of 2013 Romania reached 0,08%.

The training programmes have a good potential for high return on investment. Also, considering that the achieved results are largely positive and given the direct request from the partner country to continue receiving assistance in this form, there are good grounds for advocating the continuation of this programme. Although the current Romanian legal framework does not allow for multi-annual budgeting, there is an informal political commitment of the Romanian MFA to continue allocating funds for building capacities in the Moldovan Ministry of Foreign Affairs and other institutions.

The Moldovan MFAEI is interested in continuing and enhancing the partnership with Romania regarding the training programme on diplomacy and international relations. The training partners are expecting that this programme would become a tradition, and that the participation of this training programme would be well recognized in the field of diplomacy.

Even if personnel fluctuations and rotations are very common in the public service, especially in the field of diplomacy and international relation, a stronger accent on the EU integration process would ensure a long-term relevance of the training, given that this topic is high on the agenda of most public institution.

The training programme had a positive immediate impact, by providing participants with new knowledge, which enabled them to enhance their professional skills. In the survey performed during this evaluation, the usefulness of the training for the professional development was rated 8.8 (on a scale from 1-min to 10-max).

The participation to the training increased the participants' chances to work in the field of diplomacy and international relations. The survey indicates that training participants had a job shift towards diplomacy and international relations (as presented in the table below). It is reasonable to assume that this shift (totalling a variation of +7.9%) could be also attributed to the participation to the training programme.

Answer Options	Before participation	After participation	Variation
Ministry of Foreign Affairs and European Integration	34.5%	36.7%	+2.2%
Public Institution, in the Department of International Relations and European Integration	31.0%	36.7%	+5.7%
Public Institution, in other Department	34.5%	26.6%	-7.9%

Table 3. Job position before and after participation to training programme

Also, 27.6% of the training participants obtained a promotion within the institution they were working for after participating in this programme.

Considering the fact that 82% of the respondents to this survey mentioned that they did not participate in any similar trainings after the programme in Romania, it is likely that the participation to the training programme in Romania had a contribution to the job advancement and job promotion.

Also, the participation to the training programme facilitated the creation of an informal professional network, in order to exchange ideas, experiences, diagnosis and prognosis in the field of diplomacy and international relations. According to the survey results, 77% participants maintained the communication with their colleagues (representatives from other Moldovan public institutions), and 27% with representatives from Romanian institutions, respective 23% with representatives from RDI. Only 16% did not maintain any contact with representatives of institutions involved in the training programme. Moreover, 36% of the survey respondents mentioned that the training programme in Romania facilitated important accomplishments for their institution, by using the professional network developed during the training programme. Such listed accomplishments are: project partnership, collaboration protocol, bilateral agreements, and participation in the preparation of the Association Agreement with the EU – Republic Moldova in the agricultural sector.

At the same time, the participation in the training contributed to the personal development of the attendees. The administrated survey indicates a high usefulness of the training for the participants' personal development (it was rated 9.2 on a scale from 1-min to 10-max).

In conclusion, it can be stated that the rather small ODA budgetary allocation for the diplomacy training programme produces important results, having good prospects for multiplying effect.

CONCLUSION:

The rating for the sustainability is **satisfactory**.

The diplomacy training programme generated positive immediate and mid-term impact, having reasonable positive prospects for institutional, organizational, and financial sustainability.

CONCLUSIONS, LESSONS LEARNED AND RECOMMENDATIONS

The diplomacy training programme is highly relevant to the overall objectives of the Romanian ODA policy. This intervention addressed a real need of the beneficiary, considering the country's development priorities which positions European integration as the leading priority. Moreover, this programme is even more relevant, given the limited capacity of the Moldova Government to train its own civil servants, especially for diplomats, who receive training mainly outside of the country.

The programme was well received by the beneficiary country. The participants to the programme were largely satisfied with the knowledge and the information acquired, which was considered beneficial for both their professional and personal development.

Based on the appreciations of the training beneficiaries, the optimum training programme setting is: two weeks duration, organized in Bucharest, with stronger emphasis on EU integration aspects and on practical exercises (including the continuation of the study visits to relevant Romanian public institutions for the country's transition process).

There is a need for a stronger communication and coordination amongst the programme's partners in the yearly training preparation phase especially for the selection of participants and for designing the training curricula, so as to ensure the relevance of the proposed programme to the needs and priorities of the beneficiaries.

OPERATIONAL RECOMMENDATIONS (OR):

OR 1. The partners organizing the training programme should increase their efforts during the preparation phase of the trainings, especially with regard to the selection of the participants, and the subsequent design of the training curricula. The selection of training participants requires more fine-tuning in order to ensure that the programme remains relevant for all trainees. At the same time, the beneficiary country needs to assume ownership over the selection process, as expressed during the interviews with various stakeholders; the beneficiaries appreciated the flexibility of the participants' selection, which was not offered by other available trainings (financed by other donor countries). However, some basic selection criteria regarding technical qualifications /level of professional experience needs to be agreed by both parties prior to the training, in order to make sure that there is a homogenous audience for the training. The training curricula needs to be designed accordingly, following the agreed trainee profile, and on the basis of a pre-training needs-assessment (a form that could be sent out directly by the implementing partners, once the list of participants is received). The mix of diplomats and civil servants should be preserved, but the work experience level and technical specialisation of participants should be observed in a stricter manner. The partners organizing the training programme might consider organizing alternate trainings: one year for junior staff and one year for senior staff.

OR 2. The outputs of the project "Building Institutional Capacity of the Ministry of Foreign Affairs and European Integration" (especially, the training needs analysis, the training plan and the concept on educational training system of MFAEI) should be further examined and used during the yearly planning and design' adjusting of the training programme.

- OR 3. The RDI should focus the training curricula more on the practical aspects of EU integration. In this regard, the MFA and the RDI could consider involving other Romanian partners which have expertise in EU affairs (the Romanian European Institute could be one option for such a collaboration).
- OR 4. The organisers could involve in future training staff from Universities from the partner state (including academic staff from the Academy of Public Administration, from the Republic of Moldova), that could be later on involved in local trainings and research in diplomacy and international relations.
- OR 5. The training could target technical members of the Intergovernmental Commission for European Integration Romania – Republic of Moldova.
- OR 6. In order to increase the visibility of the training programme, the initiative could benefit from the creation of an adequate branding and visual identity. The project budget needs to include a communications line, to include a minimum of targeted communication activities, to enhance the visibility of the project among potential beneficiaries.

STRATEGIC RECOMMENDATIONS (SR):

- SR 1. The Romanian Ministry of Foreign Affairs should continue funding the training programme through the Official Development Assistance, and, when possible, should consider planning and budgeting the training on a multi-annual basis.
- SR 2. In addition to the annual two week training course for 10-20 participants in Bucharest, follow-up training events (1-2 days) could be considered to be organized in the Republic of Moldova, in the first part of the year. Such a training might be offered to relevant representatives of the MFAEI and all the Heads of International Departments from the public institutions that participated in the training in Romania. A section of such follow-up training could be dedicated to planning the future editions of the training (agreeing on the curricula and on selection criteria of the participants).
- SR 3. The MFA could take into consideration the development of a separate training programme for consular affairs dedicated to specialists working in this field, given the interest of the beneficiary in this topic. Such training could be provided by the newly established Romanian Centre for Consular Training, eligible to be founded through Romanian ODA.
- SR 4. According to the available capabilities, the Romanian counterpart (especially Romanian Embassy to Republic of Moldova) could periodically revive the communication with the training participants through various events, facilitating the creation of an informal community of practice.

ANNEXES

Annex 1. List of Persons Interviewed

Mrs. Anca STOICA, Romanian ODA Project Manager, UNDP Bratislava Regional Centre

Mrs. Mara NICULESCU, Monitoring Responsible of the Project, UNDP Bratislava Regional Centre

Mrs. Doina DOROFTEI, Head of Unit, Directorate of Development Assistance, Romanian Ministry of Foreign Affairs

Mr. Dan IANCU, Director, Direction for Relations with Republic of Moldova, Romanian Ministry of Foreign Affairs

Mr. Mihai SARBURU, Direction for Relations with Republic of Moldova, Romanian Ministry of Foreign Affairs

Mr. Dan PETRE, General Director, Romanian Diplomatic Institute

Mrs. Iulia PANȚA, Training Department, Romanian Diplomatic Institute

Mrs. Andra DODIȚĂ, Training Department, Romanian Diplomatic Institute

H.E. Iurie RENEȘ, Ambassador, Embassy of the Republic of Moldova to Romania

Mr. Emil JACOTĂ, Councillor, Political Issues and European Integration, Embassy of the Republic of Moldova to Romania Minister

Mr. Artur RĂDUCANU, Second Secretary, Embassy of Romania to the Republic of Moldova

Mrs. Veronica UNGUREANU, Head of the Direction Personnel, Legislation and Contentious, Ministry of Foreign Affairs and European Integration from Republic of Moldova

Mr. Gheorghe SOLTAN, Head of the Direction Central and South East Europe, Ministry of Foreign Affairs and European Integration from Republic of Moldova

Mr. Traian TURCANU, Head of the National Office, UNHCR Republic of Moldova, (former Project Manager of "Building Institutional Capacity of the Ministry of Foreign Affairs and European Integration")

Mr. Victor DRAGUTAN, Project Manager, Business & Civil Society, Support to Confidence Building Measures Programme, UNDP Republic of Moldova (former Project Manager of "Building Institutional Capacity of the Ministry of Foreign Affairs and European Integration")

Annex 2. List of participants to the focus group and the selection criteria

Mrs. Veronica UNGUREANU, Head of the Direction Personnel, Legislation and Contentious, Ministry of Foreign Affairs and European Integration

Mrs. Lidia URSU, Head of the Direction Documentation, Special Affairs, and State Diplomatic Archive

Mrs. Mihaela MANOLI, Councillor, Direction Western Europe, General Direction Bilateral Cooperation, Ministry of Foreign Affairs and European Integration

Mrs. Lia TURCAN, Attache, Ministry of Foreign Affairs and European Integration (year of training: 2012)

Mr. Stefan BUCIUSCANU, Secretary I, Direction Regional Cooperation, European Integration Department, Ministry of Foreign Affairs and European Integration

Mrs. Stela BRANIȘTE, Head of the Direction International Relations and European Integration, Ministry of Justice

Mr. Vasile ȘARBAN, Chief, Section of horticultural products, Ministry of Agriculture

Mr. Constantin ȚURCANU, Consultant, Direction Programs for Youth, Ministry of Youth and Sports

Criteria used for selection of the participants for the focus-group:

	Criteria	Rational
1	At least one MFAEI representative for each year: 2010, 2011, 2012, 2014 (in 2013 there was no any MFAEI participant).	Diplomacy trainings are mainly addressed to diplomats from MFAEI.
2	Institutions that had representatives in more than one training.	It is likely that collective feedback from different trainings was shaped amongst participants.
3	Selection priority was given to Heads of Departments of International Relations and/or European Integration.	They are more likely to possess the collective feedback of the participants; also, they are in the decision position for future similar initiative.
4	Each year to be represented by at least two institutions/participants	To create a balance amongst participants to different year trainings.
5	Selection will assure gender balance	Gender responsiveness
6	Have sufficient participants to the focus group	The methodologies for focus-groups recommend involvement of 7-10 participants.

Criteria a/ Year	Criteria 1	Criteria 2	Criteria 3	Criteria 4	Criteria 5	Criteria 6
2010	not available	Ministry of Labour and Social Protection	✓	✓	50% female	10 participants selected
2011	✓	Ministry of Health		✓		
2012	✓	Ministry of Economy		✓		
2013	(no MFAEI)	Ministry of Internal Affairs State Chancellery		✓	50% male	

	participan t to training)					
2014	✓	Ministry of Justice		✓		

The composition of the group who participated to the focus-group was largely fulfilling the initial set criteria.

Annex 3. List of institutions which designated participants to the training programme

No. Crt.	INSTITUTIONS FROM THE REPUBLIC OF MOLDOVA	Number of participants, clustered by the training year					Total
		2010	2011	2012	2013	2014	
1	Ministry of Foreign Affairs and European Integration	2	1	4		13	22
2	Presidential Institution					1	1
3	State Chancellery			1	3	2	6
4	Parliament		2				1
5	Ministry of Economy	1		1	1	1	4
6	Ministry of Finance				1		1
7	Ministry of Justice	2		1	1	1	4
8	Ministry of Internal Affairs			1	1	1	3
9	Ministry of Defence	1			1		2
10	Ministry of Regional Development and Works		1	1	1		3
11	Ministry of Agriculture and Food Industry	1	1	1			3
12	Ministry of Transport and Roads Infrastructure		1	1	1		3
13	Ministry of Environment		1		1		2
14	Ministry of Education				1	1	2
15	Ministry of Culture		1				1
16	Ministry of Labour and Social Protection	2					1
17	Ministry of Health	1	1	1	1		4
18	Ministry of Information Technology and Communications			1	1		2
19	Ministry of Youth and Sport		1		1		2
20	Academy of Science				1		1
21	National Agency for Tourism			1			1
22	Agency for Public Procurement				1		1
23	Cadastre and Land Agency				1		1
24	National Bureau for Statistics			1			1
25	National House for Social Insurance				1		1
26	National Centre for Anticorruption				1		1
27	State Tax Inspectorate Office				1		1
28	Interethnic Relations Office			1			1
29	Customs Office				1		1

TOTAL	10	10	16	22	20	78
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Annex 4. Survey administrated to the participants of the training programme

Survey: Administration and Results

All 78 participants from all training programs (2010-2014) were invited to participate in a survey. The survey was administered in electronic format, using Zoomerang, a specialized web platform. The estimated time for completion was about 15 minutes.

The recipients were informed that the technology used for the administration of the survey guarantees the confidentiality of individual answers, the results being presented only in aggregated format.

The survey was launched on 09 February 2015, with the submission deadline set for 16 February 2015. During the electronic distribution phase, from 78 recipients, 9 (11%) participants could not be reached – failed email delivery. A reminder was send a day before the proposed deadline. By the proposed deadline 15 responses were received (19% from total of training participants). The deadline was prolonged until 20 of February, when a total of 30 responses were registered (38% from total of training participants).

The sampling method of the respondents was non-probabilistic, the respondents being randomly self-selected, based on their voluntary willpower to complete the survey. Therefore, all the studied population had the equal chance to respond to the survey.

Taking into account the fact that, compared to the structure of the whole studied population, the distribution of the respondents was relatively balanced regarding,

a) the year of participation to the training (10% from 2010, 10% from 2011, 13% from 2012, 30% from 2013 and 37% from 2014), and that

b) the institution they were representing (35% from Ministry of Foreign Affairs and European Integration and 65% from other public institutions),

the representativeness of the responses collected is sufficiently robust and relevant, nevertheless, it does not have statistical significance.

Question #1: What was the year in which you participated to the training on diplomacy and international relations addressed to diplomats and public servants organized by the Romanian Diplomatic Institute?

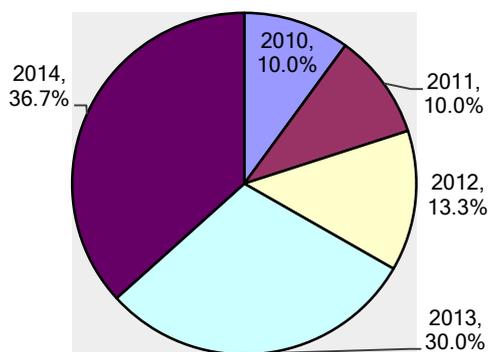
Answer Options	Response Percent	Response Count
2010	10.0%	3
2011	10.0%	3
2012	13.3%	4
2013	30.0%	9
2014	36.7%	11

answered question

30

skipped question

0



Question #2: What is your gender?

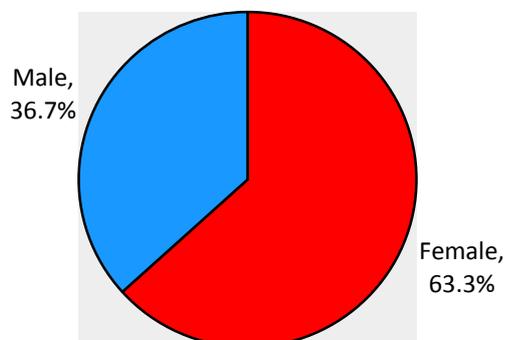
Answer Options	Response Percent	Response Count
Female	63.3%	19
Male	36.7%	11

answered question

30

skipped question

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Question #3: What is your age at present?

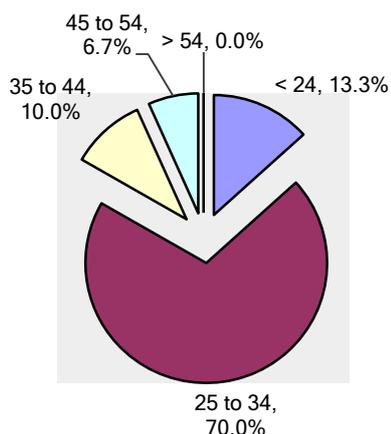
Answer Options	Response Percent	Response Count
< 24	13.3%	4
25 to 34	70.0%	21
35 to 44	10.0%	3
45 to 54	6.7%	2
> 54	0.0%	0

answered question

30

skipped question

0



Question #4: At the time when you participated to the training, you were employed at:

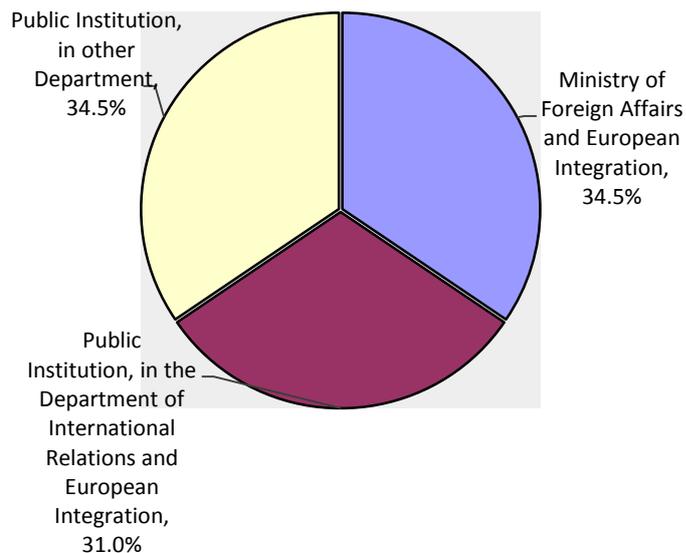
Answer Options	Response Percent	Response Count
Ministry of Foreign Affairs and European Integration	34.5%	10
Public Institution, in the Department of International Relations and European Integration	31.0%	9
Public Institution, in other Department	34.5%	10

answered question

29

skipped question

1



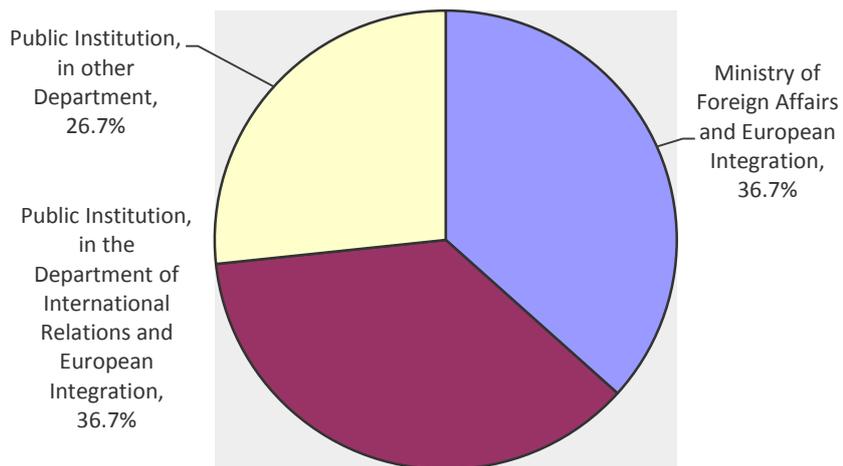
Question #5: At present you are employed at:

Answer Options	Response Percent	Response Count
Ministry of Foreign Affairs and European Integration	36.7%	11
Public Institution, in the Department of International Relations and European Integration	36.7%	11
Public Institution, in other Department	26.7%	8

Other (please specify) 4
answered question 30
skipped question 0

Other (please specify)

- Youth department, Ministry of Youth and Sport
- Department analysis, monitoring and evaluation of policies
- Policies, tourism development and marketing Department
- Ministry of Agriculture and Food Industry of the Republic of Moldova

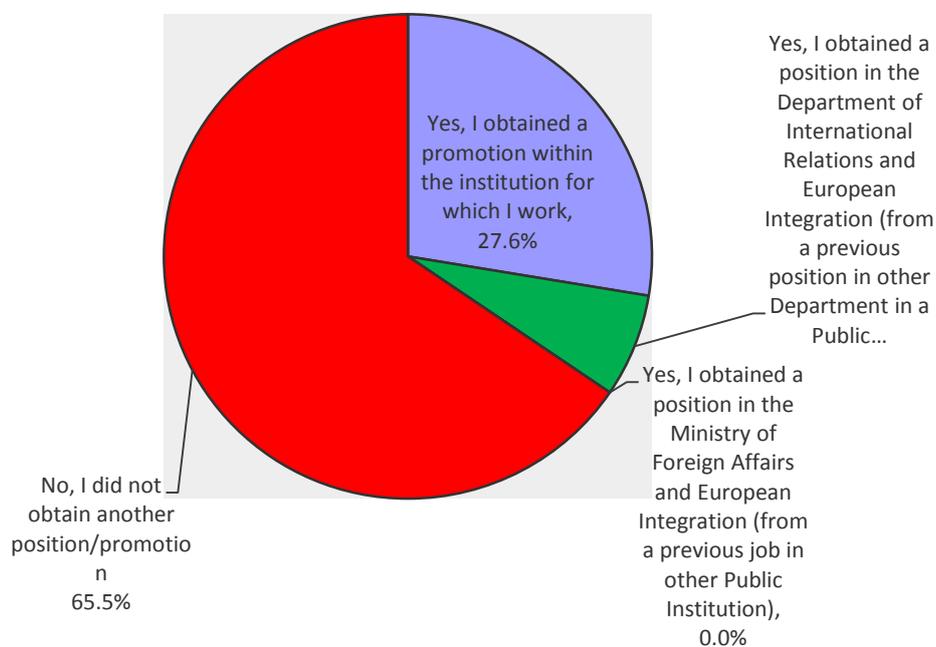


Question #6: After graduation from the training, did you obtain another position/promotion?

Answer Options	Response Percent	Response Count
Yes, I obtained a promotion within the institution for which I work	27.6%	8
Yes, I obtained a position in the Department of International Relations and European Integration (from a previous position in other Department in a Public Institution)	6.9%	2
Yes, I obtained a position in the Ministry of Foreign Affairs and European Integration (from a previous job in other Public Institution)	0.0%	0
No, I did not obtain another position/promotion	65.5%	19
<i>answered question</i>		29
<i>skipped question</i>		1

Other (please specify)

- I obtained a transfer to a Moldovan Embassy abroad.
- Section of horticultural products, Chief



Question #7: Please rank the relevancy for your work of the main topics that were covered during the trainings: (from 1 most relevant to 10 less relevant):

Answer Options	1	2	3	4	5	6	7	8	9	10	Rating Average	Response Count
Diplomatic theory and practice	6	5	0	2	4	0	6	2	3	2	4.97	30
Diplomatic law	1	3	1	3	3	4	6	5	3	1	6.00	30
Consular training and management	0	1	5	1	1	5	2	3	6	6	6.93	30
International relations	3	2	4	10	4	2	2	1	1	1	4.40	30
European Union Policies and Strategies	10	3	5	0	2	2	5	1	1	1	3.83	30
Regional Policies (Eastern Europe, Black Sea, Danube)	0	4	6	3	0	2	2	7	4	2	5.87	30
Negotiation and communication	2	3	4	3	6	5	1	4	1	1	5.00	30
International economics and trade	0	4	2	2	5	3	1	4	4	5	6.33	30
Diplomacy and protocol	2	3	1	5	3	3	5	1	4	3	5.77	30
Study visits to Romanian key institutions that have important role in international relations arena	6	2	2	1	2	4	0	2	3	8	5.90	30

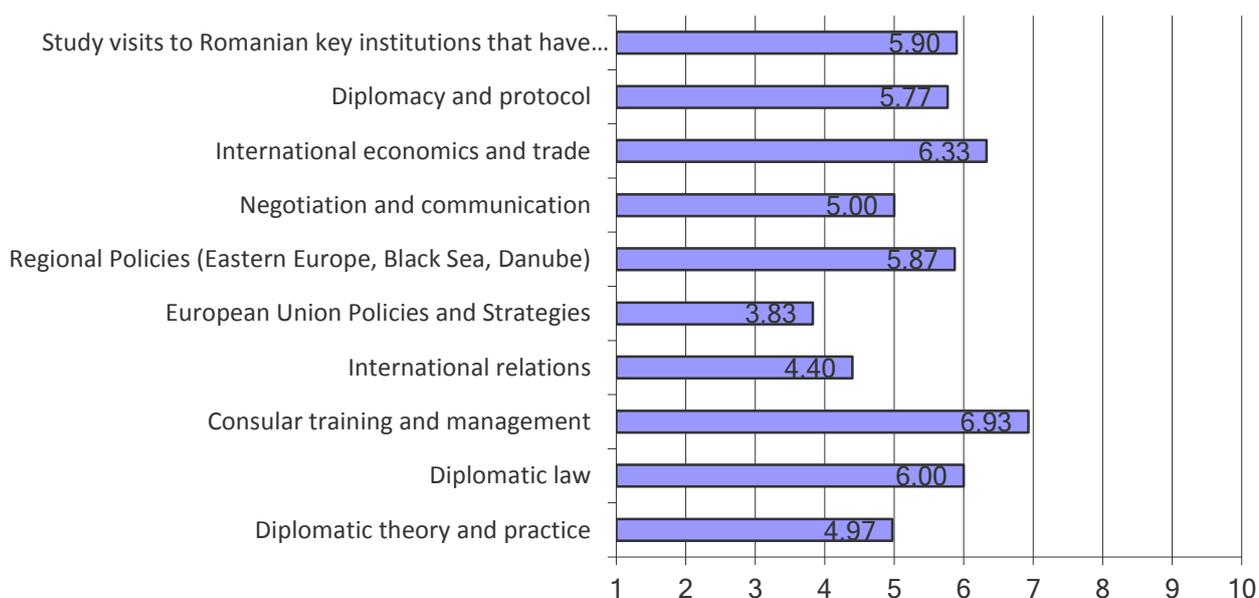
answered question

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0

Please rank the relevancy for your work of the main topics that were covered during the trainings: (from 1 most relevant to 10 less relevant):



Question #8: Did you participate to similar training/s (approximate duration of 14 days, in the field of diplomacy and international relations)?

Answer Options	NO	YES, shorter duration (less than one week)	YES, similar duration (more than one week, less than two weeks)	YES, longer duration (more than two weeks)	Response Count
Before the participation to the training in Romania	21	1	3	5	30
After the participation to the training in Romania	19	2	1	1	23

answered question

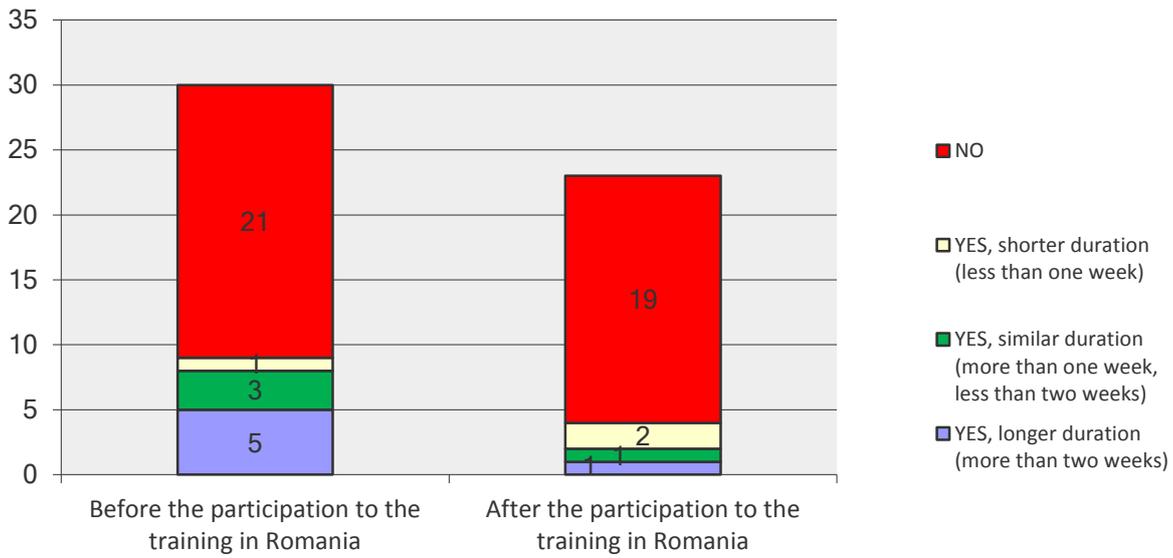
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Please specify the total number of trainings (if possible, also the estimated total number of training days) in the field of diplomacy and international relations in which you participated up to now (excluding the one from Romania):

- 1 course length approximate 45 days
- one training for three week
- 5 trainings
- 2 each 2 days
- 7 trainings, 2 weeks each
- 5 days
- less than 1 day, Law of Treaties
- 1. Clingendael/Netherlands Institute for International Relations - 10 January-20 February 2013;
- 2. Commercial Attachés and Investment Promoters training organized by CBI, 22-26 April 2013; 3. SIOI training courses in Italy, Rome - September 2013 (2 weeks).

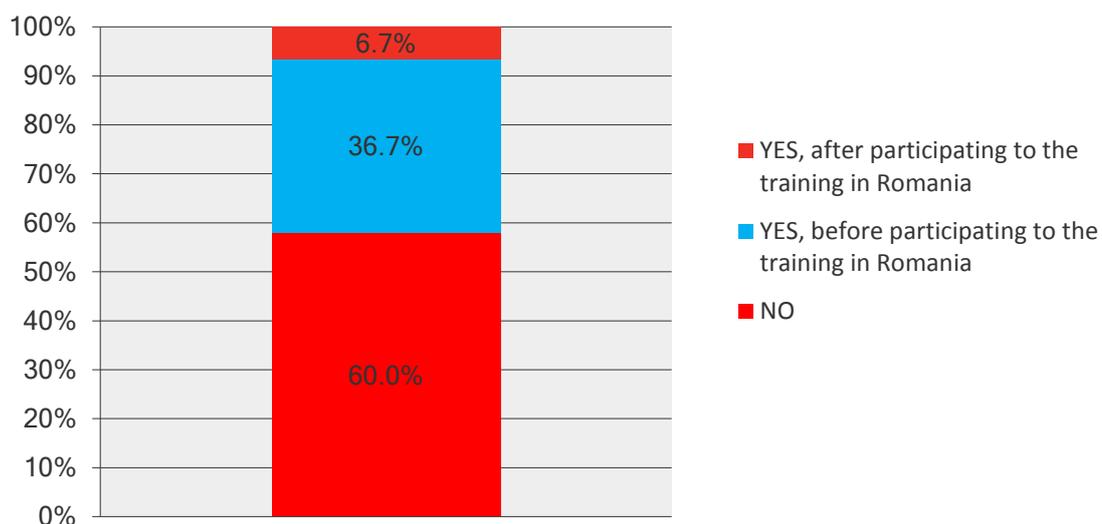


Question #9: Did you attend any specialized courses on EU politics and policies (covering topics such as EU institutions, EU law, EU policies, EU foreign policy, etc)?

Answer Options	Response Percent	Response Count
NO	60.0%	18
YES, before participating to the training in Romania	36.7%	11
YES, after participating to the training in Romania	6.7%	2
Please specify the total number of trainings (if possible, also the estimated total number of training days) which had the main topic European Union aspects in which you participated up to now :		7
<i>answered question</i>		30
<i>skipped question</i>		0

Please specify the total number of trainings (if possible, also the estimated total number of training days) which had the main topic European Union aspects in which you participated up to now :

- 1 course approx. 2 weeks
- 1 training, 3 days
- University (MD), European Commission (4 tr.- 4 tr. days)
- At Clingedael Institute training courses - almost 1 month; at SIOI training courses in Italy - almost 2 weeks.



Question #10: Following the training you attended in Romania, did you maintain contact with any of the professionals you met during the programme (in order to exchange ideas/experiences/diagnosis/prognosis in the field of diplomacy and international relations or any other professional topic):

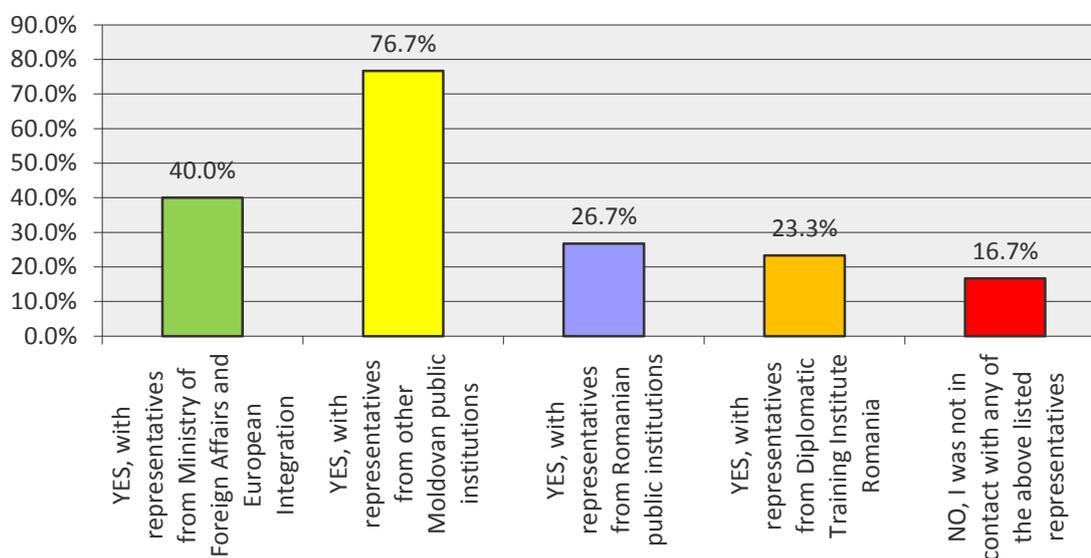
Answer Options	Response Percent	Response Count
YES, with representatives from Ministry of Foreign Affairs and European Integration	40.0%	12
YES, with representatives from other Moldovan public institutions	76.7%	23
YES, with representatives from Romanian public institutions	26.7%	8
YES, with representatives from Diplomatic Training Institute Romania	23.3%	7
NO, I was not in contact with any of the above listed representatives	16.7%	5

answered question

30

skipped question

0



Question #11: Following the training from Romania, did you facilitate any important accomplishment for your institution (such as institutional agreement/memorandum, project partnership, collaboration protocol, etc. with another institution) by using the professional contact network developed during the training?

Answer Options	Response Percent	Response Count
YES	36.7%	11
NO	63.3%	19

answered question

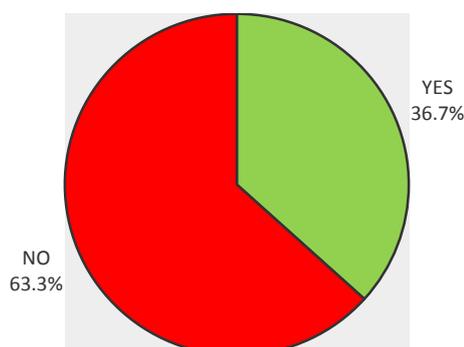
30

skipped question

0

If the answer was Yes, please specify the type of action accomplished

- project partnership
- project partnership, collaboration protocol
- authority representation at conferences, partnership project
- drafting bilateral agreements
- I participated in the preparation of the Association Agreement with the EU - RM, agriculture sector
- I facilitated a project partnership with another institution, and I used achieved skills in day by day work process



Question #12: On a scale from 1 (minimum) to 10 (maximum), please rate the usefulness of the training you attended:

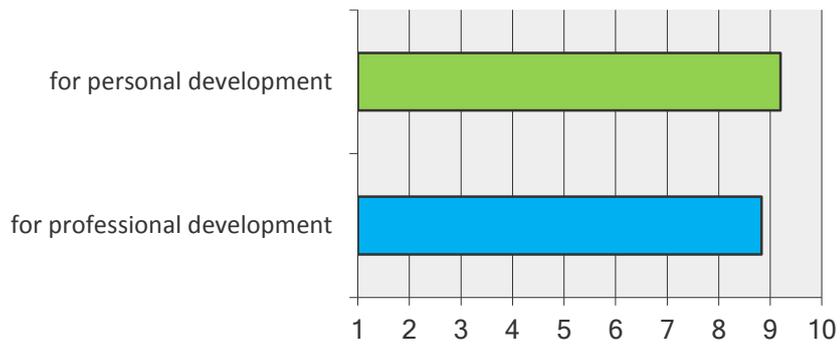
Answer Options	1 (min)	2	3	4	5	6	7	8	9	10 (max)	Rating Average	Response Count
for professional development	0	0	0	0	0	1	1	9	10	9	8.83	30
for personal development	0	0	0	0	1	0	1	4	8	16	9.20	30

answered question

30

skipped question

0



Question #13: Please list main positive effects that the participation to the training on diplomacy and international relations in Romania had on your PROFESSIONAL development.

Answer Options	Response Count
Open question	24
<i>answered question</i>	24
<i>skipped question</i>	6

Response Text

- Was developed skills and updated knowledge in the next areas: European Union policies and strategies
Regional policies
- Better understanding and strengthen the knowledge European institutions, European Law, Regional Policies, Protocol, etc. Improving negotiation and communication skills.
- New theoretical and practical knowledge
- I had the opportunity to see and learn from the Romanian diplomatic, economic, politics and policy makers/actors their way of thinking and seeing things during their day-to-day activity in one single place. This offered me the possibility to perceive things from a wider/different points and "angles" of view.
- I consolidated knowledge in the field of international relations, EU policies.
I had the opportunity to compare the functionality of public institutions in Romania similar public institutions in Moldova.
- Improving skills in the management of cooperation with Romania
- Better diplomacy; better capacity analysis of policy documents; share of experience with Romanian public authorities
- Knowledge of Romanian methods of diplomatic protocol and ceremonial; Knowledge of new techniques of negotiation and communication; Taking a good experience from the Romanian colleagues (Romanian institutions);
new acquaintances; new knowledge useful for day by day work.
- More knowledge in the field of international relations; the possibility to compare the Moldovan and Romanian activity; new knowledge in the field of diplomacy etc.
- Good information on EU institutions; information about how similar institutions work in other countries;
collaboration with other colleagues from other institutions and from Romania.
- I learned many new and interesting things, the most important related to the protocol.
- Positive aspects for my daily profession activity
- The training gave me the chance to update my knowledge in the field of the international relations, European institutions and to meet diplomats with great experience.
- Better knowledge about international protocol and diplomacy, international relations, EU policies; useful professional experience sharing
- New contacts;
the Romaine experience in the process of reforming the country, being a candidate to the EU

- Extension of knowledge in international and legal areas, gather of information regarding Romania's experience in reforming the justice system, Romanian steps towards EU integration.
- Learning new skills
development of the effective communications, team building, and coaching.
- Enhancing European Union Law knowledge,
Profound information about Black Sea and Eastern Europe regional policies,
Exchange of experience with Romanian institutions and specialists in the fields of approximation of legislation, foreign policy and human rights protection
- The attendance of the courses made me better understand the European Union and how the EU institutions function. I found practical steps and the experience of Romania towards EU integration and the accession to EU. I trained my diplomatic skills and got negotiation and abilities to persuade. I learned more in the field of consular affairs and diplomatic protocol. I met really experienced professors, diplomats, including the current Ambassador of Romania to Canada, Mrs. Maria Ligor, who trained us on the basis of their experience.
- Diplomatic theory and practice, negotiation and communication, diplomacy and protocol.
- New experience, useful knowledge, very interesting presentations, new and valuable information, networking etc.
- I became better informed in the field of international relations and European integration; I have learned new and interesting things; I had an amazing opportunity to make exchange of experience with highly qualified teachers in the field; I have set a lot of contacts with the teachers who taught us, as well with different public servants from various public institutions from Moldova. With some of them I still keep in touch
I have got the answers at a plenty of questions which helped me farther in my professional carrier.
- The training course for civil servants organized by the Romanian Diplomatic Institute was necessary and useful in the context of reform process of the security and national defence sector. I am sure that the experience that I have achieved during this course enriched my cognitive knowledge about the history of European Union, its institutional architecture, EU policies, EU enlargement and crisis management.

Question #14: Please list main positive effects that the participation to the training on diplomacy and international relations in Romania had on your PERSONAL development.

Answer Options	Response Count
Open question	23
<i>answered question</i>	23
<i>skipped question</i>	7

Response Text

- I was oriented in my professional self-development efforts on the topic: EU enlargement - perspectives, public communication at risk

- Better communications skills. Establishing relations with IDR and other institutions.
- Exchange of experience
- Exchange of views and ideas with colleagues (not connected to work) which contributed to wish to know more about other things and making new friends.
- I saw new and beautiful places;
I met new and interesting people.
- Broadening the horizon of knowledge of recent developments in Romania
- A better knowledge of the geopolitics situation in the region- accumulation of knowledge in related fields
- Development of communication skills; diplomacy/politeness; new friends; socialisation; a great personal satisfaction.
- The establishment of the new contacts with representatives of different public institutions from Moldova and Romania, that later helped me to facilitate the collaboration between the institutions where we work
- I meet new people and I maintain contact with the professionals that I meet there.
- Being a young professional, the training made me understand how important it is to have this kind of experiences.
- Better negotiating and communication skills; set up a (local) professional network
- New contacts; discover new places in Romania; new topics to study
- Helped better understand Romanian justice system, understand Romanian position vis-a-vis neighbourhood policy, find out the key elements of Romanian international policy.
- Increasing self-awareness
learning how to Influence and persuade in diplomatic surroundings.
- New contacts and friendships with representatives of other public institutions,
Developed the ability to search the necessary information in limited time
- I became more self-confident and determined to advance with the diplomatic activity and to extend my contact network with the diplomats, experienced people in different fields.
- Professional competence, attitude, communication, diplomacy, spirit of initiative, negotiating ability, knowledge of international law ...
- Developing communication skills, personal growth, teamwork, new challenges etc.
- During the training I met some new persons
- I have learned a lot of useful information
I became more interested to develop my knowledge in this field
I developed my communication skills
- I had the opportunity to establish new contacts for cooperation with Moldavian and Romanian civil servants. I had the opportunity to meet new people and places, customs and Romanian traditions

Question #15: Would you recommend to other Moldovan diplomats and/or public servants to participate to future similar training/s in Romania?

Answer Options	Response Percent	Response Count
Yes	100.0%	30
No	0.0%	0
<i>answered question</i>		30
<i>skipped question</i>		0

Please explain your answer choice:

- Is a good opportunity to see a vision from the outside of things pertaining to the Republic of Moldova is also a possibility to you to meet best practices and techniques of public communication, public communication in crisis situations and others
- A good platform for Deeping the knowledge in European Affairs, Regional Policies, etc.
- It is very interesting and useful training for diplomats and public servants.
- A good opportunity to meet colleagues from national and Romanian institutions and see how the things are going from the perspective of a foreign country, EU and NATO member state.
- This is a good course that offers you the opportunity strengthen capacities in European policies , legislation , international relations, foreign assistance etc.
- For Republic of Moldova in bilateral cooperation and European integration Romania is a strategic partner
- Diplomacy training provides an opportunity to broaden the knowledge through the study of interesting courses in debating different opinions
- Because it is a very useful tool for exchange of experience, knowledge of practices of the neighbouring European countries;
- It is an opportunity to gain a new professional and personal experience, new knowledge in the sphere of diplomacy and international relations and others.
- This training is a very good practice for remembering and improving the knowledge about diplomacy and IR
- Its an interesting training that help to develop yourself and learn new things but also to socialize with officials from different institutions.
- I would recommend to the diplomatic staff or civil servants to participate to this training, that is interesting, useful, interactive. This would help them on the professional and personal development. I would like to inform you, that from the discussion had with most of the participants, they were satisfied, having positive feeling and useful information.
- The training had interesting contents, professors and visits. It was a great opportunity to meet persons from the same professional field.
- In Republic of Moldova, we do not have any institution for professional training of public servants in the field of diplomacy and international relations. The activity in International relations require special knowledge and perceptiveness, that could enhance or, contrariwise, affect the image of a public institution abroad. Thanks to Romanian colleagues and UNDP project to create such an occasion to share their experience with us.
- A good experience
- ! I strongly recommend to my colleagues to participate in similar trainings!
- It's offering a great added value to professional and personal development.

- Would be very useful for enhancing their knowledge, as well as for experience exchange, in every field related to their work
- Because it is a good training for all civil servants and help directly to professional development. Trainings are also very good, especially for Moldova's EU accession period.
- Attending this training was a unique experience that I strongly recommend to all the public servants involved in this field.
- During the training you can meet some new persons from other public Institutions public institutions and develop your personal professional contact network and etc
- It is an excellent opportunity to learn a lot of new and interesting things and of course to make exchange of experience with very highly qualified teachers in the field of international relations and European integration, as well with other colleagues from various public institutions from Moldova.

Question #16: Please make any recommendation/s for improvement of future similar trainings on diplomacy and international relations organized by the Romanian Diplomatic Institute.

Answer Options	Response Count
Open question	19
<i>answered question</i>	19
<i>skipped question</i>	11

Response Text

- Further, the course shell designed as an answer or response options for phenomena and problems facing Moldova
- More practical activities on negotiations, communications, making a presentation about your country for example, etc. Also a more comprehensive presentation of the lecture.
- I would be better if all the logistical issues (transport, program, accommodation etc.) would be known for the participant and settled with at least 2 weeks before the training.
- The involvement of representatives from as many institutions of the Republic of Moldova, taking into account the priorities of the Republic of Moldova's European agenda
- Maybe including in the program more visits to the Romanian institutions directly related with the international relations activity; visits to the public authorities from Romania (in 2013 there wasn't)
- Invitation of the participants from different public authorities from Moldova, not only from the Ministry of Foreign Affairs and European Integration of the Republic of Moldova
the payment of a daily allowance to the participants by the Romanian or Moldovan side.
- Trainings must be based on a larger implication of participants in practical actions
- In my opinion some subjects should be slightly more developed.
- It is good as they are organized at present
- This useful training should be of a longer period (minimum 4 weeks), in order to run its course normally, without any hustle (as it was in 2011).
- Pay more attention on the practical way of implementing the reforms; the lobby of the country in the EU, on the EU market; how to benefit from the pre-accession funds; how to review the Eastern Partnership
- I consider as priority, for participants, to determine their specific subjects of interest for the training.

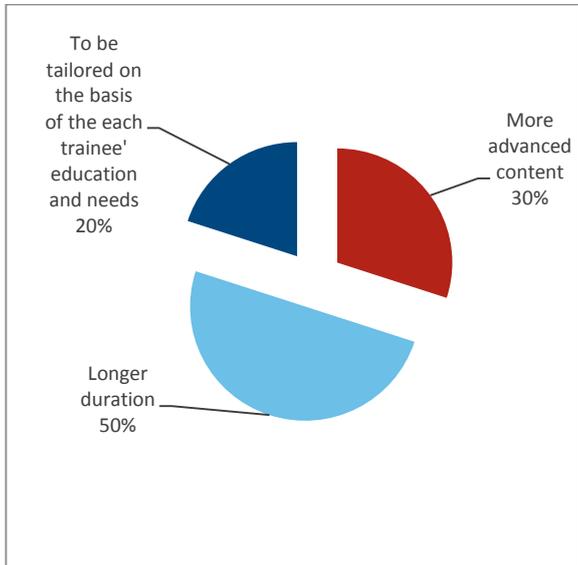
- Everything was great! Congratulation!
- I think that the most useful is training the young diplomats and public servants involving them in more practical activities, negotiation, communication exercise, simulations, to determine them to do a short internship in some relevant for the course institutions in Romania, to give them the kind of training exercise by involving them in discussions with the Romanian officials or even abroad partners and to ask each of them to come with a final project at the end of the course, explaining their plans and ideas of improving or facilitating some actions, projects, contacts in the Republic of Moldova, using their experience in the courses. Also, the courses might include a short presentation for a relevant public, or debate sessions on important issues on the international arena. And not least, it would be useful creating a network for maintaining a continued dialogue between the trainers and the participants in the course, for exchanging ideas and even starting joint projects with the partners from Romania.
- I have not objections concerning the organization of training. I would recommend being organized continuity spent training to update information and to provide new opportunities for public servants participants from Moldova.
- Firstly, I would like to express my gratitude to the Romanian Diplomatic Institute, the Romanian Ministry of Foreign Affairs and the United Nations Development Programme for the possibility to attend this course. Moreover, taking into consideration the development of the EU- RM relations, it would be desirable to continue this initiative with advance training on EU politics or policies for the former participants.
- When I attended this training, everything was very well organized. One of the suggestions would be to organize such trainings twice a year not once, but of course it depends on available financial resources of the organisers and the availability of the teachers to teach the public servants.
- Taking in to account that we did not have a study visits to the key institutions that have important role in international relations arena, we recommend to include this activity in the program.

Annex 5. Main aspects extracted from end of training evaluations (2012 and 2014)

End of training participants' suggestions related to trainings structure

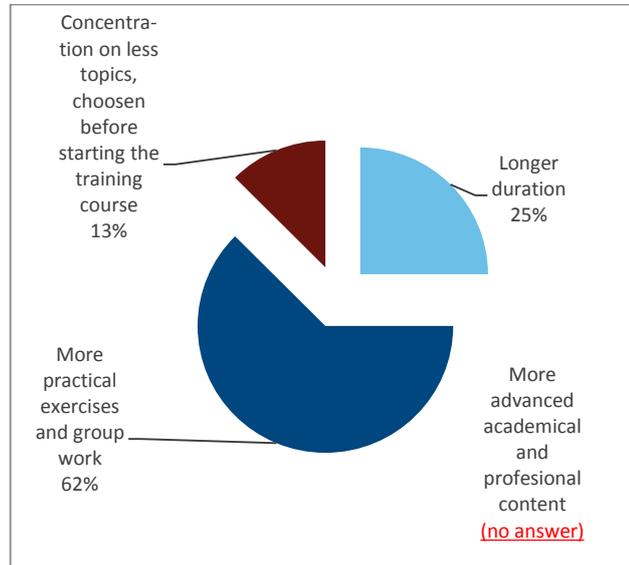
2012

(13 respondents)



2014

(17 respondents)



End of training participants' suggestions related to training topics

2012

(13 respondents)

- ✓ Negotiation techniques
- ✓ Negotiating Tactics and practical
- ✓ Diplomatic negotiation techniques, management of European integration, economic diplomacy
- ✓ Negotiation techniques. Global economic imbalances. State Protocol. Speech diplomatic / political.
- ✓ Romanian diplomatic protocol and ceremonial practice, global economic imbalances, diplomatic language
- ✓ Economics, Economic Security, diplomatic protocol, risk management and security policies in the context of globalization; negotiation techniques
- ✓ EU Integration
- ✓ The topics related to geo-economics, geopolitics and negotiations with the EU.
- ✓ Geoeconomy; International cooperation on regional conflict resolution. Romania's foreign policy in the global order / new configuration of power.
- ✓ Practical aspects specific diplomatic correspondence, Community law, customary protocol, rigors diplomatic language in English / French
- ✓ Economic imbalances, geopolitical, National Security + interests in international relations.

2014

(17 respondents)

- ✓ Security Studies
- ✓ The evolution of the regulatory framework of the European Union
- ✓ The current situation EU Member States
- ✓ European funds, attracting foreign assistance (methods / procedures)
- ✓ Exchange of experience in organizing mechanism MAE RO-MD relations, Romania's foreign policy in its historical evolution
- ✓ Internal policies in Romania
- ✓ The problems facing Romania and how it solves
- ✓ Political Communication
- ✓ Career civil service
- ✓ Public function and status of civil servant
- ✓ The course covered the full range of topics of interest highlighted for me

End of training participants recommendations/comments

2012

(13 respondents)

- ✓ To include subjects or issues proposed by the students before the start of the course, based on their needs.

2014

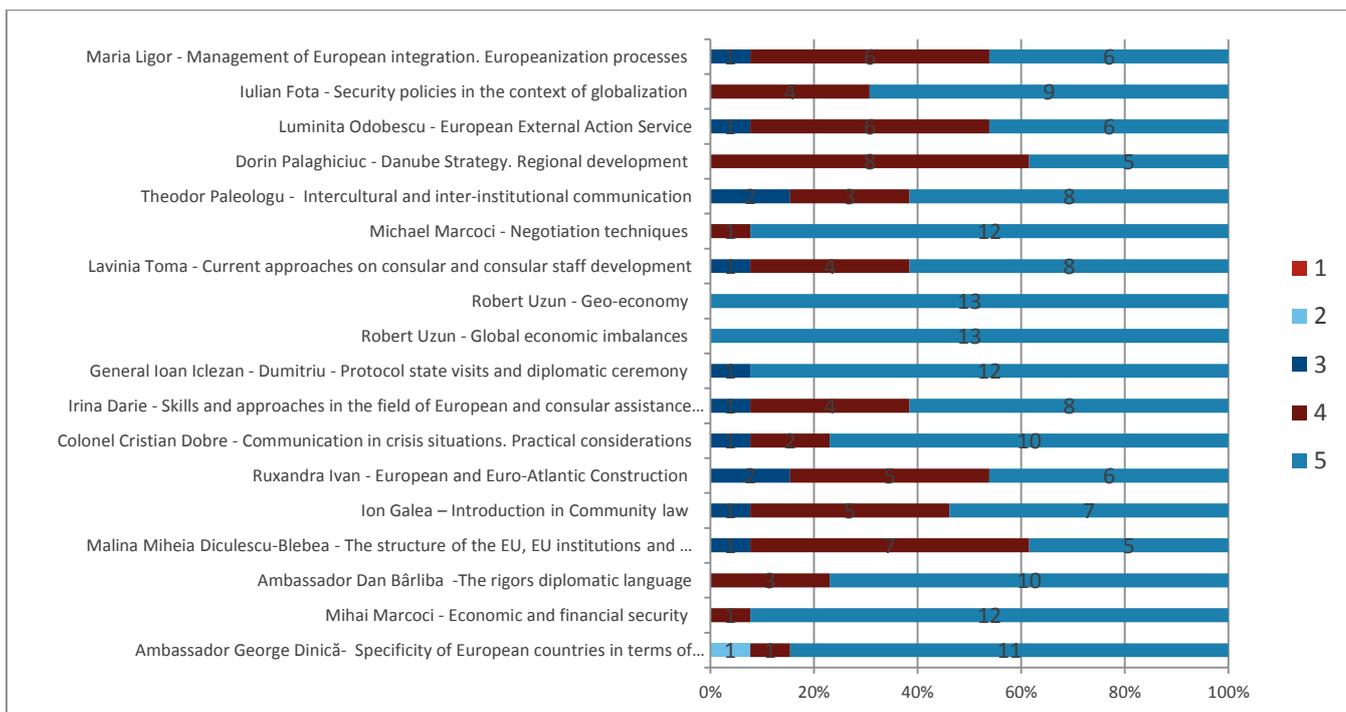
(17 respondents)

- ✓ It would be appropriate courses are combined daily visits; program begins at 08:00 hours.

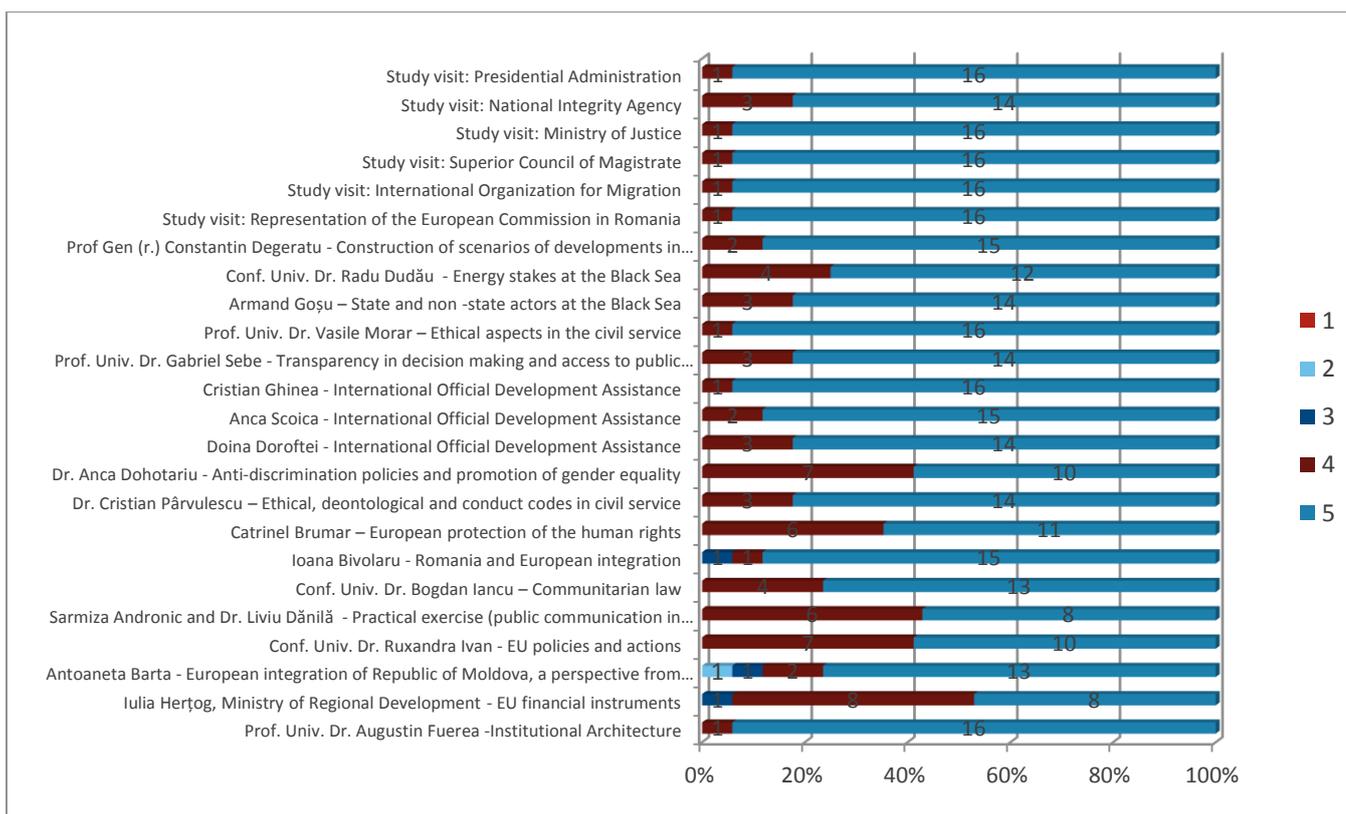
- ✓ Have strict schedule determined in advance before the course starts.
- ✓ I think that would be necessary to have more practical direct involvement of students in various activities, simulations, to encourage better assimilation of the material and taking advanced experience.
- ✓ Practical content of the course, with direct involvement of participants
- ✓ Also include some practical
- ✓ Longer: four weeks; more information on economic security and energy issues
- ✓ Contain lessons for simulating events such as bilateral negotiations with the EU.
- ✓ For length of days courses (from 09:00 to 18:00), the chairs were uncomfortable
- ✓ Continued coordination in future joint program on thematic courses
- ✓ Organization of the course was excellent: from transport, guide, etc and important part: theoretical and practical contribution. Thank you!
- ✓ Thank you for being nice and supporting Moldova. Good luck.
- ✓ Thank you so much for all the effort and hospitality.
- ✓ We thank the organizers who hope to ensure continuity of courses.
- ✓ Thanks to highly organized and taken care of during the program period and beyond.
- ✓ Only thanks. Everything was at the highest level. Again, thank you.
- ✓ There are no comments. I was pleased and impressed greatly by program.
- ✓ Thank you very much, everything was well organized!
- ✓ Congratulations for organizing this wonderful course!!!

End of training participants' rating related to training content, presented on each training module (from 1 min to 5 max)

2012 training (rating: 4.5 from 5 max)

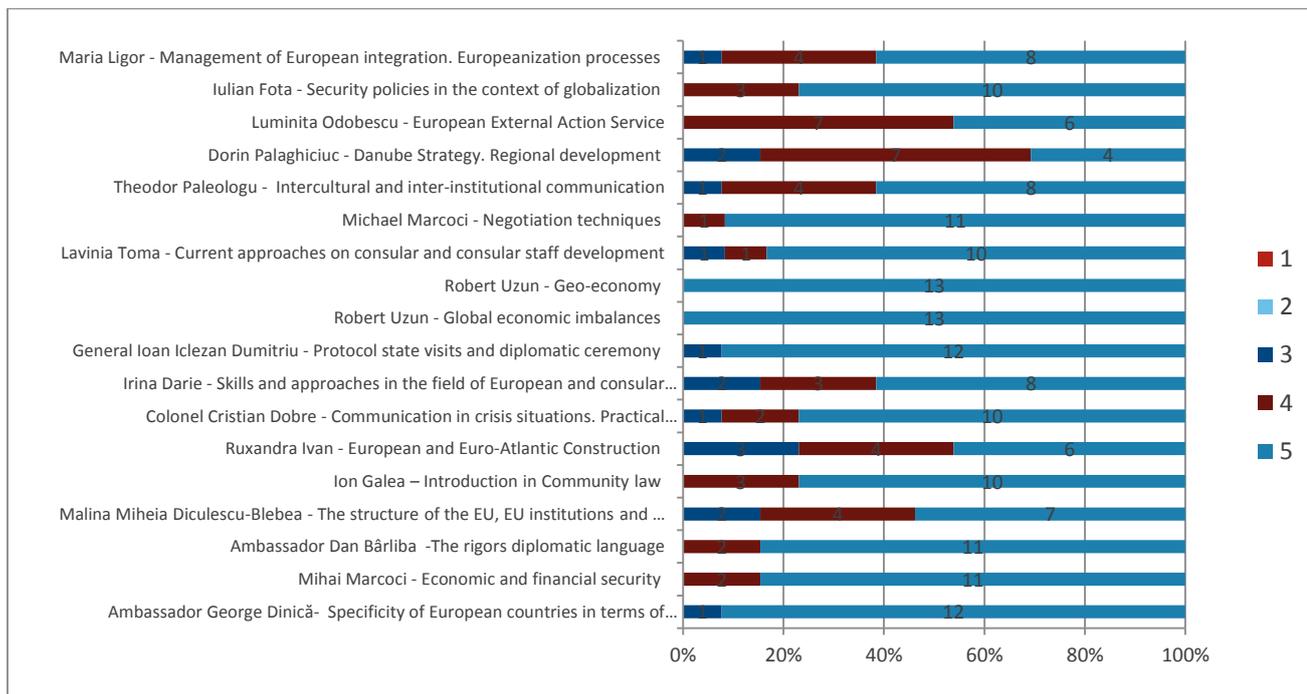


2014 training (rating: 4.7 from 5 max)

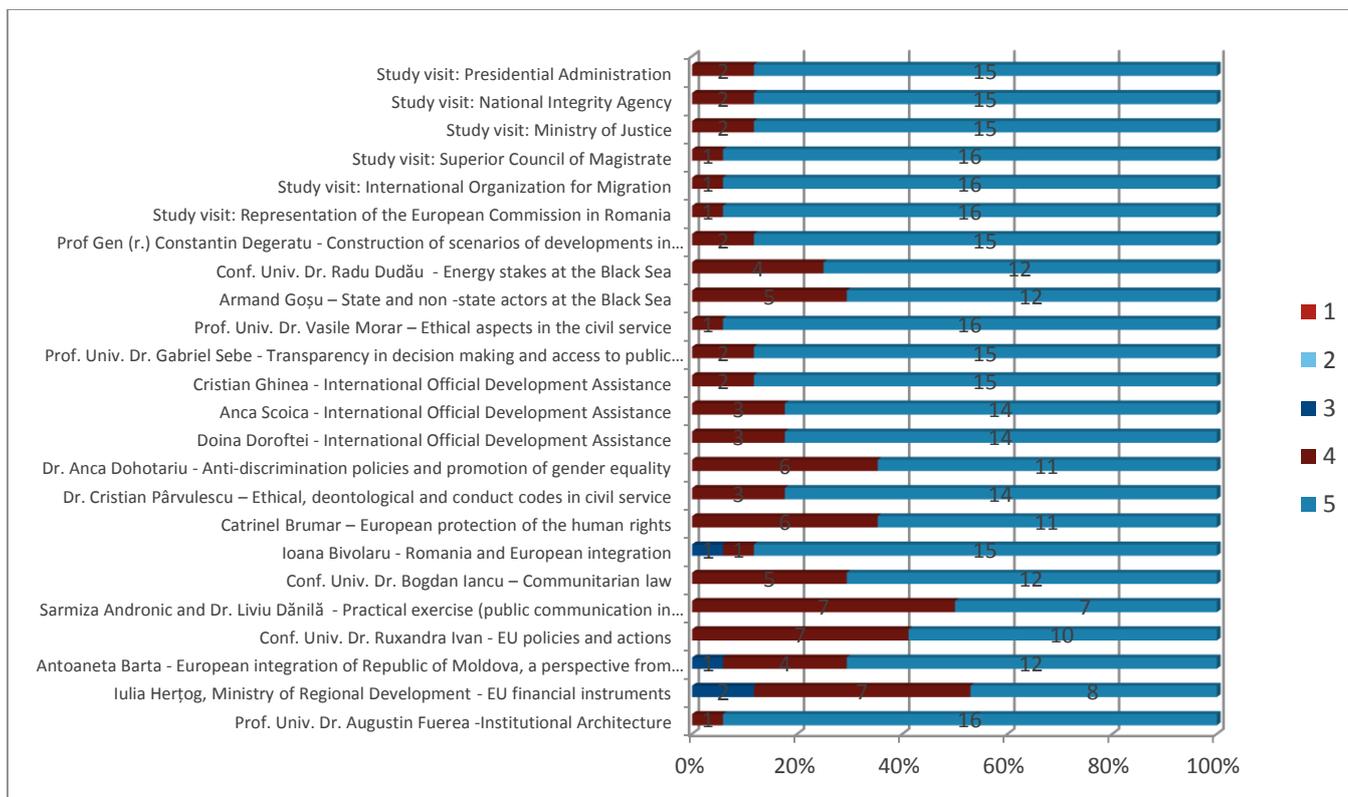


End of training participants' rating related to training delivery, presented on each training module (from 1 min to 5 max)

2012 training (rating: 4.5 from 5 max)



2014 training (rating: 4.6 from 5 max)



Annex 6: Terms of Reference of the Evaluation

1. Background and Context

Romania's development assistance (ODA) programme has been officially launched in 2007, following the country's accession to the European Union (EU). Since then, Romania has strived to position itself on the international development arena as an innovative donor, with the main comparative advantage of being able to share its direct experience and knowledge in the democratic transition and Euro-Atlantic integration processes. Romania's strategic objective in development cooperation is to contribute to poverty reduction by promoting security and economic welfare, state of law, sustainable economic development, climate change mitigation and investments in education, complementing international efforts in the field.

Romania has identified thematic and **geographic priorities**, and has developed a clear national Policy and institutional framework for its ODA. The geographical focus is now on twelve countries: in the Black Sea extended region - the Republic of Moldova, Ukraine, Belarus, Georgia, Armenia and Azerbaijan; and in North Africa and the Middle East - Egypt, Tunisia, Libya, Iraq, Palestine and Afghanistan. The Romanian current ODA **thematic priorities** are: 1) transition to democracy (reconstruction of the state, democratic governance, administrative reform, support for the civil society, the media, and conflict resolution); 2) support for agriculture and sustainable economic growth in the climate change context; 3) environment protection and support for activities to promote sustainable energy in the context of the climate changes. The secondary sectors are health and education.

In view of further consolidating national capacities in the field of ODA, the Ministry of Foreign Affairs (MFA) and the United Nations Development Programme (UNDP) are currently implementing *The New ODA Cooperation Partnership with Romania* project (2013-2015), with the overall objective to support Romania in becoming an effective, innovative and increasingly influential actor for development cooperation so it can achieve sustainable, scalable development impact in the countries that are a priority for the Romanian ODA policy. The UNDP continues to provide the MFA with the necessary administrative and implementation mechanism and tools for ODA delivery (project/programme frameworks and management capacity). In this context, the UNDP is supporting the interventions of line ministries, national institutions and civil society organizations (e.g. Permanent Electoral Authority, the Romanian Diplomatic Institute, the Romanian Federation of Development NGOs, etc.) to transfer knowledge and experience to Romania's ODA priority countries.

One such intervention is the **Training Programme on Diplomacy and International Relations for the Republic of Moldova**, a program that targets junior public servants – mainly, but not exclusively, representing the Moldovan Ministry of Foreign Affairs. The main objective of the project is to facilitate the transfer of Romanian know-how and experience in international relations, diplomacy and European affairs in view of improving the capacity of Moldovan government officials and public servants engaged in the European integration process. At the same time, the project enables the development of a working framework within which the Ministry of Foreign Affairs (MFA) and Romanian Diplomatic Institute (RDI) can exchange in real time ideas / diagnosis / prognosis with institutional actors from Moldova (initiating a formal or informal mechanism that might operate in the near future as an early warning unit). The

training has been organized on an annual basis, starting with 2010 (currently, 5 editions have been successfully implemented), using various formats, curricula, and addressing various target groups.

2. Scope and purpose of the Evaluation:

The Evaluation is intended to assess the relevance, efficiency, and effectiveness of this project, including an assessment of the project design, management arrangements and achievements, in the context of Romania's development assistance objectives and as compared to the beneficiaries' needs. The exercise should also assess the sustainability of results, and evaluate, to the extent possible, the impact of this project on all relevant stakeholders (project beneficiaries, implementing partners, etc). In the resulting report, the evaluator is expected to identify/document lessons learned and recommendations that UNDP, project partners and stakeholders may use to improve the design and implementation of future training programs.

The Evaluation Questions

The following key questions will guide the project evaluation process:

- *Relevance of the project*
 - a) To what extent is the project relevant in the context of Romania's development assistance objectives?
 - b) To what extent is the project relevant to the needs of the partner country? To what extent did the project meet the needs of the beneficiaries? In this context, are the objectives of this training suitable for the capacity building needs of the beneficiaries? Please provide an analysis of the current/desired learning objectives of the programme.
 - c) To what extent was the target group relevant for the achievement of the project objective?
- *Effectiveness of Project Implementation*
 - a) Were the management processes appropriate in supporting the project delivery?
 - b) To what extent was the implementation structure adequate, including the effectiveness of the UNDP? To what extent were the partnership strategy and stakeholders involvement in the project design appropriate?
 - c) Was the project effective in delivering desired/planned results?
 - d) To what extent is the project design supporting the project overall objective? Was the training design appropriate for the objectives of the training (please consider the format of the training sessions, the speakers/resource persons/ design and content of the curricula)?
- *Efficiency of Project Implementation*
 - a) Were the resources utilized effectively and transparently?
 - b) Do the actual or expected results justify the costs incurred?
 - c) Were the project activities efficiently coordinated with related interventions (funded nationally and/or by other donors at the European level)? Could a different approach have produced better results?
- *Sustainability of results*
 - a) To what extent is the project design sustainable on the medium/long term?

- b) Is there a stable institutional structure to support the long-term continuation of the project results?
- c) Is there/should there be continuity between consecutive editions?
- d) Are there stable financial resources supporting the continuation of this project?
- e) To what extent are the results (the capacity building delivered to the Moldovan beneficiaries) sustainable?
 - *Impact*
 - a) What are the intended and unintended, positive and negative, long term effects of the project?
 - b) To what extent can the changes that have occurred as a result of the project be identified and measured?

The evaluation should point out lessons learned and recommendations that the Ministry of Foreign Affairs/ UNDP/ The Romanian Diplomatic Institute and any other relevant stakeholders may use to improve the design and implementation of similar interventions.

In addition to a narrative assessment, criteria should be rated using the following divisions: **Highly Satisfactory**, **Satisfactory**, **Marginally Satisfactory**, and **Unsatisfactory** with an explanation of the rating. Also the Overall Rating of the project should be indicated. The evaluation should provide as much gender disaggregated data as possible.

3. Methodology for Evaluation

The evaluation will provide quantitative and qualitative data through the following methods:

- Desk study and review of all relevant project documentation including project document, annual work-plans, project progress reports, training curricula, list of participants, post-training evaluation forms;
- In depth interviews to gather primary data from key stakeholders (project partners from the Romanian Diplomatic Institute, the Ministry of Foreign Affairs, relevant Moldovan institutions, lecturers, the UNDP, etc) using a structured methodology;
- One 2-day field mission in Chisinau including 1) discussions/focus group with project beneficiaries and other stakeholders and 2) a needs-assessment consultation with the Moldovan Ministry of Foreign Affairs (the coordinator of this initiative from the Moldovan side) identifying the capacity building needs of the beneficiaries for future trainings.

4. Duration of the Evaluation:

The evaluation is expected to start on December 4, 2014 for an estimated duration of 20 working days, spread over three calendar months. This will include desk study and review, interviews with stakeholders, discussions with project beneficiaries, one field mission and report writing.

Milestone	Date/no. of consultancy days
Evaluation kick off	First week of December 2014
Desk review of all relevant project documentation	(approx.) 4 days
In depth interviews with key stakeholders & mission to Chisinau	(approx.) 5 days
Focus Groups/ discussion with project beneficiaries and other stakeholders	(approx.) 5 days

Draft report elaboration	(approx.) 4 days Delivery to UNDP: 15 January
Final report	(approx.) 2 days Delivery to UNDP: 30 January

5. Expected Deliverables:

The key product expected from this exercise is an evaluation report in English language. A draft report should be submitted to UNDP as per the consultancy schedule (above). The Report will be a stand-alone document that substantiates its recommendations and conclusions. The report provide to the UNDP complete and convincing evidence to support its findings/ratings. The length of the final evaluation report shall not exceed 15 pages in total (not including annexes).

6. Management Arrangement:

The Consultant will report to the UNDP ODA Project Manager and will work in close coordination with the project team and the MFA project partners. Upon UNDP's request and if deemed necessary, the consultant will provide further details/ clarifications related to the findings of the report submitted.

7. Required expertise and qualification:

a) Academic qualifications:

- Masters degree in Public Policy, International Development, Development Economics/Planning, Economics, International Relations/ Diplomacy or any other relevant university degree;

b) Years of experience and competencies:

- At least 3 project / programme evaluations successfully completed (needs assessments or other programming reports will not be considered as relevant)
- Experience in conducting UNDP project evaluations is a strong asset
- Experience in evaluating courses/trainings and knowledge of curricula design / trainings design are a plus.

c) Skills:

- Excellent written and verbal communication skills in English and Romanian
- Strong analytical competences
- Well-developed ability to synthesize information

