

Modernization of local public services in the Republic of Moldova

- Intervention Area 2: Regional Planning and Programming -



Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development

Final Report

December 2014



**Ministerul Dezvoltării
Regionale și Construcțiilor**



giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH



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Published by:

German Development Cooperation (GIZ) GmbH

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Bonn and Eschborn, Germany

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Developed within:

The Project 'Modernization of Local Public Services in the Republic of Moldova', implemented by German Development Cooperation (GIZ), on behalf of the German Federal Ministry of Economic Cooperation and Development (BMZ) with the support of the Government of Romania, the Swedish International Development Cooperation Agency (Sida) and European Union.

Project Partners:

Ministry of Regional Development and Constructions of the Republic of Moldova
North, Center and South Regional Development Agency

The opinions expressed in this report are those of the author/authors and do not necessarily reflect the views of the implementing agency, funding organisations and project partners.

Chisinau, December 2014

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ACRONYMS

| | |
|-------|--|
| RDA | Regional Development Agency |
| DB | Direct beneficiaries |
| IB | Indirect beneficiaries |
| NCCRD | National Coordination Council for Regional Development |
| RDC | Regional Development Council |
| MRDC | Ministry of Regional Development and Constructions |
| NFRD | National Fund for Regional Development |
| RSWG | Regional Sector Working Groups |
| RM | Republic of Moldova |

EXECUTIVE SUMMARY

Subject of survey: This survey assesses the knowledge and satisfaction levels of LPA representatives in regards to the capacity of the Regional Development Agencies to facilitate the process of regional development, as well as regional/local sector planning and programming.

Background: An opinion poll was conducted in 2012 to assess the initial situation in this regard, and another similar opinion poll was conducted in 2014 to measure progress over the last 2 years. This survey was conducted as part of the 'Modernization of Local Public Services in the Republic of Moldova' project. The project was initiated by GIZ in early 2010 and is being implemented in partnership with the Ministry of Regional Development and Construction, and in collaboration with the North, Centre, South Regional Development Agencies and a number of 1st and 2nd level Local Public Authorities.

The main goal of the project is to contribute to the improvement of conditions for the provision of local public services in Moldova in the following: (a) assisting local stakeholders in linking local needs with regional and national priorities, applying integrated planning and programming, improving the infrastructure of service providers through specific investment measures, supporting and improving inter-municipal cooperation in the provision of public services, strengthening management, institutional and technical capacities, as well as (b) involving citizens (consumers of these services) in the improvement process.

Methodology: The survey was conducted in 32 rayons of the Republic of Moldova and in the Balti municipality. In this regard, a nationally-representative survey was conducted using a sample of 798 respondents. The respondents represented the two target groups of the survey: direct beneficiaries (persons who were directly involved in the regional sector planning and programming process) and indirect beneficiaries (persons not directly involved in this process). Interpretation of the results was performed using weighted and average values calculated for the respondents' answers.

Findings:

- The results of the survey show that most respondents know the overall regional development process and the activities conducted in this field by its main actors - MRDC, RDA and RDC - quite well.
- The LPAs involved in regional/local planning and programming are, in general, satisfied with how the RDAs facilitate the process of regional development (66%). There is an increase in the level of satisfaction of direct beneficiaries in regards to the performance of RDAs over the past two years. However, some problems have been identified that affect the proper functioning of RDAs: **insufficient and unsatisfactory level of training of human resources; insufficient information of both the actors involved in the regional development process, as well as the general population; politicization of these institutions; poor cooperation with LPAs and lack of transparency in the management of financial resources.**
- As for the evaluation of the RDC, it is generally considered an effective decision-making mechanism for the development of regions and an effective platform for cooperation between the public, private sector and civil society. Meanwhile, satisfaction regarding performance of RDC shows more modest values: **about half of the direct beneficiaries and about a third of the indirect ones were satisfied in this regard.**
- With regard to infrastructure sectors (water and sanitation, energy efficiency, roads and solid waste management), a generally low level of satisfaction of respondents is observed. Although many people are more satisfied rather than dissatisfied, the percent of satisfied

respondents does not reach half of the total number of respondents. The lowest level of satisfaction manifests itself in relation to the solid waste management sector. The survey results have identified a number of problems common to these sectors: **small number of projects under implementation; not all sectors are covered (in some regions all sectors are high priority); lack of/insufficient cooperation with civil society organizations; some projects are implemented poorly; others are implemented very slowly; lack of monitoring of projects; some settlements have not received answers regarding project applications and therefore do not know if the project is still under examination or was not accepted etc.** At the same time, respondents admit that progress in these sectors is not yet particularly clear, given the short period since the regional development process started.

- The vast majority of respondents believe that *RSWG* is a useful tool for drafting sector development plans. Therefore they must remain viable in the future in order to monitor the implementation of sector regional programs.
- Analysis of answers according to *socio-economic characteristics* of respondents highlighted several other general findings: (a) the indirect beneficiaries consider themselves generally less informed and assign lower values in the assessments that they give in regards to different aspects related to regional development, in comparison with direct beneficiaries; (b) residents of Southern regions are less informed and satisfied compared with residents of the Centre and North regions; (c) a lower level of information and satisfaction has been displayed by LPA1 (compared with LPA 2), by public officials (compared to other public sector actors), as well as the private sector (compared to other segments).

General conclusion: Respondents are generally satisfied with the process of regional development and believe that it is conducted in a positive direction. At the same time, a number of problems were identified and recommendations were made on improving the process.

Recommendations: Based on the problems listed by direct and indirect beneficiaries, as well as on the nature of their expectations with respect to various aspects of the regional development process in general (management, human resources, financial resources, information and empowerment etc.), the following recommendations are proposed:

- **Providing better and more uniform information to local decision makers, as well as the general public, about various aspects of regional development;**
- **Continuously training and evaluating the human resources involved in the process;**
- **Ensuring greater cooperation between the actors involved in the regional development process (public - private - civil society);**
- **Depoliticising the decision-making process with respect to settlements where projects shall be implemented, resource allocation and other issues;**
- **Transparency in the management of financial resources;**
- **Developing and implementing effective mechanisms for monitoring the process of regional development.**

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SURVEY METHODOLOGY

Survey Objectives

The survey's **Overall Objective** was to *collect information for assessing stakeholders' satisfaction in regards to the capacity of Regional Development Agencies to effectively facilitate the regional development process.*

Specific Objectives:

- Measuring the satisfaction of LPAs involved in regional/local planning and programming with how said process is facilitated by Regional Development Agencies;
- Assessing general awareness of the regional development process, as well as of particular activities carried out in this field by various stakeholders (MRDC, RDAs, RDCs);
- Measuring awareness of the regional development process, identifying the interest to be informed and the best ways to provide information;
- Developing a set of awareness, information and satisfaction indicators (based on the questions contained in the questionnaire).

Territorial Coverage

The survey was conducted across the country's entire territory, except Transnistrian region, ATU Gagauzia and Chisinau municipality, and covered all the country's administrative territorial units. This included all localities where the survey's indirect and direct beneficiaries reside.

Survey Strategy

Research Method: national representative survey of target groups

Data Collection Period: 6 October to 5 November 2014.

Target Groups:

Target Group 1: Persons directly involved in the regional/sector planning and programming process. This target group includes members of Regional Sector Working Groups (RSWGs) and Regional Development Councils (RDCs).

Target Group 2: Persons who have not been directly involved in the process or have been involved in regional/local planning and programming in sectors other than the 4 that GIZ project has provided assistance to: Local Public Authority of Level I and II (LPA I, II) representatives, as well as Civil Society and Private Sector representatives.

Sample size: 798 respondents

- Target Group 1 – 239 respondents
- Target Group 2 – 559 respondents

Research Technique: PAPI: face-to-face interview conducted at the respondent's home based on the use of a questionnaire on paper. Interviewers were selected among CIVIS Centre's field operators network.

Sample Design

The sampling frame consisted of a list of localities established in line with the location of Target Group 1 representatives. All localities (79) identified in the list have been included. The main task with regard to Target Group 1 was to interview each representative of this category. After analysing the lists provided by GIZ, 295 persons belonging to Target Group 1 were registered, including 131 RDC representatives and 164 RSWG representatives across 33 rayon centres, including Balti municipality and 46 villages (one person from the majority of localities).

Target Group 2 representatives were selected from the same 33 rayon centres and 46 villages that Target Group 1 representatives were registered in, with a further 14 villages to be randomly selected from 14 rayon mentioned in the Terms of Reference. Pursuant to the requirements set out by the Terms of Reference, 8 persons were set to be interviewed from each rayon center, 5 persons from each of the 46 villages, and 6 persons from each of the randomly selected 14 villages, making for a total of 578 respondents.

The final list of localities included in the sample included 93 localities, of which 32 regional centres, plus Balti mun. and 60 villages.

The initial sample was set in the amount of 873 respondents: 295 within Target Group 1 and 578 within Target Group 2.

Following data collection in the field as well as visits at respondents' workplaces, a somewhat smaller sample of 798 respondents was obtained. The final sample was determined by a number of factors such as respondents' refusal to participate in the survey, relief from office during the campaign for parliamentary elections, or release from official duties.

Research instrument/tool: Standardized written questionnaire with pre-coded questions and answers as well as open-ended questions for each separate target group. The questionnaires were developed by the CIVIS research team in collaboration with the GIZ team. Working languages: Romanian and Russian. The average questionnaire length was about 27 minutes.

The topics addressed in the questionnaire were the following:

- Section 1 – Socio-demographic data;
- Section 2 – General Aspects of Regional Development;
- Section 3 – Activity of Regional Development Agencies;
- Section 4 – Regional Development Agencies as organizers of regional sector planning;
- Section 5 – Degree of Awareness and Information Channels Regarding RDAs;
- Section 6 – Suggestions and Recommendations.

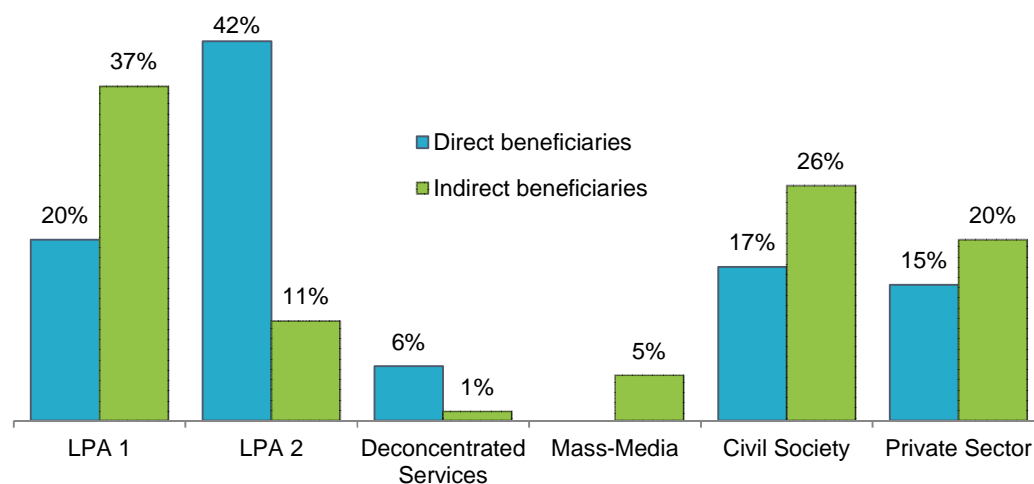
Before being applied on the ground, the questionnaire was pre-tested and finalized following the pre-test results, in order to ensure correctness of questions and answers, and a high degree of understanding by the target group.

Sample Representativeness: The sample is representative of the survey's target groups.

Data analysis was performed on a general sample level and subject to a number of socio-demographic characteristics: the institution represented area of residence, region, sex, age group. The report only reflected significant differences between socio-demographic categories.

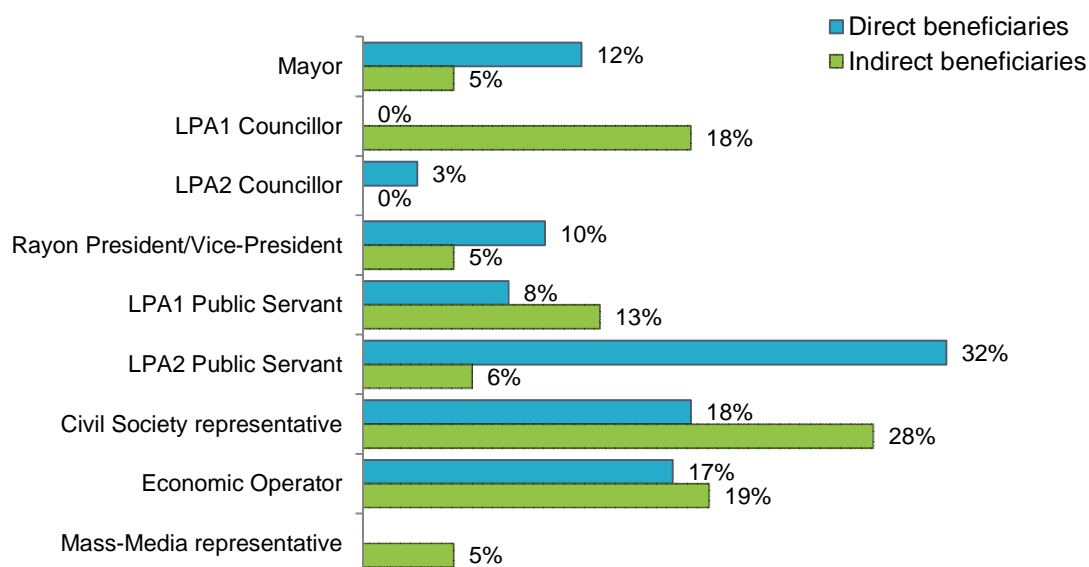
SOCIO-DEMOGRAPHIC PROFILE OF SURVEY PARTICIPANTS

Institution Represented



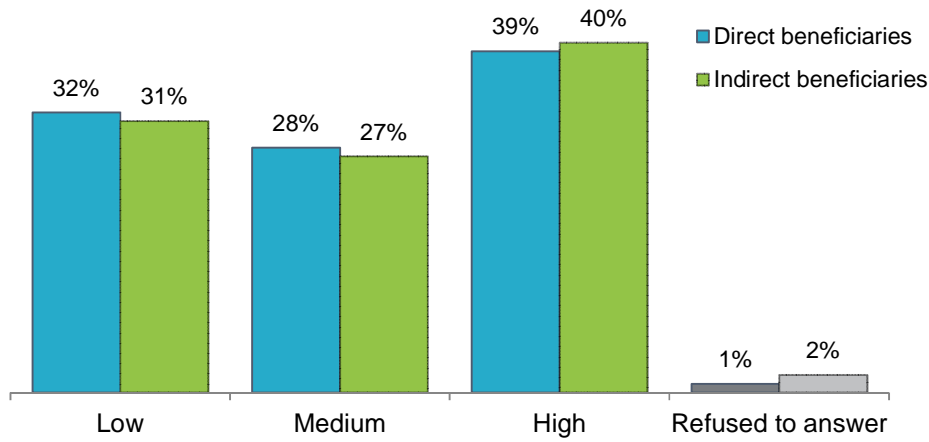
Direct beneficiaries are represented to a greater extent by Level 2 Local Public Authorities (42%), while in the case of indirect beneficiaries, one-third of respondents represent Level 1 Local Public Authorities. At the same time, the share of private and civil sectors is significantly higher in the category of indirect beneficiaries.

Professional Status

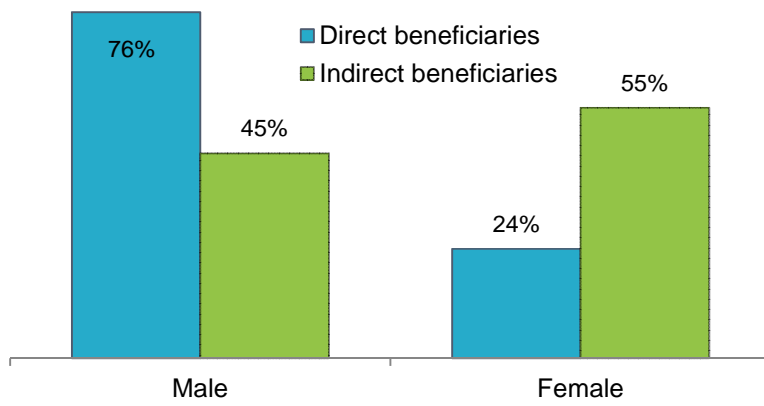


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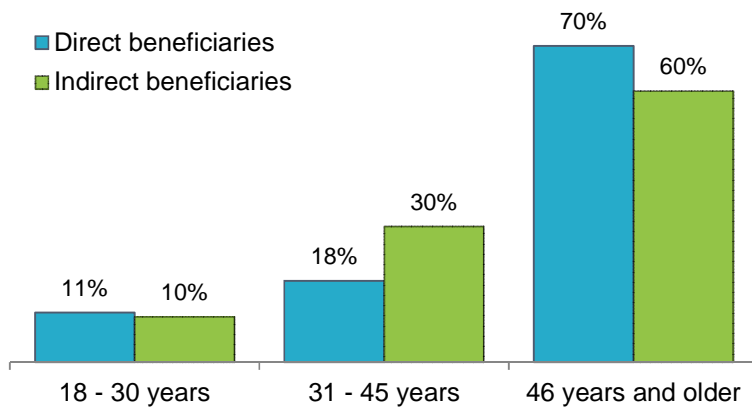
Seniority



Gender

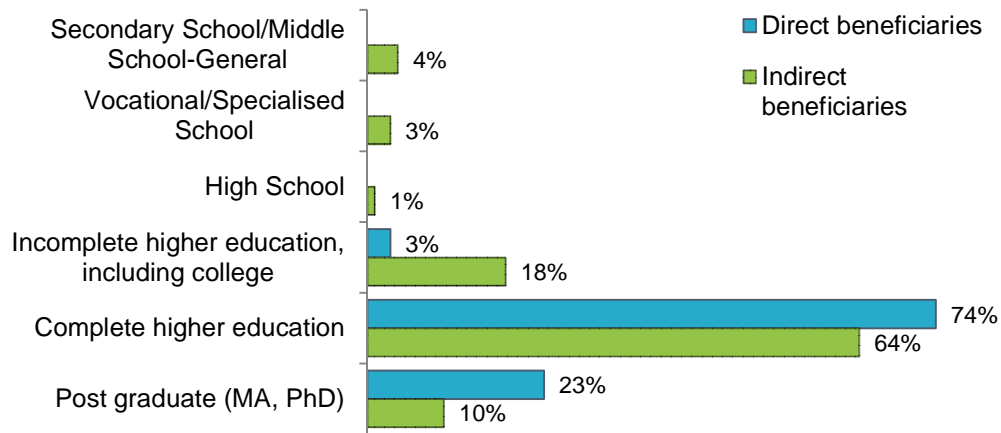


Age Group

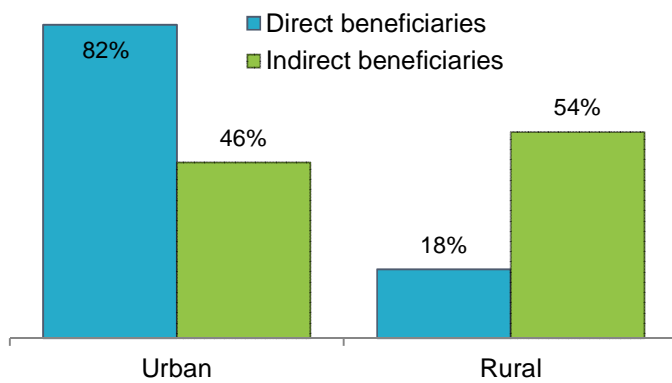


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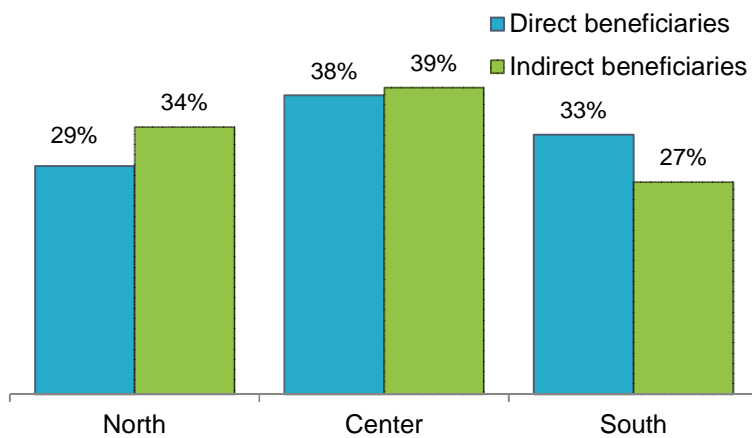
Education



Residence Area



Residence Region



GENERAL ASPECTS OF REGIONAL DEVELOPMENT

Assessment of the regional development process

The vast majority (88%) of indirect beneficiaries have heard about the regional development process (Figure 1). *Prevailing among those who have not heard about the process are the Private Sector and Civil Society, persons with secondary education, women, residents of rural areas, as well as North and Central region residents.*

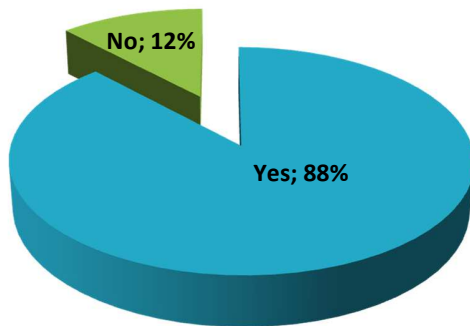


Figure 1. Have you heard about the regional development process taking place in Moldova? (INDIRECT BENEFICIARIES)

Respondents were asked to assess to which extent they agreed with the statement that 'The regional development process in Moldova is conducted in a right/positive direction' using a scale of 1 to 5, where 1 equals 'strongly disagree' and 5 – 'strongly agree'. Accordingly, about 2/3 of direct and indirect beneficiaries agree with the statement. Some 7% of beneficiaries from each group do not agree with the direction of the process, while every 4th respondent in both categories has a neutral perception (Figure 2). Among the two respondent categories, the average assessments with respect to the direction of regional

development are positive and almost equal (3.9 versus 3.8 in the case of direct and indirect beneficiaries, respectively).

62% of direct beneficiaries and 57% of indirect beneficiaries regard the regional development policy as contributing to the balanced development of communities in the region. Almost every 7th respondent (in each group) believes that the regional development policy does not contribute to the balanced development of communities in the region and about every 4th respondent in both categories has a neutral perception in this respect (Figure 2). The overall opinion of direct and indirect beneficiaries was measured at 3.7 and respectively 3.6 points on average (on a scale of 1 to 5).

Over half of respondents (with no major differences in beneficiary type) believe that the National Fund for Regional Development (NFRD) is an effective tool in the implementation of regional development policy. Every 4th direct beneficiary and every 5th indirect beneficiary (26% and 19%) does not know for sure whether or not the institution acts as an effective tool in implementing regional development policy. Respondents who do not see the Fund as an effective instrument of regional development policy implementation make up less than ten percent within each group of beneficiaries (Figure 2). The average values found in assessing the NFRD's efficiency in regional development policy implementation equal 3.7 and 3.8 points among direct and indirect beneficiaries, respectively.

Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development

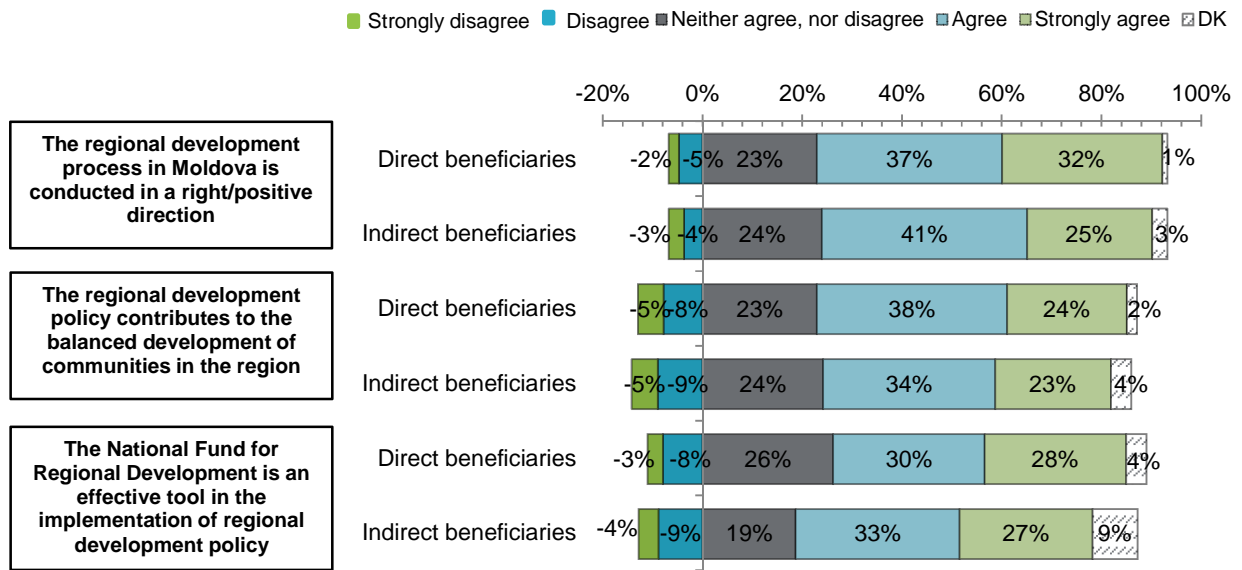
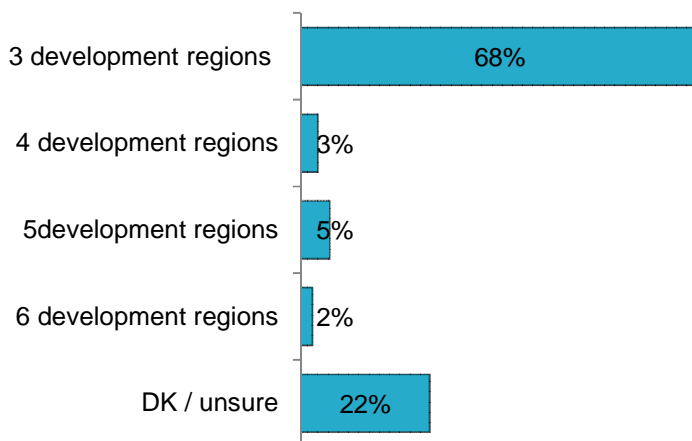


Figure 2. General assessment of the regional development process.
Sample: 491 BSc who have heard about the regional development process carried out in Moldova.

The main **issues** mentioned by (both direct and indirect) beneficiaries with respect to regional development are related to funding: insufficient monetary funds and their distribution by political criteria, lack of transparency in the management of funds, or distribution of financial resources without taking into account priority areas and community needs. Among other issues identified: insufficient information of the public with respect to the regional development process; little involvement of local authorities and lack of cooperation with such authorities; lack of consideration given to projects submitted; defective practical application; insufficient coverage of localities, etc.

Regional development areas



Indirect beneficiaries were asked how many developing regions are there in Moldova. Most (68%) have replied there being three regions, 10% believed there being 4 to 6 regions, and about every 5th respondent (22%) stated that he/she does not know their number (Figure 3). **Among the most uninformed were the Private Sector, Civil Society and the media, but also LPA1, as well as rural and Southern region residents.**

Figure 3. How many development areas are there in the Republic of Moldova? (INDIRECT BENEFICIARIES)

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The majority of respondents either agreed or partially agreed that the three development regions (South, Central and North) ensure a more efficient use of national and foreign investments (90% and 82% among direct and indirect beneficiaries, respectively). Prevailing in the case of direct beneficiaries is the share of those who 'agree' (53%), whereas indirect beneficiaries more often 'partially agree' (44%) (Figure 4). This is substantiated as follows: regionalization allows better allocation of financial capital, as it distributes resources to various areas in a relatively balanced manner; provides a greater level of transparency to money management, as it involves local stakeholders in identifying priority needs of communities; contributes to better visibility of investment projects; provides better coverage of rural areas.

The share of respondents who disagree with the statement that the three development regions ensure a more efficient use of investments is about 8% among direct beneficiaries (with a higher prevalence in RDC, mayors, rayon presidents and vice-presidents, beneficiaries with incomplete higher education and high seniority, residents of rural areas as well as of North and South regions) and 9% among indirect beneficiaries (with a higher prevalence in the Private Sector, LPA2 (in particular civil servants at this level), males, persons with medium education levels, 18 to 30 year olds, and Southern region residents). According to this category of respondents, the funds are inequitably distributed, with the Center region being politically favoured and thus enjoying most financial resources, followed by the North region. Some respondents consider that the three development regions are too few, being that a single region includes too many districts and therefore

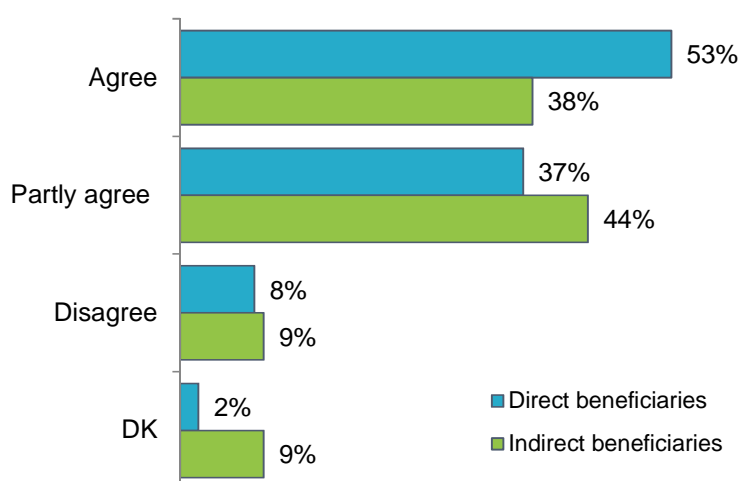


Figure 4. Do the three development regions (South, Center and North) ensure a more efficient use of national and foreign investments?

not all localities are taken into account for the allocation of funds. Also, the risk of failure to ensure transparency in the management of financial resources is allegedly greater where a separation into three (larger than necessary) regions occurs.

Respondents who do not know how regionalization helps with the use of investments make up only 2% among direct beneficiaries and about four times more (9%) among indirect ones (mainly Mass-Media and the Private Sector) (Figure 4) – the main argument being insufficient information with respect to the use of financial resources.

Regional development institutions: awareness and assessment

Respondents were asked to assess the activity of regional development institutions with a score from 1 to 5 (1 = negative assessment, 5 = positive assessment). The results indicate a rather positive assessment of institutions' activities (each institution receiving an average of not less than 3.6 points). The assessments provided by direct and indirect beneficiaries are quite similar, with the former

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category being slightly more 'generous'. Another finding shows that indirect beneficiaries are less aware of regional development institutions. *The percentage of respondents who were not able to assess the work of institutions, as well as of those who have not heard about them was several times higher among indirect beneficiaries compared to direct beneficiaries. Prevailing among indirect beneficiaries with lower awareness are female respondents, Southern region residents, secondary education graduates, the Civil Society, Mass-Media and the Private Sector, but also LPA1. Prevailing among direct beneficiaries who were less informed about regional development institutions are RSWGs, LPA1 / LPA2 councillors, Southern region residents, female respondents, de-concentrated services, the Civil Society and the Private Sector.* Of all mentioned institutions, RDAs are best known and most highly valued by respondents. Below are the findings for each of the four institutions (Figure 5):

- The activity of the National Coordination Council for Regional Development (NCCRD) was assessed with average scores of 3.7 and 3.6 by direct and indirect beneficiaries, respectively. 8% of direct beneficiaries and about every 5th indirect beneficiary (18%) were not able to assess the NCCRD's activity. 4% of direct beneficiaries and 14% of indirect beneficiaries have not heard about the NCCRD;
- The activity of the Ministry of Regional Development and Constructions (MRDC) was assessed with average scores of 3.8 and 3.7 by direct and indirect beneficiaries, respectively. 3% of direct and 14% of indirect beneficiaries was not able to assess the MRDC's activity. 1% of direct beneficiaries compared to 11% of indirect beneficiaries have not heard about the MRDC;
- The activity of the Regional Development Council (CRD) was assessed with average scores of 3.8 and 3.7 by direct and indirect beneficiaries, respectively. 5% of direct and 14% of indirect beneficiaries was not able to assess the RDC's activity. 3% of direct beneficiaries compared to 15% of indirect beneficiaries have not heard about the RDC;
- The activity of the Regional Development Agency (RDA) was assessed with average scores of 4 and 3.8 by direct and indirect beneficiaries, respectively. 2% of direct and 13% of indirect beneficiaries was not able to assess the RDA's activity. 1% of direct beneficiaries compared to 9% of indirect beneficiaries have not heard about the RDA.

While assessing regional development institutions rather positively, respondents have also identified a number of **issues** that affect their proper functioning. One such issue relates to human resources: either their scarcity or unsatisfactory professional training for the given field of work, as well a certain poor manner of communication. The administrative apparatus of the institutions is allegedly too large, giving rise to situations where some structures double the work of others.

Another issue relates to availability of information: some respondents claimed that they are poorly informed about the concerned institutions; others believed that the institutions should get more involved in providing information to actors involved in regional development (e.g. information relating to localities that have received funding, grounds for project refusals, currently financed projects/areas, as well as new technologies, general regional development facts, etc.); insufficient coverage of various regional development aspects by the media; poorly promoted projects, etc.

Other issues mentioned by respondents refer to the politicization of institutions and their poor cooperation with LPAs.

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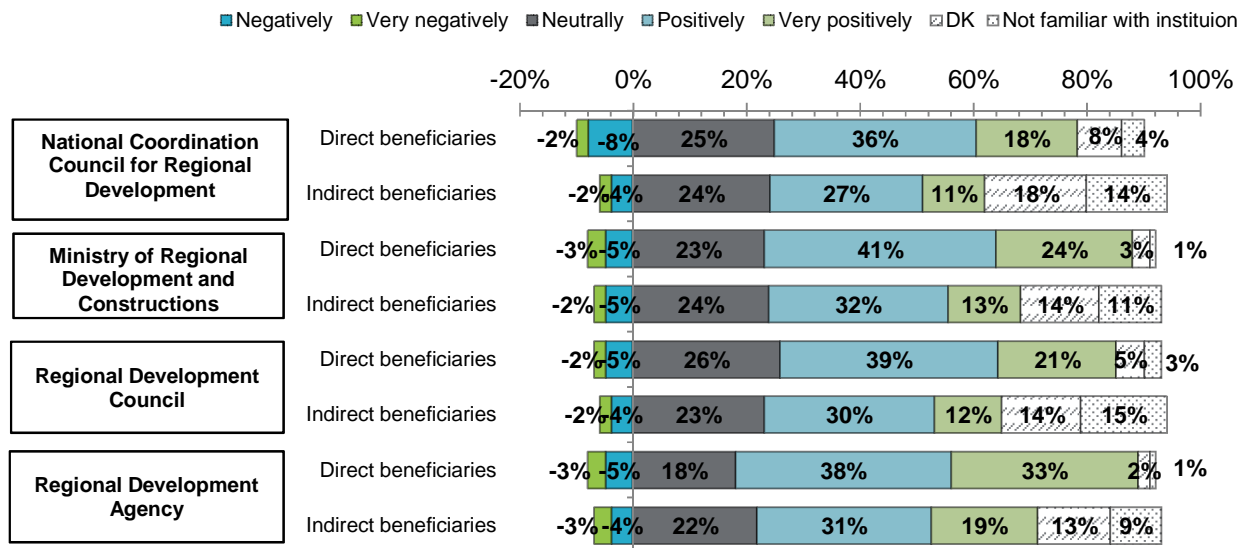


Figure 5. Assessment of regional development institutions activity.

Regional development management by Regional Development Councils (RDC)

Respondents were asked to assess the extent to which they agree with the statement that 'RDC is an effective decision-making mechanism for regional development'. Respondents' answers were coded on a scale of 1 to 5 (where 1 = strongly disagree, 5 = strongly agree with the statement). Apparently, both respondent groups consider the RDC to be an effective decision-making mechanism for the purposes of regional development (giving it an average score of 3.7 points). At the same time, 5% of direct beneficiaries and 15% (three times as much) indirect beneficiaries were not able to assess the RDC's effectiveness (Figure 6).

Most direct (58%) and indirect beneficiaries (57%) consider the RDC to be an effective platform for cooperation between the public, private and civil society sectors (Figure 6). This statement has gained 3.7 and 3.8 points in the responses of direct and indirect beneficiaries, respectively (on a scale of 1 to 5 given for assessment, where 1 = strongly disagree and 5 = strongly agree).

Arguments supporting the RDC's effectiveness as a decision-making mechanism for regional development are found in it being made up of representatives of different sectors: public, private and civil society. This allows covering a wider variety of issues/needs while more effectively deciding on priorities. Additionally, the RDC's constituency also allows for financial resources to be managed more efficiently and transparently.

The respondents' counter-arguments to RDC's decision-making effectiveness have to do with the RDC mechanism's lack of communication with all mayor's offices in the region; politically influenced decisions; little involvement of private and civil society sectors.

Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development

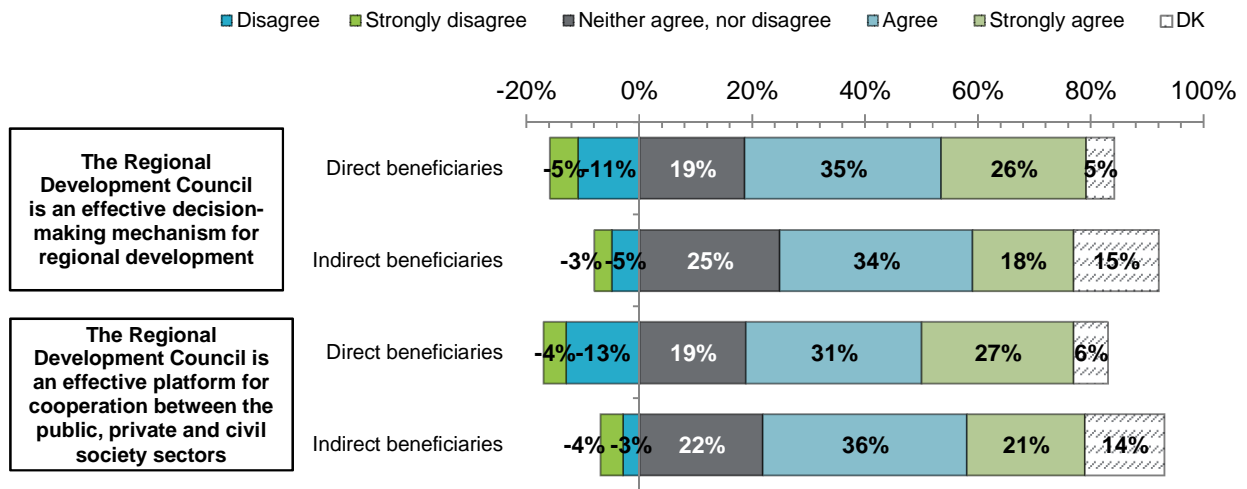


Figure 6. Regional development management by the Regional Development Council (RDC).
Sample: 476 IB who have stated that they know about RDC

Respondents were asked to what extent they are familiar with the RDC's duties, given the 1 to 5 scale (where 1 = not at all familiar, 5 = very familiar) as reference. According to the answers obtained, both beneficiary categories are mostly familiar with the duties of the RDC; **however, direct beneficiaries may be considered as better informed in this regard compared to their indirect counterparts**. The survey results show that the average assessment of familiarity with how the RDC: (a) coordinates and monitors the laying-out of the regional development Strategy and Operational Plan, (b) defines the goals and priorities for the development region's social and economic development, (c) coordinates the planning and implementing of regional development objectives within the development region has earned a score of 4.1 and 3.6 points according to responses of direct and indirect beneficiaries, respectively. Meanwhile, the average assessment of familiarity with how the RDC mobilizes regional resources for stable and sustainable development of localities in the region scored 3.9 and 3.5 points from responses of direct and indirect beneficiaries, respectively.

Direct beneficiaries' superior level of information about the ways that the RDC achieves its duties is demonstrated by the stats shown in Figure 7:

- 72% of direct beneficiaries and 44% of indirect beneficiaries are familiar / very familiar with how the RDC coordinates and monitors the laying-out of the regional development Strategy and Operational Plan;
- 70% of direct beneficiaries and 44% of indirect beneficiaries are familiar / very familiar with how the RDC mobilizes regional resources for stable and sustainable development of localities in the region;
- 73% of direct beneficiaries and 48% of indirect beneficiaries are familiar / very familiar with how the RDC defines the goals and priorities for the development region's social and economic development;
- 74% of direct beneficiaries and 47% of indirect beneficiaries are familiar / very familiar with how the RDC coordinates the planning and implementing of regional development objectives within the development region.

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While the percentage of persons who are not familiar or totally unfamiliar with the extent to which the RDC carries out these activities is relatively small (less than 13% of responses), it is still somewhat higher in the responses of indirect beneficiaries than in those of direct beneficiaries (Figure 7).

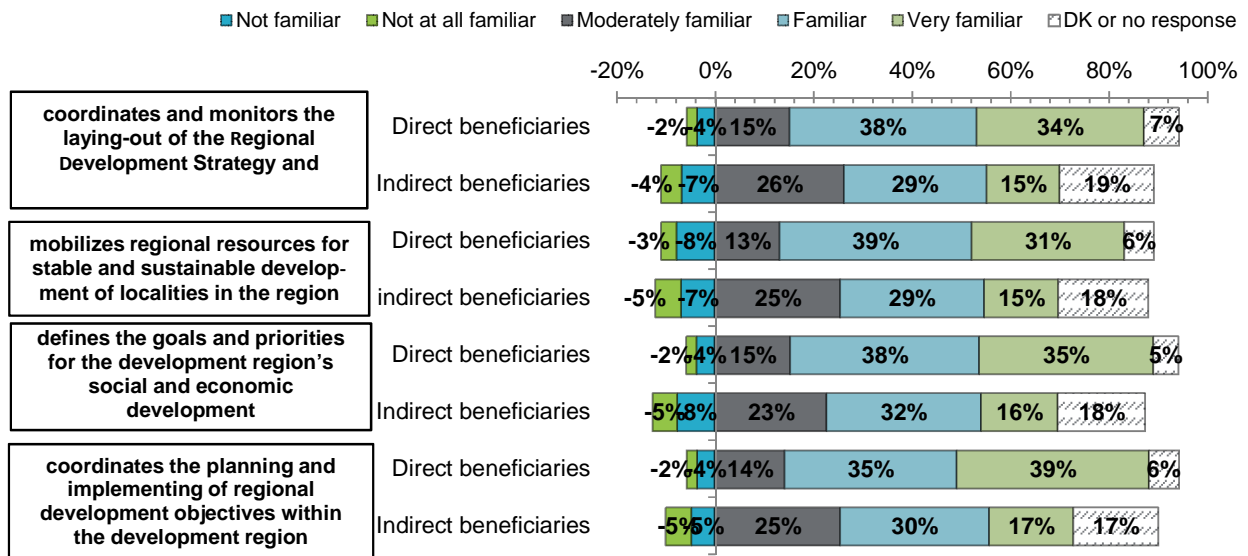


Figure 7. Familiarity with RDC's duties
Sample: 476 IB who have stated that they know about RDC

The share of non-responses is significantly higher among indirect beneficiaries compared to direct ones, which presumes a lower level of familiarity among the former category (Figure 7). The less informed direct beneficiaries are found among South region residents (compared to other regions), LPA2 (compared to LPA1), and urban residents (compared to rural). In the case of indirect beneficiaries, rural residents and LPA1 (compared to LPA2) prevail.

It was also assessed the degree of satisfaction with RDC performance. *Here as well, indirect beneficiaries were, on average, less satisfied compared to their direct counterparts.* The survey results show that the average assessment of the satisfaction degree with how RDC:

- coordinates and monitors the laying-out of the regional development Strategy and Operational Plan is 3.6 according to responses of direct beneficiaries and 3.3 according to those of indirect beneficiaries;
- mobilizes regional resources for stable and sustainable development of localities in the region is 3.5 according to responses of direct beneficiaries and 3.2 according to those of indirect beneficiaries;
- defines the goals and priorities for the development region's social and economic development 3.6 according to responses of direct beneficiaries and 3.3 according to those of indirect beneficiaries;
- coordinates the planning and implementing of regional development objectives within the development region is 3.7 according to responses of direct beneficiaries and 3.4 according to those of indirect beneficiaries.

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The higher degree of satisfaction among direct beneficiaries is confirmed by the higher percentage values shown in Figure 8. Thus:

- 53% of direct beneficiaries and 35% of indirect beneficiaries are satisfied / very satisfied with how the RDC coordinates and monitors the laying-out of the regional development Strategy and Operational Plan;
- 52% of direct beneficiaries and 32% of indirect beneficiaries are satisfied / very satisfied with how the RDC mobilizes regional resources for stable and sustainable development of localities in the region;
- 52% of direct beneficiaries and 35% of indirect beneficiaries are satisfied / very satisfied with how the RDC defines the goals and priorities for the development region's social and economic development;
- 59% of direct beneficiaries and 38% of indirect beneficiaries are satisfied / very satisfied with how the RDC coordinates the planning and implementing of regional development objectives within the development region.

The share of persons who are dissatisfied / very dissatisfied with RDC's performance is higher among indirect beneficiaries.

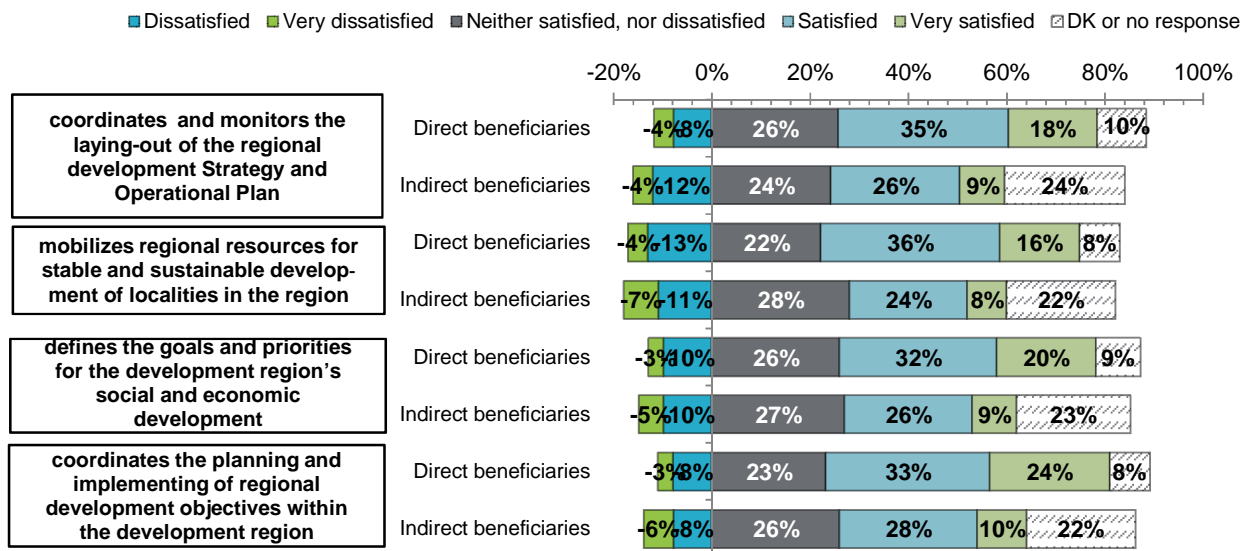


Figure 8. Satisfaction with RDC performance
Sample: 476 IB who stated that they know about RDC

Regional sector planning and programming

As with other situations that required assessing, *indirect beneficiaries were determined to be less informed compared to direct beneficiaries. Yet again, the share of non-responses among indirect beneficiaries was higher compared to non-responses among direct beneficiaries.*

Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development

Thus, only 4% of direct beneficiaries did not know how the regional planning process unfolds from the perspective of sector strategic approaches (compared to 27% in indirect beneficiary responses). At the same time, 56% of direct beneficiaries (and 38% of indirect beneficiaries) considered the proposed development models to be effective / very effective for the purposes of the sector planning process. About every 10th beneficiary did not see the efficiency of the proposed development models, while others had neutral perceptions in this regard. On average, planning effectiveness in terms of sector strategic approaches was assessed at 3.6 by direct beneficiaries and at 3.5 by indirect ones.

57% and 39% of direct and indirect beneficiaries, respectively, considered the regional sector planning to be effective / very effective from the perspective of promoting inter-municipal cooperation. About every 10th beneficiary did not see the efficiency of the proposed development models, while others had neutral perceptions in this regard. On average, planning effectiveness in terms of sector strategic approaches was assessed at 3.6 by direct beneficiaries and at 3.5 by indirect ones. The share of respondents who did not know whether or not regional planning is effective in terms of promoting inter-community cooperation is 5% among direct beneficiaries and 25% among indirect ones.

The same response *model* applies to the laying-out and implementation of regional development projects as well as to sector management, with maximum values for responses assessing planning effectiveness and minimum values for those assessing ineffectiveness. Here again, non-responses are several times more frequent among indirect beneficiaries. However, on average, planning effectiveness in terms of the laying-out and implementation of regional development projects was assessed at 3.7 by both beneficiary categories. In the case of sector management, direct beneficiaries assessed sector planning effectiveness at 3.6 on average, while indirect beneficiaries produced the similar score of 3.5.

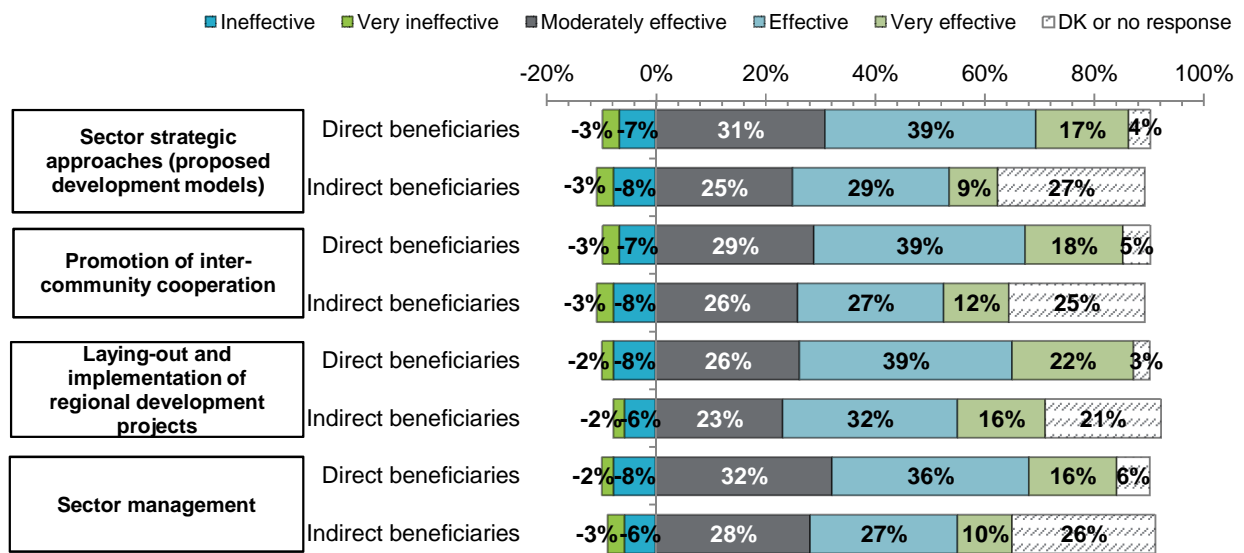


Figure 9. Regional sector planning and programming

Respondents have identified some frequent **obstacles** encountered in the sector planning process, such as the non-alignment of sector planning with the rayon/local social and economic development Strategy; influence of political factors; lack of knowledge and experience in planning; poor inter-community cooperation (for projects of common interest); lack of financial resources (which makes any planning useless), etc. Such issues aside, some respondents have assessed sector planning positively and implementation plans negatively.

Regional sector development

Figure 10 shows the proportions of responses regarding satisfaction with services in the four strategic development sectors: water and sanitation, local and regional roads, energy efficiency, and solid waste management. A comparative satisfaction analysis for each of the services is presented below:

- Water supply and sanitation. Less than half of direct and indirect beneficiaries (47% and 45%, respectively) are satisfied / very satisfied with how the services in question are developing. About 1/3 of respondents in both categories provided neutral feedback. At the same time, about every 5th respondent (in both beneficiary categories) was dissatisfied / very dissatisfied with the way that water supply and sanitation services are developing.
- Local and regional roads. Among direct beneficiaries the share of those satisfied / very satisfied with how the road sector develops prevails (40%), while every 5th person is dissatisfied / very dissatisfied in this regard. Among indirect beneficiaries the percentages demonstrating satisfaction, dissatisfaction or neutral perceptions are approximately equal, with a slight prevalence of dissatisfied / very dissatisfied individuals (34%).
- Energy efficiency. Over half of indirect beneficiaries (52%) are satisfied with the energy sector. In comparison, direct beneficiaries with positive attitudes account for 40%. The share of unsatisfied persons is quite high: 26% among direct and 21% among indirect beneficiaries.
- Solid waste management. A sector where the share of dissatisfied persons considerably outweighs that of the satisfied: among direct beneficiaries, 36% are dissatisfied compared to 29% who are satisfied, while among indirect beneficiaries, almost half are dissatisfied compared to only 24% who are satisfied.

Both direct and indirect beneficiaries have identified a number of **issues** related to the above infrastructure sectors. Among the features that all sectors have in common: few projects under implementation; non-coverage of all sectors (in some regions all sectors are in priority); absence of/insufficient cooperation with civil society organizations; poor implementation of certain projects while others are implemented very slowly; lack of project monitoring; no reply to some localities' project applications, creating uncertainty on whether it is still under examination or was rejected, etc.

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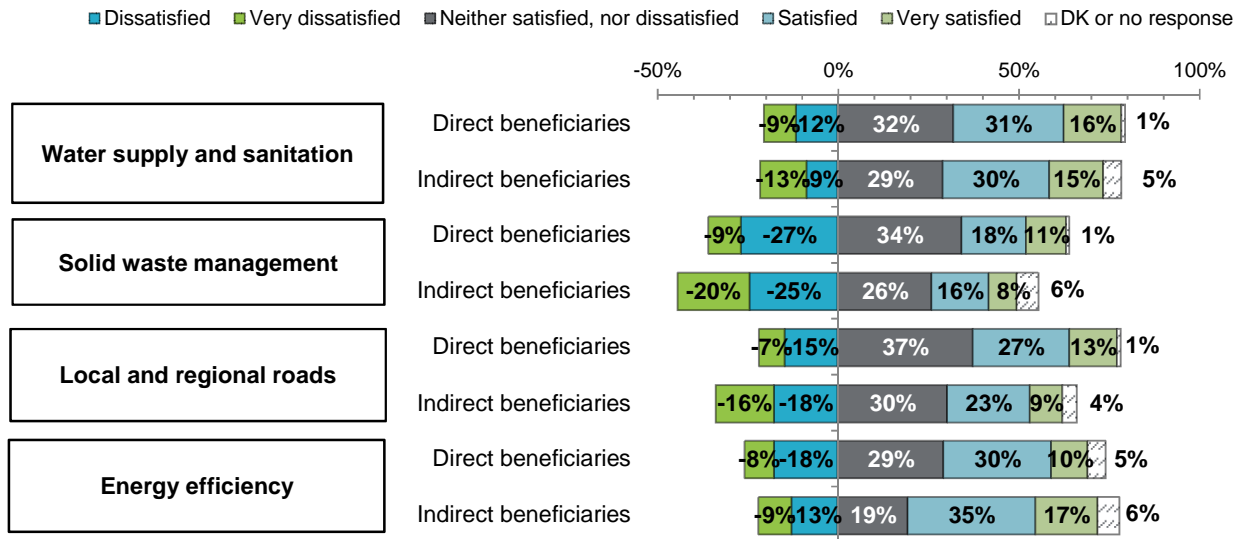


Figure 10. Satisfaction with strategic sector services

Satisfaction was measured on a scale of 1 to 5 (where 1 = very dissatisfied, 5 = very satisfied). On average, the satisfaction for water supply and sanitation was assessed at 3.3 and 3.5 among direct and indirect beneficiaries, respectively; for solid waste management development – at 2.9 and 3.5, respectively; for local and regional roads development – 3.2 and 3.7, respectively; and for energy efficiency – 3.2 and 3.5, respectively. **Center's region residents (among direct beneficiaries) are more satisfied with all types of services compared with residents of other areas.**

ACTIVITY OF REGIONAL DEVELOPMENT AGENCIES (NORTH, CENTER, SOUTH)

Name only/More than just the name/Do not know even the name

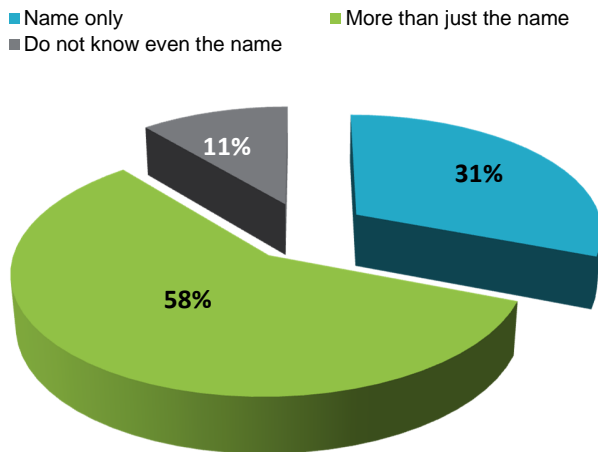


Figure 11. Do you know / have you heard of RDA? / (INDIRECT BENEFICIARIES)

42% of indirect beneficiaries are very little informed/not at all informed of Regional Development Agencies (RDA). Thus, every other 9-th indirect beneficiary has never heard of RDA, and approximately 1/3 of the respondents have only heard the name thereof – Figure 11.

Among these beneficiaries are included **40% of LPA1 representatives**, 44% - civil society and 68% private sector, **36% of councillors**. *Women and residents of rural areas are less informed of RDA in comparison with men and urban residents.*

58% - know what RDA means (Figure 11), preponderantly: the mass-media (90%), LPA2 (89%), rayon president and vice-president (97%), mayors (89%).

Both direct beneficiaries, as well as indirect beneficiaries were asked to refer to the main activities of the RDA. Based on the analysed answers, it appears that some respondents perceive RDA's activity as being a general one, namely 'the development of regions, cities, rural areas', 'solving community problems', etc. Others identify RDA with a particular area (such as: construction and rehabilitation of roads, water supply and sanitation, development of agricultural sector, ensuring energy efficiency, waste management, environmental protection, development of tourism, street lighting, renovation of wells, etc.). Another (majority) category of respondents has referred to specific activities of the RDA, namely:

- Information, training, consultancy and support offered to beneficiaries (through seminars, roundtables, conferences, facilitating exchange of experience, etc);
- Analysis of the situation in specific regions and identification of key issues;
- Development / planning and implementation of regional development projects;
- Selection of regional development projects and monitoring their implementation;
- Raising, planning and providing financial resources;
- Establishing partnerships between the public and private sectors and civil society.

Awareness of ADR duties and the satisfaction level with their implementation

Duties in the field of developing and implementing the Regional Development Strategy and the Operational Plan

Most participants (usually, no less than half of them) know well / very well how RDA honor their duties in the field of developing and implementing the Regional Development Strategy and the Operational Plan. Comparative analysis of the responses shows that *direct beneficiaries are considered to be*

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better informed in this regard than indirect beneficiaries – Figure 12. So, it is known well/very well how RDA:

- analyse the socio-economic situation of the region, by 71% of direct beneficiaries and 59% of indirect beneficiaries (with a difference of 12 percentage points);
- form public-private partnerships, by 53% of direct beneficiaries and 52% of indirect beneficiaries;
- create regional working groups and contribute to their members' capacity building, by 72% of direct beneficiaries and 60% of indirect beneficiaries (with a difference of 12 percentage points);
- develop, implement and monitor regional development strategies, by 73% of direct beneficiaries and 68% of indirect beneficiaries (with a difference of 5 percentage points).

At the same time, the proportion of negative responses (do not know at all/do not really know) is low. In case of direct beneficiaries, it does not exceed 7%, and in case of indirect beneficiaries - represents 11% each. The only exception is the duty of 'forming public-private partnerships', which is least known to the respondents. So, about every other 9-th direct beneficiary (11%) and every other 5-th indirect beneficiary (18%) have stated to be little / not at all informed on how RDA carry out this duty.

We note that the proportion of persons who have chosen to answer 'neither a little nor a lot' to the question regarding how well they know how RDA work is quite high (Figure 12), indicating a high level of uncertainty of the respondents in this regard.

As for the satisfaction degree with RDA's performance in developing and implementing the Regional Development Strategy and the Operational Plan, the respondent's answers generally indicate positive values—Figure 13. Do not know at all / Do not really know / Neither a little nor a lot / Know / Know very well / DK/DA

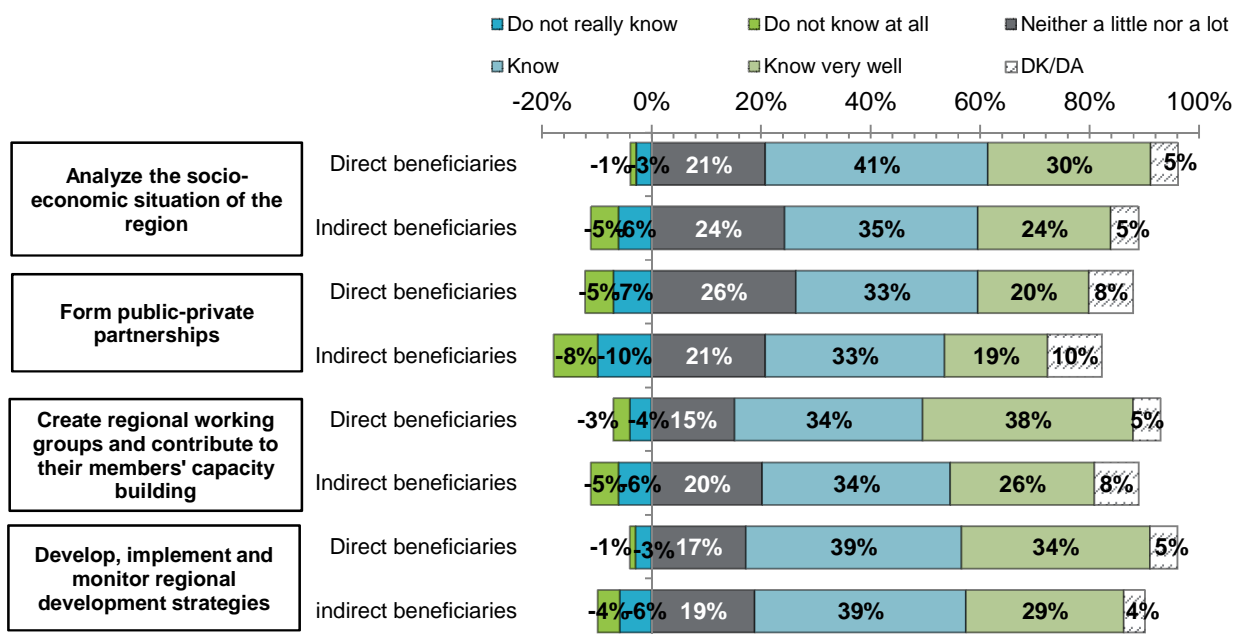


Figure 12. Awareness degree of the duties to develop and implement the Regional Development Strategy and the Operational Plan

Sample: 324 IB who stated to know of RDA more than just the name thereof

Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development

Upon measurement of satisfaction degree (as with the awareness degree) **direct beneficiaries appeared to be more satisfied compared with indirect ones**, although the difference in percentage between the answers of these 2 categories was smaller. Thus, are satisfied/very satisfied with the way RDA:

- analyse the socio-economic situation of the region - 51% of direct beneficiaries and 45% of indirect beneficiaries (with a difference of 6 percentage points);
- form public-private partnerships - 37% of direct and indirect beneficiaries each;
- create regional working groups and contribute to their members' capacity development - 58% of direct beneficiaries and 50% of indirect beneficiaries (with a difference of 8 percentage points);
- develop, implement and monitor regional development strategies - 58% of direct beneficiaries and 52% of indirect beneficiaries (with a difference of 6 percentage points).

More indirect beneficiaries (as opposed to direct beneficiaries) appear to be dissatisfied/not at all satisfied by RDA's performance. The distribution of answers for each duty shows that are dissatisfied/not at all satisfied with the way RDA:

- analyse the socio-economic situation of the region, 11% of direct beneficiaries and 16% of indirect beneficiaries;
- form public-private partnerships, 22% of direct and indirect beneficiaries each;
- create regional working groups and contribute to their members' capacity building, 12% of direct beneficiaries and 15% of indirect beneficiaries;
- develop, implement and monitor regional development strategies, 9% of direct beneficiaries and 12% of indirect beneficiaries.

The proportion of persons who chose to respond 'neither satisfied nor dissatisfied' with the aforementioned duties, amounts to values ranging between 23%-30%, indicating on a rather large segment of beneficiaries undecided in this regard.

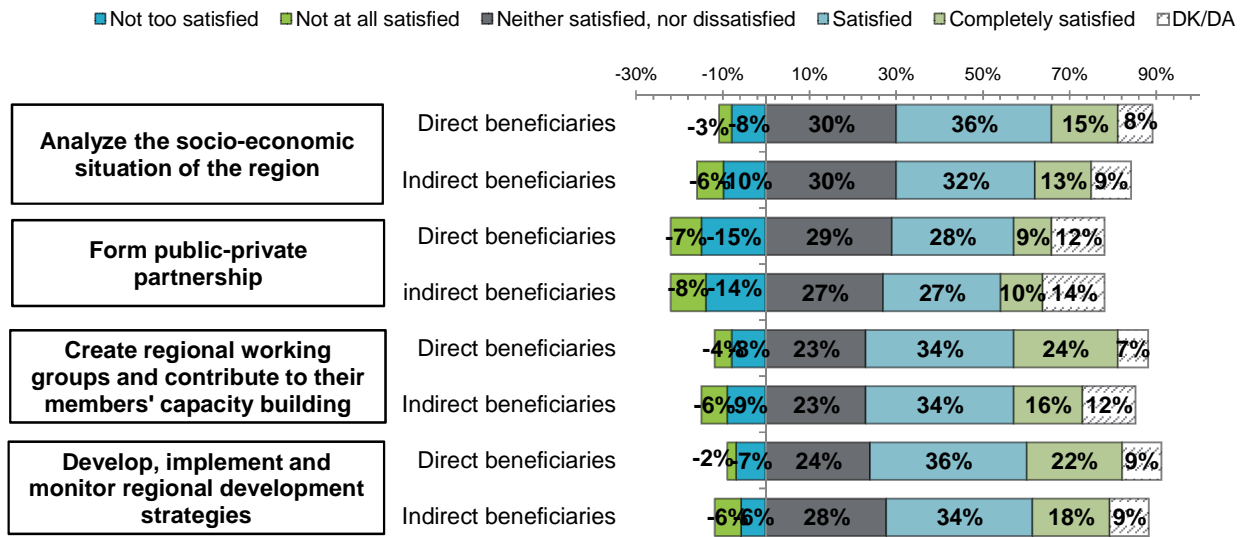


Figure 13: Satisfaction with the manner of development and implementation of the Regional Development Strategy and the Operational Plan

Sample: 324 IB who stated to know of RDA more than just the name thereof

**Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities
to effectively facilitate the process of regional development**

The average values of the degree of awareness and satisfaction confirm these findings (Table 1).

Table 1. To what extent do you know of and are satisfied with the manner RDA honor their duties in the field of developing and implementing the Regional Development Strategy and the Operational Plan (average value)?

1 – do not know at all, 5 – know very well

1 – not at all satisfied, 5 – very satisfied

| <i>To what extent do you know of and are satisfied with the manner RDA ...</i> | Direct beneficiaries | | Indirect beneficiaries | |
|--|----------------------|--------------|------------------------|--------------|
| | awareness | satisfaction | awareness | satisfaction |
| ...analyse the socio-economic situation of the region? | 4,0 | 3,6 | 3,7 | 3,4 |
| ...form public-private partnerships? | 3,6 | 3,2 | 3,5 | 3,2 |
| ...create regional working groups and contributes to their members' capacity building? | 4,0 | 3,7 | 3,8 | 3,5 |
| ...develop, implement and monitor regional development strategies? | 4,1 | 3,8 | 3,9 | 3,6 |

Sample: 324 IB who have stated to know of RDA more than the name thereof

In the assessment of the awareness degree of carrying out duties, among direct beneficiaries, lower values have been given by the RSWG (in comparison with the RDC), development region South (in comparison to North and Center), from urban areas, LPA1 public officials (as opposed to other public actors), businesses, senior persons. In the self-assessment of satisfaction degree, lower values have been given by RDC (in comparison with the RSWG), Development Region South (in comparison to North and Center), from urban areas, rayon president/vice-president and LPA2 public officials (as opposed to other public actors), businesses, male persons.

In the category of indirect beneficiaries, lower averages have been given by LPA1 (in comparison to LPA3), residents of South region and businesses. Thus, representatives of LPA1, businesses, residents of South region, urban residents are less aware and less satisfied with the RDA's performance in developing and implementing the Regional Development Strategy and the Operational Plan.

Duties in the field of regional programmes and projects

Most participants (about 2/3) know well/very well how RDA honor their duties in the field of regional programmes and projects. Comparative analysis shows that ***direct and indirect beneficiaries are virtually equally well informed of the various RDA duties in the field of regional programmes and projects*** – Figure 14. Thus, it is known well/very well how RDA:

- strengthen and mobilize regional project ideas, by 66% of direct beneficiaries and 65% of indirect beneficiaries;
- develop project concepts and projects, by 65% of direct and indirect beneficiaries each; develop regional projects, by 70% of direct beneficiaries and 65% of indirect beneficiaries.

Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development

At the same time, negative responses (do not know at all/do not really know) amount between 6%-11%, *the proportion of uninformed / little informed beneficiaries being higher amongst indirect beneficiaries.*

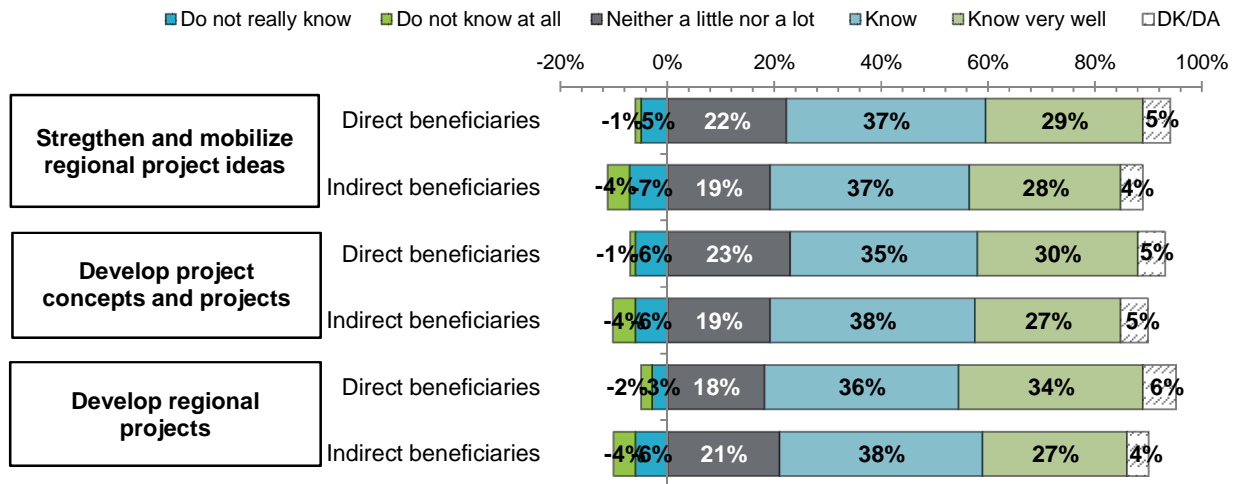


Figure 14. Awareness degree of how RDA carry out regional programmes and projects
Sample: 324 IB who stated to know of RDA more than just the name thereof

We note that about every other 5-th responded has a vague assessment of the degree of awareness regarding this duty of the RDA (persons who chose to answer with 'neither a little nor a lot') (Figure 14).

As for the satisfaction degree with RDA's performance in the field of regional programs and projects, the respondents' answers generally indicate positive values and without significant disparities (on each duty) between direct and indirect beneficiaries – Figure 15. Thus, are satisfied / very satisfied with how RDA:

- strengthen and mobilize regional project ideas, 57% of direct beneficiaries and 55% of indirect beneficiaries;
- develop project concepts and projects, 53% of direct beneficiaries and 52% of indirect beneficiaries;
- develop regional programs, 62% of direct beneficiaries and 60% of indirect beneficiaries.

Every other 9-th responded is dissatisfied/not at all satisfied with RDA's performance in the field of 'regional programmes and projects'.

Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development

The proportion of persons who chose to respond 'neither satisfied nor dissatisfied' with the aforementioned duties, amounts to values ranging between 22%-30%, indicating on a rather large segment of beneficiaries undecided in this regard.

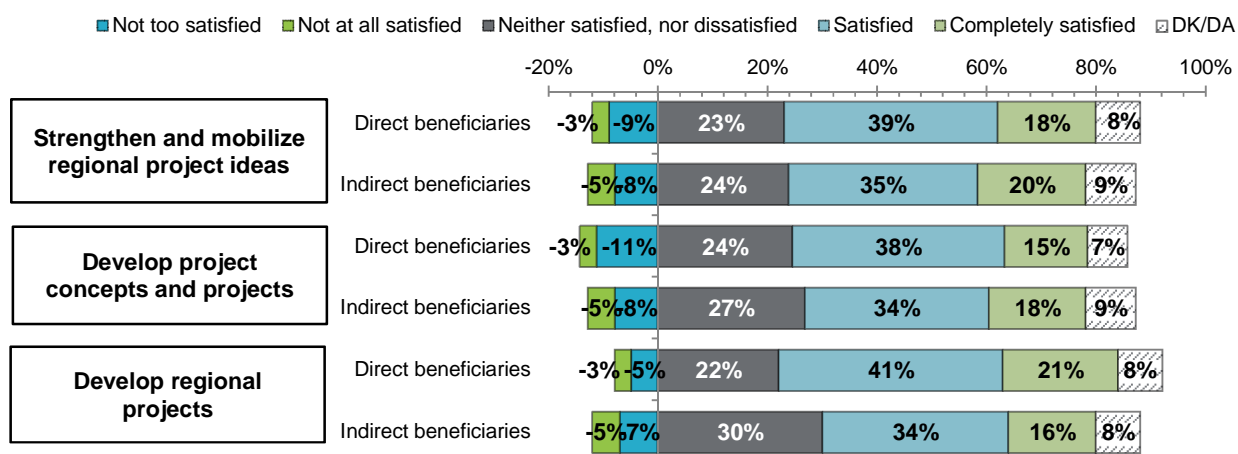


Figure 15. Satisfaction with the manner RDA carry out regional programmes and projects
Sample: 324 IB who stated to know of RDA more than just the name thereof

The average values given by the respondents in the assessment of awareness and satisfaction degrees are presented in Table 2.

Table 2. To what extent do you know of and are satisfied with the manner RDA honor their duties in the field of regional programs and projects (average value)?

*1 – do not know at all, 5 – know very well
 1 – not at all satisfied, 5 – very satisfied*

| <i>To what extent do you know of and are satisfied with the manner RDA ...</i> | Direct beneficiaries | | Indirect beneficiaries | |
|--|----------------------|--------------|------------------------|--------------|
| | awareness | satisfaction | awareness | satisfaction |
| ...strengthen and mobilize regional project ideas? | 3,9 | 3,7 | 3,8 | 3,6 |
| ...develop project concepts and projects? | 3,9 | 3,6 | 3,8 | 3,6 |
| ...develop regional projects? | 4,0 | 3,8 | 3,8 | 3,5 |

Sample: 324 IB who stated to know of RDA more than just the name thereof

The data in the table indicates that, in general, respondents know rather well RDA's duties with respect to regional programs and projects, without significant disparities between each duty. Additionally, the average value given by direct beneficiaries exceeds only by a little the average value synthesized from the responses of indirect beneficiaries. Consequently, both categories (self) assess in an almost identical manner their awareness degree.

A relative uniformity in the responses of direct and indirect beneficiaries may be observed in the assessment of the satisfaction degree. On average, respondents are quite satisfied with how RDA honours their duties in the field of regional programs and projects.

Duties in the field of finance and funding

Most participants to the survey know well/very well how RDA honours their duties in the field of finance and funding. Comparative analysis of responses shows that *the proportion of well/very well informed direct beneficiaries is higher than the one of indirect beneficiaries* – Figure 16. So, it is known well/very well how RDA:

- a) ensure implementation and funding of regional development programs and projects approved by the Regional Council, by 68% of direct beneficiaries and 61% of indirect beneficiaries;
- b) raise funds for implementing the Regional Development Strategy, related programs and projects, by 66% of direct beneficiaries and 63% of indirect beneficiaries;
- c) strengthen capacities of regional actors in the field of fund raising, by 60% of direct beneficiaries and 54% of indirect beneficiaries.

The proportion of negative responses (do not know at all / do not really know) is low. In case of direct beneficiaries it does not exceed 9%, and in case of indirect beneficiaries – 15% each. Duty c) has accumulated the share of most negative responses.

About every other 5-th direct beneficiary and every other 4-th indirect beneficiary has a vague assessment of the degree of awareness of the financial duties of the RDA (persons who chose to answer with 'neither little nor a lot') (Figure 16).

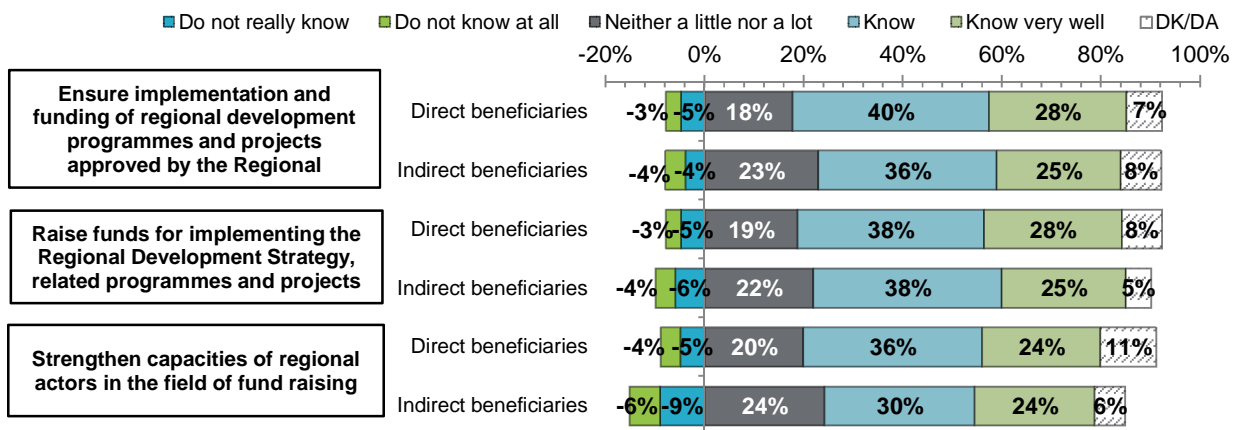


Figure 16. Awareness degree of RDA's performance in the field of finance and funding
Sample: 324 IB who stated to know of RDA more than just the name thereof

As for the satisfaction degree with RDA's financial performance, this is how things stand (Figure 17): are satisfied / very satisfied with how RDA:

- a) ensure implementation and funding of regional development programs and projects, approved by the Regional Council – 54% of direct beneficiaries and 46% of indirect beneficiaries;
- b) raise funds for implementing the Regional Development Strategy and related programs and projects – half (50%) of direct and indirect beneficiaries each;
- c) strengthen capacities of regional actors in the field of fund raising – 45% of direct beneficiaries and 40% of indirect beneficiaries.

At the same time, negative responses (not at all satisfied/not very satisfied) show that the biggest dissatisfaction has been manifested toward duty c), followed by b) and a).

Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development

The proportion of persons who chose to respond 'neither satisfied nor dissatisfied' at the question regarding how well they know how RDA manage funds and strengthen financial capacities of actors proves a high level of the respondents' uncertainty in this regard – Figure 17.

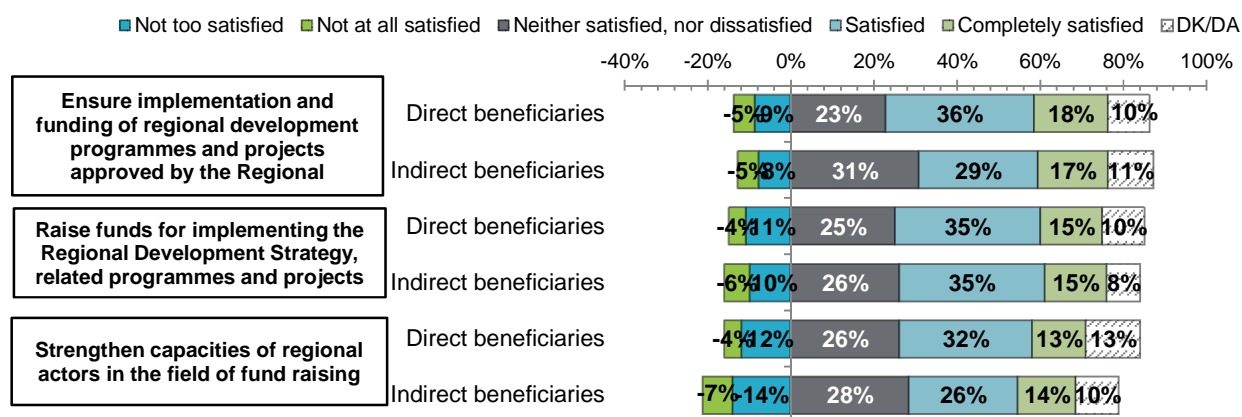


Figure 17. Satisfaction with RDA's performance in the field of finance and funding
Sample: 324 IB who stated to know of RDA more than just the name thereof

The average values given by the respondents in the assessment of awareness and satisfaction levels are presented in Table 3.

The data in the table indicates that, in general, respondents know rather well RDA's financial duties, and are satisfied with the manner these are carried out. At the same time, direct beneficiaries have assessed their satisfaction level with lower values, on average, than indirect beneficiaries.

In case of direct beneficiaries, a lower awareness degree has been reported by RSWG, LPA1, residents of development region South, from urban areas, LPA1 and LPA2 public officials (in comparison to other public actors), business. A lower satisfaction degree has been reported by the RDC, rayon president/vice-president (in the category of public actors), men, and urban areas.

Table 3. To what extent do you know of and are satisfied with the manner RDA manage finances and strengthen financial capacities of actors (average value)?

*1 – do not know at all, 5 – know very well
 1 – not at all satisfied, 5 – very satisfied*

| To what extent do you know of and are satisfied with the manner RDA... | Direct beneficiaries | | Indirect beneficiaries | |
|---|----------------------|--------------|------------------------|--------------|
| | awareness | satisfaction | awareness | satisfaction |
| ... ensure implementation and funding of regional development programs and projects approved by the Regional Council? | 3,9 | 3,6 | 4,2 | 4,1 |
| ... raise funds for implementing the Regional Development Strategy, related programs and projects? | 3,9 | 3,5 | 4,0 | 3,9 |
| ... strengthen capacities of regional actors in the field of fund raising? | 3,8 | 3,4 | 4,0 | 3,9 |

Sample: 324 IB who stated to know of RDA more than just the name thereof

Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development

In case of indirect beneficiaries, a lower awareness degree has been reported by public authorities (as opposed to other actors), LPA1 (as opposed to LPA2), Development Region South. A lower satisfaction degree has been reported by public actors (in comparison to other institutions), rayon president/vice-president (in the category of public actors), and also residents of rural areas.

Responsibilities related to organization and conduct of tenders and/or investment tenders

The majority of survey participants know well/very well how RDA organizes and conducts tenders and/or investment tenders. The comparative analysis of responses shows that **the share of direct beneficiaries well/very well informed is higher than the share of indirect beneficiaries** – Figure 18. Thus, below are the shares of people well/very well informed about how RDA:

- a) publishes information notes on tenders and conditions of participation – 72% of direct beneficiaries and 60% of indirect beneficiaries (a difference of 12 percentage points);
- b) publishes project concept papers based on its operational plan – 69% of direct beneficiaries and 55% of indirect beneficiaries (a difference of 14 percentage points);
- c) organizes seminars on the conditions of participation in tenders – 69% of direct beneficiaries and 58% of indirect beneficiaries (a difference of 11 percentage points);
- d) strengthens the capacities of actors in the region to prepare documents for participation in tenders – 62% of direct beneficiaries and 57% of indirect beneficiaries (a difference of 5 percentage points).

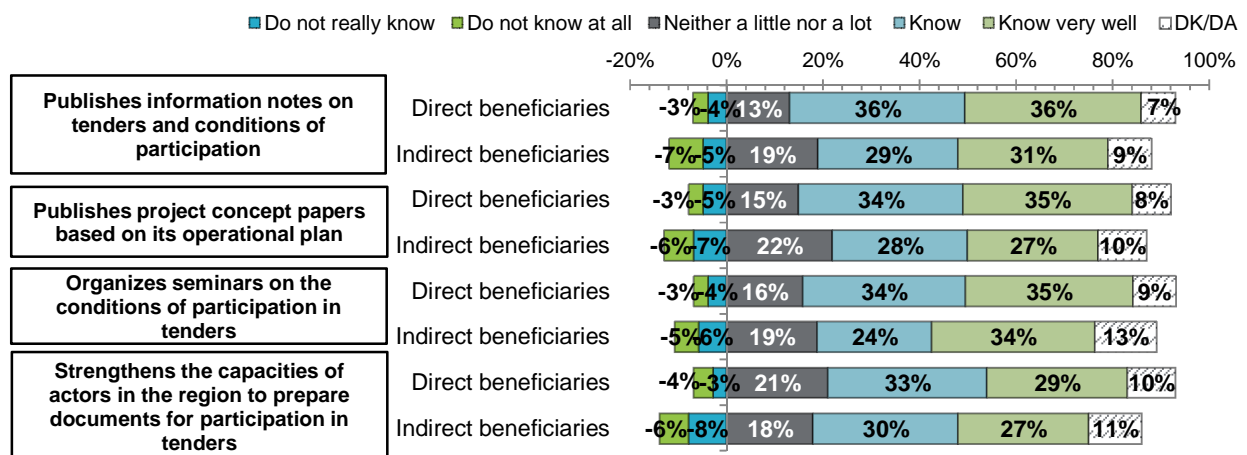


Figure 18. Level of knowledge of RDA's performance in organization and conduct of tenders and/or investment tenders

Sample: 324 IB who stated to know of RDA more than just the name thereof

Negative values (no do not know at all/do not know much) have higher shares in responses of indirect beneficiaries – Figure 18.

Analysis of the satisfaction level shows that most respondents are satisfied/very satisfied with how RDA organizes and conducts tenders and/or investment tenders – Figure 19. In terms of satisfaction level (as in the case of knowledge), direct beneficiaries were more satisfied than indirect beneficiaries. Thus, below are the shares of people satisfied/very satisfied with the way the RDA:

Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development

- a) publishes information notes on tenders and conditions of participation – 63% of direct beneficiaries and 55% of indirect beneficiaries (a difference of 8 percentage points);
- b) publishes project concept papers based on its operational plan – 62% of direct beneficiaries and 50% of indirect beneficiaries (a difference of 12 percentage points);
- c) organizes seminars on the conditions of participation in tenders – 66% of direct beneficiaries and 53% of indirect beneficiaries (a difference of 13 percentage points);
- d) strengthens the capacities of actors in the region to prepare documents for participation in tenders – 55% of direct beneficiaries and 46% indirect beneficiaries (a difference of 9 percentage points).

At the same time, negative responses (not at all satisfied/not too satisfied) show that the greatest dissatisfaction was expressed with the RDA's responsibility to strengthen the capacities of actors in the region to prepare documents for participation in tenders (11% of direct beneficiaries and 17% of indirect beneficiaries).

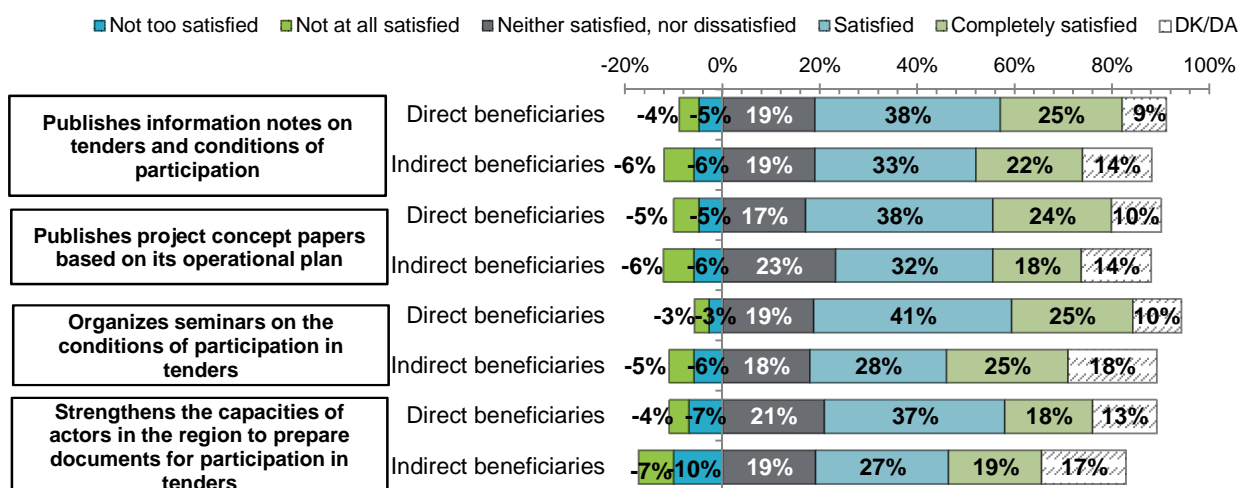


Figure 19. Satisfaction with the RDA's performance in organization and conduct of tenders and/or investment tenders

Sample: 324 IB who reported that they know more than the name of RDA

The mean values shown in Table 4 prove that respondents think that they are quite informed and satisfied with how RDA performs its activities related to tenders. However, the data prove that direct beneficiaries think that they are better informed and more satisfied than indirect beneficiaries.

Table 4. To what extent do you know and are satisfied with the way RDA organizes and conducts tenders and/or investment tenders (average value)?

*1 – do not know at all, 5 – know very well
1 – not at all satisfied, 5 – very satisfied*

| To what extent do you know and are satisfied with the way RDA... | Direct beneficiaries | | Indirect beneficiaries | |
|--|----------------------|--------------|------------------------|--------------|
| | knowledge | satisfaction | knowledge | satisfaction |
| ... publishes information notes on tenders and conditions of participation | 4,1 | 3,8 | 3,8 | 3,7 |
| ... publishes project concept papers based on its operational plan | 4,0 | 3,8 | 3,7 | 3,6 |

Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development

| | | | | |
|--|-----|-----|-----|-----|
| ... organizes seminars on the conditions of participation in tenders | 4,0 | 3,9 | 3,9 | 3,8 |
| ... strengthens the capacities of actors in the region to prepare documents for participation in tenders | 3,9 | 3,7 | 3,7 | 3,5 |

Sample: 324 IB who stated to know of RDA more than just the name thereof

In the case of direct beneficiaries, a lower level of knowledge was reported by RSWG, LPA1, other institutions (compared with LPA), residents of the South region, urban residents, public servants from LPA1 (compared with other public actors). A lower level of satisfaction was reported by decentralized services and residents of the South and Central regions.

In the case of indirect beneficiaries, a lower level of knowledge was reported by LPA1 (compared with LPA2), residents of the South, men, rural residents. A lower level of satisfaction was reported by LPA1 (compared with LPA2), residents of the Center region, men, rural residents. Economic operators reported the lowest level of satisfaction of all indirect beneficiaries from non-public institutions.

Organizational responsibilities

The majority of survey participants know well/very well how RDA organizes and conducts tenders and/or investment tenders. Comparative analysis of responses shows that **the share of well/very well informed direct beneficiaries is higher than that of indirect beneficiaries** – Figure 20. Thus, below are the shares of people well/very well informed about how RDA:

- a) prepares documents to be discussed, approved and/or endorsed by the Regional Council – 72% of direct beneficiaries and 63% of indirect beneficiaries (a difference of 9 percentage points);
- b) provides informational, methodological and consultative support on regional development – 75% of direct beneficiaries and 66% of indirect beneficiaries (a difference of 9 percentage points);
- c) creates and updates the regional statistical database – 69% of direct beneficiaries and 62% of indirect beneficiaries (a difference of 7 percentage points);
- d) ensures the monitoring of indicators – 65% of direct beneficiaries and 55% of indirect beneficiaries (a difference of 10 percentage points);
- e) creates libraries and files with regional development publications – 60% of direct beneficiaries and 48% of indirect beneficiaries (a difference of 12 percentage points);
- f) creates, improves and maintains the website of the development region – 75% of the direct and 65% of indirect beneficiaries (a difference of 10 percentage points).

Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development

The share of people who do not know/know very little the RDA's organizational performance is 4%-6% (depending on the responsibility) among direct beneficiaries, and 9%-12% (depending on the responsibility) among indirect beneficiaries.

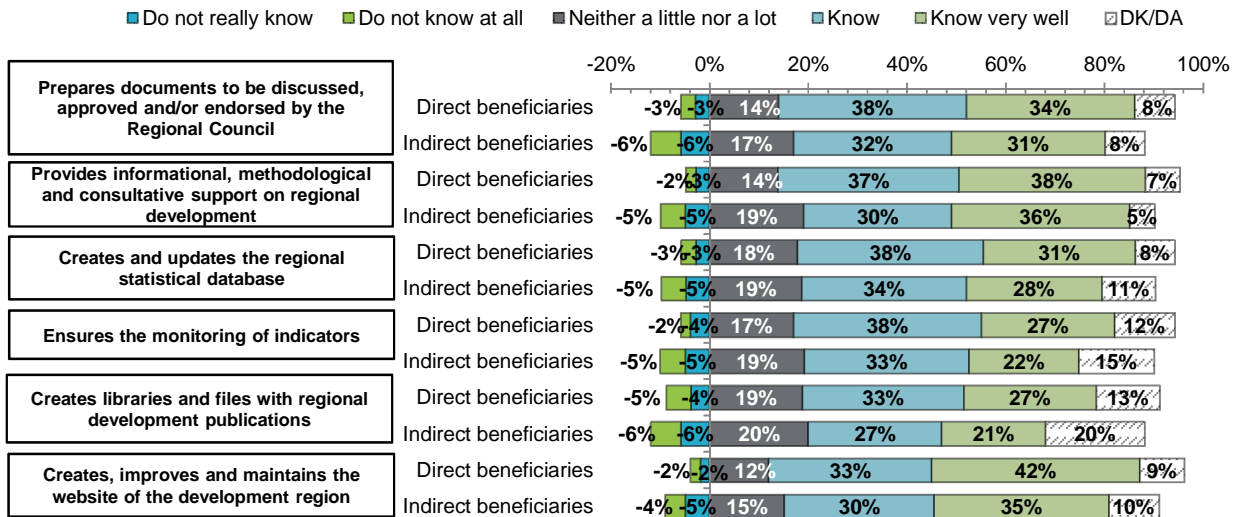


Figure 20. Level of knowledge of RDA's organizational performance
Sample: 324 IB who stated to know of RDA more than just the name thereof

Analysis of the satisfaction level shows that most respondents are satisfied/very satisfied with the RDA's organizational performance – Figure 21. In terms of satisfaction level (as in the case of knowledge), **direct beneficiaries were more satisfied than indirect beneficiaries**. Thus, below are the shares of people satisfied/very satisfied with the way the RDA:

- prepares documents to be discussed, approved and/or endorsed by the Regional Council – 64% of direct beneficiaries and 55% of indirect beneficiaries (a difference of 9 percentage points);
- provides informational, methodological and consultative support on regional development – 68% of direct beneficiaries and 59% of indirect beneficiaries (a difference of 9 percentage points);
- creates and updates the regional statistical database – 63% of direct beneficiaries and 53% of indirect beneficiaries (a difference of 10 percentage points);
- ensures the monitoring of indicators – 60% of direct beneficiaries and 47% of indirect beneficiaries (a difference of 13 percentage points);
- creates libraries and files with regional development publications – 55% of direct beneficiaries and 43% of indirect beneficiaries (a difference of 12 percentage points);
- creates, improves and maintains the website of the development region – 70% of direct beneficiaries and 57% of indirect beneficiaries (a difference of 13 percentage points).

Most direct beneficiaries showed satisfied with the responsibility f), while most indirect beneficiaries showed satisfied with the responsibility b).

Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development

The share of people who are not satisfied with the RDA's organizational performance is 4%-9% (depending on the responsibility) among direct beneficiaries, and 9%-12% (depending on the responsibility) among indirect beneficiaries. The share of dissatisfied indirect beneficiaries is higher than that of direct beneficiaries.

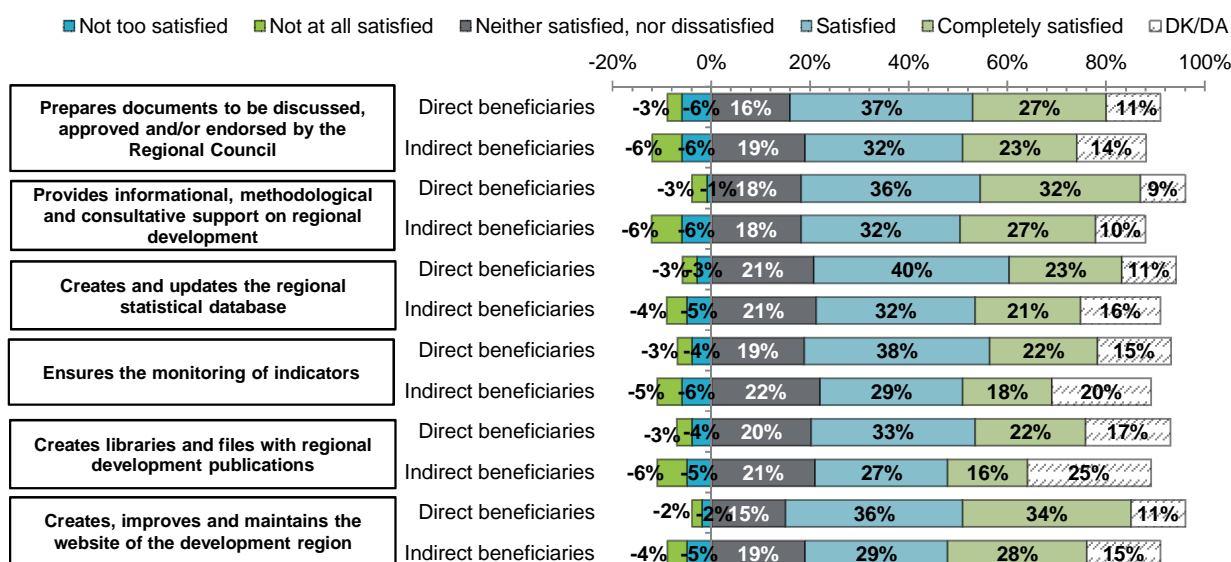


Figure 21. Satisfaction with the RDA's organizational performance

Sample: 324 IB who stated to know of RDA more than just the name thereof

The mean values shown in Table 5 prove that respondents think that they are quite informed and satisfied with how RDA performs its organizational activities. However, the data prove that direct beneficiaries think that they are better informed and more satisfied than indirect beneficiaries.

Table 5. To what extent do you know and are satisfied with the RDA's organizational performance (average value)?

*1 – do not know at all, 5 – know very well
1 – not at all satisfied, 5 – very satisfied*

| To what extent do you know and are satisfied with the way RDA... | Direct beneficiaries | | Indirect beneficiaries | |
|---|----------------------|--------------|------------------------|--------------|
| | knowledge | satisfaction | knowledge | satisfaction |
| ... prepares documents to be discussed, approved and/or endorsed by the Regional Council | 4,1 | 3,9 | 3,9 | 3,7 |
| ... provides informational, methodological and consultative support on regional development | 4,1 | 4,0 | 3,9 | 3,8 |
| ... creates and updates the regional statistical database | 4,0 | 3,9 | 3,8 | 3,7 |
| ... ensures the monitoring of indicators | 4,0 | 3,8 | 3,7 | 3,6 |
| ... creates libraries and files with regional development publications | 3,9 | 3,8 | 3,6 | 3,5 |
| ... creates, improves and maintains the website of the development region | 4,2 | 4,1 | 4,0 | 3,8 |

Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development

Sample: 324 IB who reported that they know more than the name of RDA

In the case of direct beneficiaries, a lower level of knowledge was reported by RSWG, private sector, decentralized services, residents of the South region, urban residents. A lower level of satisfaction was reported by RSWG, decentralized services, economic operators and residents of the South and Center regions.

In the case of indirect beneficiaries, a lower level of knowledge was reported by LPA1 (compared with LPA2), public servants from LPA1 (compared with other public actors), residents of the South region, rural residents. A lower level of satisfaction was reported by LPA1 (compared with LPA2), residents of the South and Center regions, rural residents. Economic operators reported the lowest level of satisfaction of all indirect beneficiaries from non-public institutions.

Responsibilities related to intra-regional, inter-regional and international cooperation

The majority of survey participants know well/very well the RDA's performance in intra-regional, inter-regional and international cooperation. Comparative analysis of responses shows that **the share of well/very well informed direct beneficiaries is higher than that of indirect beneficiaries** – Figure 22. Thus, below are the shares of people well/very well informed about how RDA:

- a) coordinates regional development activities with stakeholders from the public, private and civil sectors – 66% of direct beneficiaries and 57% of indirect beneficiaries (a difference of 9 percentage points);
- b) supports cross-regional and cross-border initiatives – 67% of direct beneficiaries and 59% of indirect beneficiaries (a difference of 8 percentage points);
- c) promotes the development region in the country and abroad – 67% of direct beneficiaries and 60% of indirect beneficiaries (a difference of 7 percentage points).

The share of people who do not know/know very little the RDA's cooperation performance is 4%-7% (depending on the responsibility) among direct beneficiaries and 10%-12% (depending on the responsibility) among indirect beneficiaries.

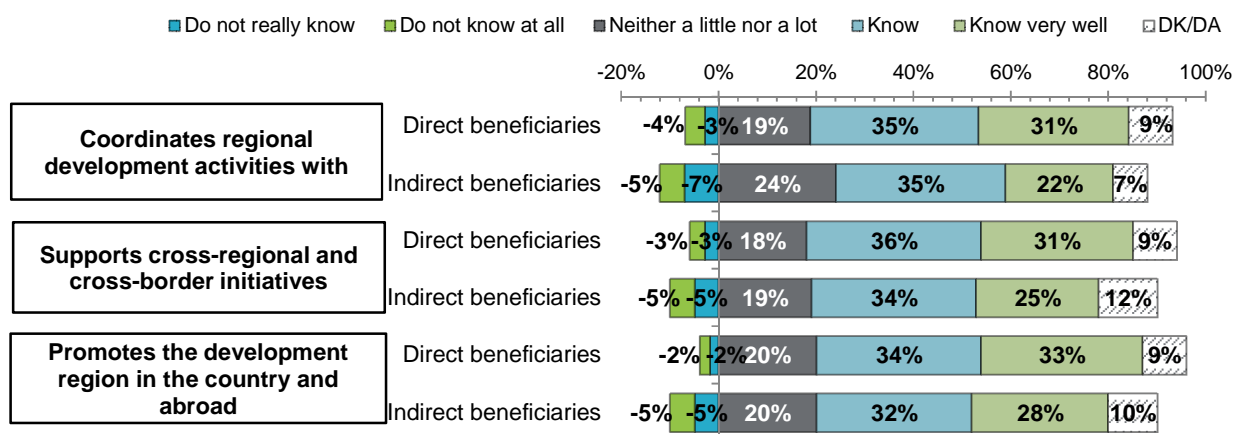


Figure 22. Level of knowledge of RDA's performance in intra-regional, inter-regional and international cooperation

Sample: 324 IB who stated to know of RDA more than just the name thereof

Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development

Analysis of the satisfaction level shows that most respondents are satisfied/very satisfied with the RDA's cooperation performance – Figure 23. Direct beneficiaries were more satisfied than indirect beneficiaries. Thus, below are the shares of people satisfied/very satisfied with the way the RDA:

- a) coordinates regional development activities with stakeholders from the public, private and civil sectors – 53% of direct beneficiaries and 49% of indirect beneficiaries (a difference of 4 percentage points);
- b) supports cross-regional and cross-border initiatives – 55% of direct beneficiaries and 49% of indirect beneficiaries (a difference of 6 percentage points);
- c) promotes the development region in the country and abroad – 57% of direct beneficiaries and 49% of indirect beneficiaries (a difference of 8 percentage points).

The share of people who are not satisfied with the RDA's cooperation performance is 6%-10% (depending on the responsibility) among direct beneficiaries and 13%-15% (depending on the responsibility) among indirect beneficiaries. The share of dissatisfied indirect beneficiaries is higher than that of direct beneficiaries.

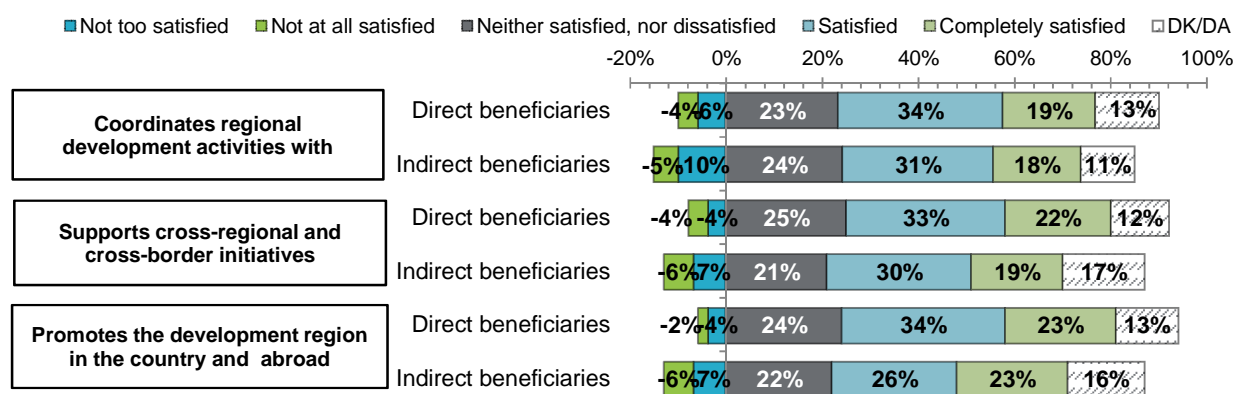


Figure 23. Satisfaction with the RDA's intra-regional, inter-regional and international cooperation
Sample: 324 IB who stated to know of RDA more than just the name thereof

The mean values shown in Table 6 prove that respondents think that they are quite informed and satisfied with the RDA's performance in intra-regional, inter-regional and international cooperation. However, the data prove that direct beneficiaries think that they are better informed and more satisfied than indirect beneficiaries.

Table 6. To what extent do you know and are satisfied with the RDA's performance in intra-regional, inter-regional and international cooperation (average value)?

*1 – do not know at all, 5 – know very well
 1 – not at all satisfied, 5 – very satisfied*

| To what extent do you know and are satisfied with the way RDA... | Direct beneficiaries | | Indirect beneficiaries | |
|---|----------------------|--------------|------------------------|--------------|
| | knowledge | satisfaction | knowledge | satisfaction |
| ...coordinates regional development activities with stakeholders from the public, private and civil sectors | 3,9 | 3,7 | 3,7 | 3,5 |
| ...supports cross-regional and cross-border initiatives | 4,0 | 3,7 | 3,8 | 3,6 |
| ...promotes the development region in the country and abroad | 4,0 | 3,8 | 3,8 | 3,6 |

Sample: 324 IB who stated to know of RDA more than just the name thereof

In the case of direct beneficiaries, a lower level of knowledge was reported by RSWG, residents of the South and Center regions, urban residents, other institutions (compared with LPA), LPA2 as compared with LPA1.

In the case of indirect beneficiaries, a lower level of knowledge was reported by LPA1 (compared with LPA2), private sector (compared with other non-public actors), residents of the South region, men.

Among multiple activities implemented by RDA, the most useful are: information about various aspects of regional development; assistance in the preparation, implementation and monitoring of projects; attraction of investment; establishment and strengthening of public-private partnerships.

RDA's contribution to identification of priority regional needs

As reported by direct and indirect beneficiaries, most of them are confident that RDA has an average contribution to identification of priority regional needs (58% for each category of beneficiaries) – Figure 24. The majority of direct beneficiaries who think in such a way are councillors (100%), rayon presidents/vice-presidents (62%) and economic operators (58%). The lower the level of education is and the higher the age of respondents, the greater is the share of respondents thinking in such a manner. The majority of indirect beneficiaries who are confident that RDA has an average

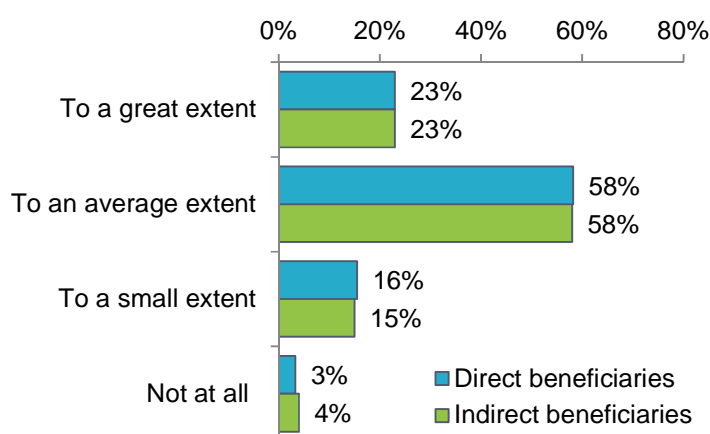


Figure 24. To what extent the RDA contributes to identification of priority regional needs?

Sample: 324 IB who reported that they know more than the name of RDA

contribution to identification of priority regional needs are LPA1 (60%), civil society (61%) and private sector (64%). Depending on professional status, the majority of indirect beneficiaries who think so are councillors (67%), residents of the Central region, rural residents.

23% of direct beneficiaries and 23% of indirect beneficiaries think that RDA has a great contribution to identification of priority regional needs. Among direct beneficiaries, this opinion is most often shared by mayors and officials of LPA1, men (compared with women), residents of the Central region, rural residents. Among indirect beneficiaries this opinion is most often shared by the media, officials from LPA2, women, residents of the South,

urban residents.

Almost one in six respondents believes that the RDA's contribution to the identification of priority regional needs is low. *In the case of direct beneficiaries, these are mainly RDC, civil society, men, urban residents, residents of the South, and in the case of indirect beneficiaries these are LPA2, men, urban residents, and residents of the South region.*

Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development

Satisfaction with RDA's services

The survey results show an increase in the level of satisfaction of direct beneficiaries with the RDA's performance over the last two years (Figures 25-26). Thus, the level of satisfaction increased:

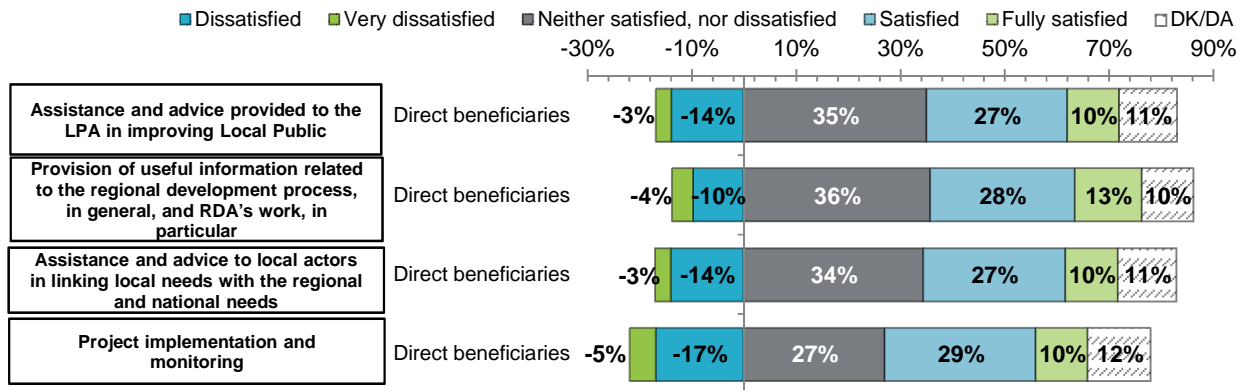


Figure 25. Satisfaction with the RDA's performance 2 years ago (DIRECT BENEFICIARIES)

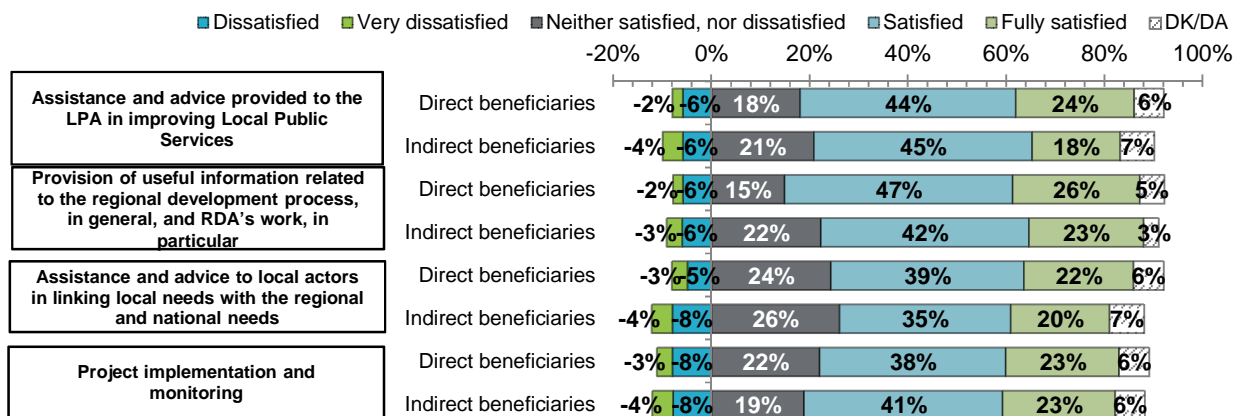


Figure 26. Satisfaction with the RDA's performance at present
Sample: 324 IB who stated to know of RDA more than just the name thereof

- with 31 p.p. for assistance and advice provided to the LPA in improving Local Public Services;
- with 32 p.p. for provision of useful information related to the regional development process, in general, and RDA's work, in particular;
- with 24 p.p. for assistance and advice to local actors in linking local needs with the regional and national needs;
- for regional planning and programming in the following sectors: water supply and sanitation (with 27 p.p.), solid waste management (with 23 p.p.), local and regional roads (with 28 p.p.), and energy efficiency in public buildings (with 28 p.p.) – Figures 27- 28.

Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development

- with 22 p.p. for project implementation and monitoring.

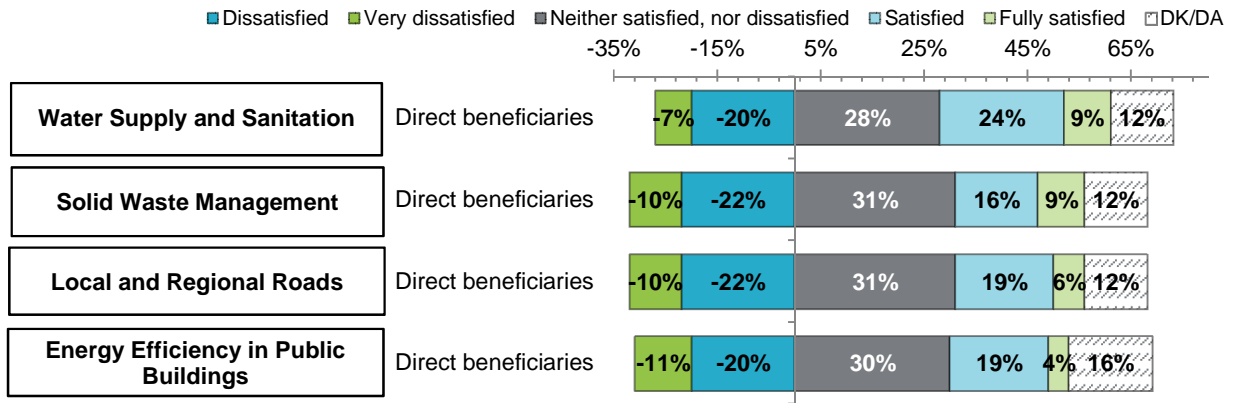


Figure 27. Regional planning and programming in the following sectors... (two years ago) (DIRECT BENEFICIARIES)

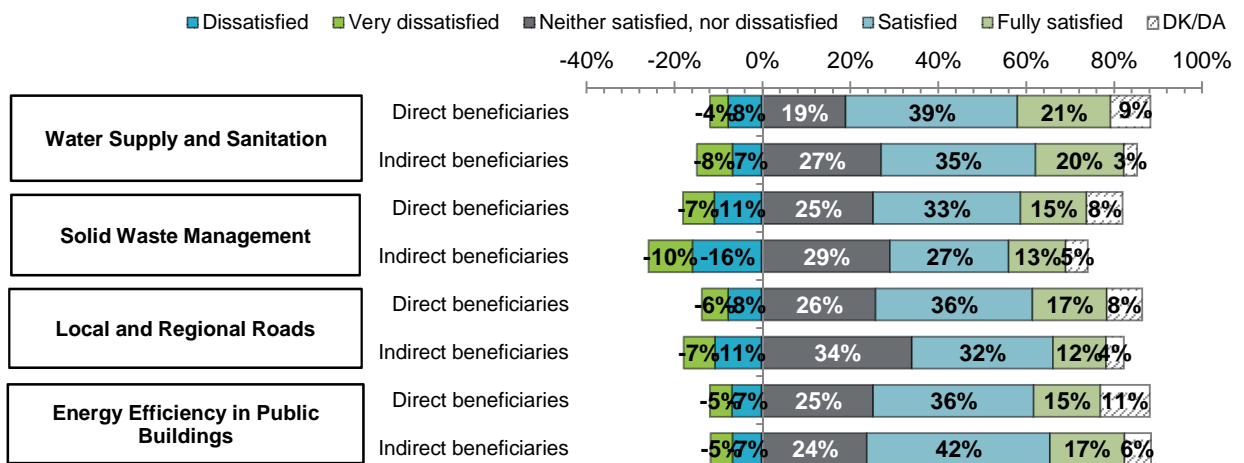


Figure 28. Regional planning and programming in the following sectors... (present day)
Sample: 324 IB who stated to know of RDA more than just the name thereof

In addition, the survey indicates a high level of satisfaction of indirect beneficiaries with services provided by RDA (Figure 26). Thus, approximately 2/3 of indirect beneficiaries showed satisfied/very satisfied with assistance and advice provided to the LPA in improving Local Public Services, provision of useful information related to the regional development process, and project implementation and monitoring. These percentage values show an insignificant difference between the shares of direct and indirect beneficiaries who were satisfied with the services provided. Therefore, these groups showed approximately the same level of satisfaction. 55% of indirect beneficiaries were satisfied/very

**Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities
to effectively facilitate the process of regional development**

satisfied with the assistance and advice provide to local actors in linking local needs with regional and national needs.

As for the level of satisfaction with regional planning and programming in different sectors: 55% of indirect beneficiaries are satisfied/very satisfied with the services of water supply and sanitation, 40% – with solid waste management, 44% – with local and regional roads, 59% – with energy efficiency in public buildings (Figure 28). At the same time, around one quarter of indirect beneficiaries are dissatisfied with the solid waste management and about every 5th is dissatisfied with road services.

Level of satisfaction was measured on a scale of 1 to 5, where 1 = very dissatisfied, 5 = very satisfied.

The mean values for beneficiaries' assessment of quality of services are shown in Table 7. :

Table 7. Please specify to what extent you were satisfied with the services provided by the RDA in the areas mentioned below 2 years ago, and to what extent are you satisfied now? (average value)

1 – very dissatisfied, 5 – very satisfied

| | Direct beneficiaries | | Indirect beneficiaries |
|---|----------------------|------------|------------------------|
| | 2 years ago | At present | At present |
| 1. Assistance and advice provided to the LPA in improving Local Public Services | 3,3 | 3,9 | 3,7 |
| 2. Provision of useful information related to the regional development process, in general, and RDA's work, in particular | 3,4 | 3,9 | 3,8 |
| 3. Assistance and advice to local actors in linking local needs with the regional and national needs | 3,3 | 3,8 | 3,6 |
| 4. Regional planning and programming in the following sectors | | | |
| a) water supply and sanitation | 3,1 | 3,7 | 3,5 |
| b) solid waste management | 2,9 | 3,4 | 3,2 |
| c) local and regional roads | 2,9 | 3,6 | 3,3 |
| d) energy efficiency in public buildings | 2,8 | 3,6 | 3,6 |
| 5. Project implementation and monitoring | 3,2 | 3,8 | 3,7 |

Sample: 324 IB who stated to know of RDA more than just the name thereof

The mean values shown in the table prove that the level of satisfaction of direct beneficiaries with services provided by RDA increased. If 2 years ago the mean value was around 3 (neither satisfied, nor dissatisfied), currently it is closer to 4 (satisfied). Indirect beneficiaries also show a high appreciation of the quality of RDA's services.

In both cases (responses of direct and indirect beneficiaries) lower values are noted in assessing regional planning and programming (compared to other services).

Respondents were asked to assess on a scale from 1 to 5 (where 1 = does not provide at all and 5 = provides to very great extent), to what extent RDA provides assistance, advice, information in planning at local level and in project development. The representation of responses to this question in percentage and mean values (Figure 29 and Table 8) shows that the assessment of RDA in this respect is low.

Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development

At the same time, **RDA provides most of its support to LPA2 (49% of direct and 49% of indirect beneficiaries believe that RDA provides much/very much support to LPA2). These are followed by LPA1 (according to 39% of direct and 43% of indirect beneficiaries). The least support is**

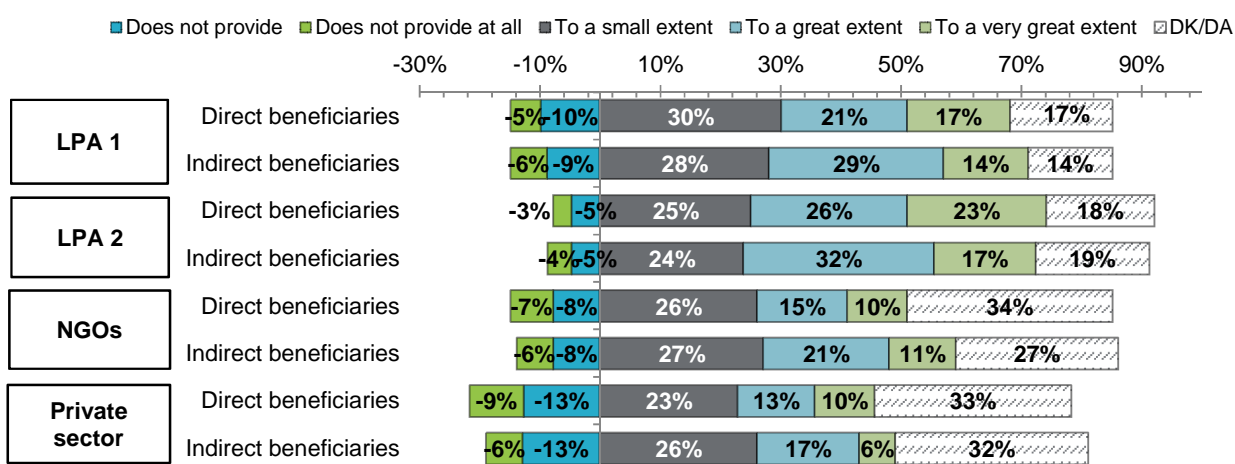


Figure 29. The extent to which RDA provides assistance, advice, information in planning at local level and in project development

Sample: 324 IB who stated to know of RDA more than just the name thereof

provided to the private sector (23% in responses given by the two groups of beneficiaries).

The share of non-response to this question is rather high (ranging from 14% to 34%), which allows us to assume that respondents do not even know to what extent these actors are assisted by the RDA. Therefore, the RDA's activities related to advice, information and assistance are either less visible or are insufficient.

Table 8. To what extent does RDA provide assistance, advice, information in planning at local level and project development (mean values), where 1 = does not provide at all and 5 = provides to very great extent)

| Actor | Direct beneficiaries | Indirect beneficiaries |
|----------------|----------------------|------------------------|
| LPA1 | 3,4 | 3,4 |
| LPA2 | 3,7 | 3,7 |
| NGO | 3,2 | 3,3 |
| Private sector | 3,0 | 3,1 |

Sample: 324 IB who stated to know of RDA more than just the name thereof

The lowest average values were reported by respondents from the Center and South regions, RDC, urban areas (in the category of direct beneficiaries) and respondents from the Center

region, with a high level of education, aged over 46 years (in the category of indirect beneficiaries).

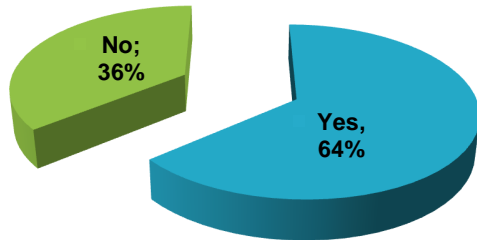


Figure 30. Are you familiar with the procedure of drafting of the Regional Development Strategy? (INDIRECT BENEFICIARIES)

Sample: 324 IB who stated to know of RDA more than just the name thereof

According to responses to open questions, both indirect and direct beneficiaries said that assistance provided by RDA to LPA1, LPA2, NGOs and the private sector consists primarily of: (1) information, advice and training; (2) support in the drafting of strategies and projects; (3) support in project implementation. In addition, indirect beneficiaries specified that RDA provides financial support to these actors.

2/3 of indirect beneficiaries are familiar with the procedure of drafting of the Regional Development Strategy.

80% of indirect beneficiaries are informed about information and advice activities of the RDA.

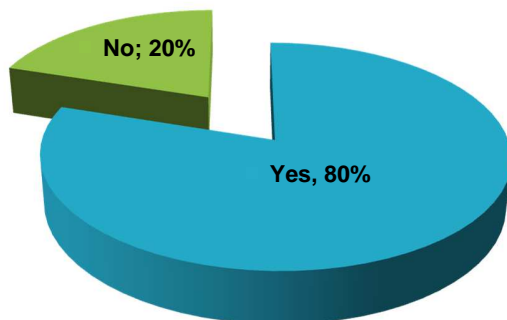


Figure 31. Are you informed about round tables, workshops and other activities organized by RDA?

Sample: 324 IB who stated to know of RDA more than just the name thereof

Regional Development Agencies – organizers of regional sector planning

Regional sector planning – general knowledge

The results of the comparative analysis show that 75% of the direct beneficiaries know well / very well what regional sector planning entails, compared with the only ¼ of indirect beneficiaries that provided the same response (Figure 32).

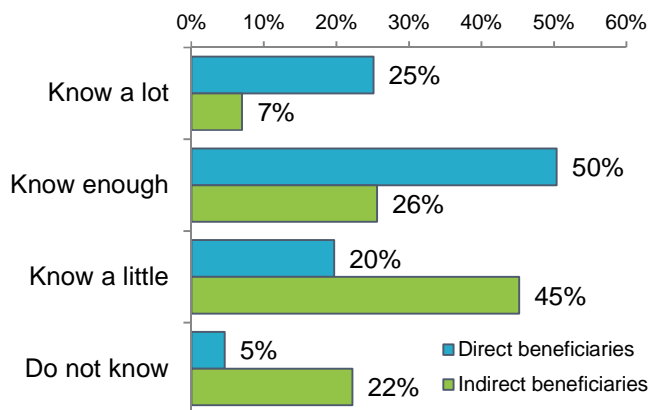


Figure 32. Do you know what regional sector planning means?

vice-presidents of rayon (17%). The share of uninformed / little-informed residents is higher among rural residents (in comparison with urban residents) and the inhabitants of the Center and South regions (in comparison with the North).

Most beneficiaries, who know what the regional sector planning process is, know that the RDAs organize this process. Comparative analysis shows that the direct beneficiaries are better informed in this respect (94% versus 74% respectively) - Figure 33.

Amongst the categories of public actors, the majority of uninformed / little-informed **direct beneficiaries** come from LPA1 civil servants (47%), followed by those from LPA2 (20%). In turn the majority of mayors, councillors and presidents/vice-presidents of rayon know well enough what regional sector planning means. Urban residents (compared to rural residents) and residents of the North and South regions are less informed in this respect.

In matters concerning **indirect beneficiaries**, the most uninformed/little informed public actors are the LPA1 officials (72%) and councillors (70%), followed by LPA2 (44%), mayors (43%) and presidents /

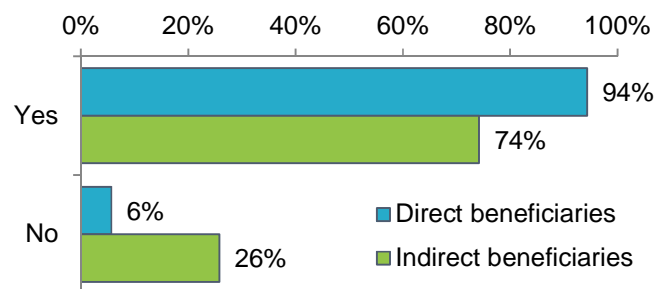
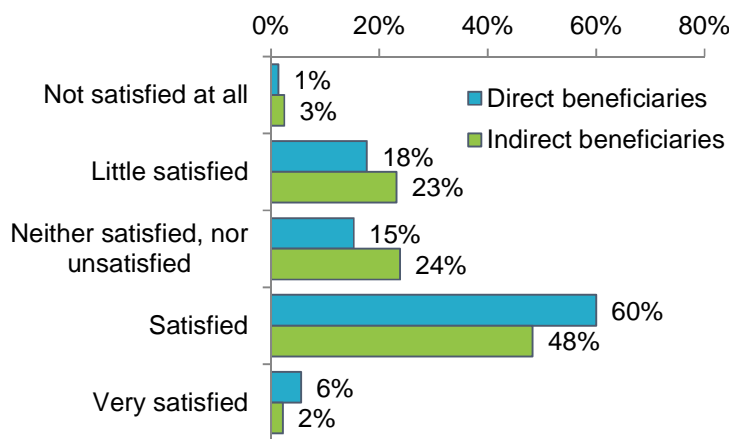


Figure 33. Do you know that the RDAs organize the regional sector planning process?

Sample: 228 DB and 434 IB that know what regional sector planning is

Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development

The most important activities in the organization of the regional sector planning process by the RDAs are: (1) organization of workshops, roundtables, working groups, meetings, forums etc., bringing together several actors (including national and international experts), which ensures sharing of information and sharing of experience; (2) involvement in the development, implementation and coordination of regional developments projects and strategies; (3) provision of information with respect to various aspects of the regional development process (in mass media (including the internet), by distributing flyers and brochures, thematic lectures, by extending invitations to various events (conferences, round tables etc.)); (4) training of actors; (5) organizing public consultations; (6) communicating with LPA including by conducting field visits of RDA representatives, visits to undertakings; (7) organizing feasibility studies; (8) conducting opinion surveys etc..



2/3 of direct beneficiaries (66%) and half of indirect beneficiaries (50%) that know that RDA organize the sector planning process are satisfied / very satisfied with the manner of organization (Figure 34). At the same time *the percentage of those dissatisfied is 19% amongst direct beneficiaries (mostly RSWG, LPA1, decentralized services in the Center region) and 26% amongst indirect beneficiaries (LPA1, aged over 46 years, rural areas, the Center region).*

Figure 34. Degree of satisfaction with the manner in which RDAs organize the sector planning process

Sample: 215 DB and 323 IB that know what regional sector planning is and that the RDAs organize this process

Assessment of the regional sector planning

Respondents were asked to rate the extent to which the regional sector planning process, facilitated by RDAs, contributes to solving regional problems and the development of the region in general. The evaluation was carried out on a scale of 1-5, where 1 = very little, 5 = very much. It was found that 55% of the direct beneficiaries and 46% of indirect beneficiaries are convinced that this process contributes much / very much

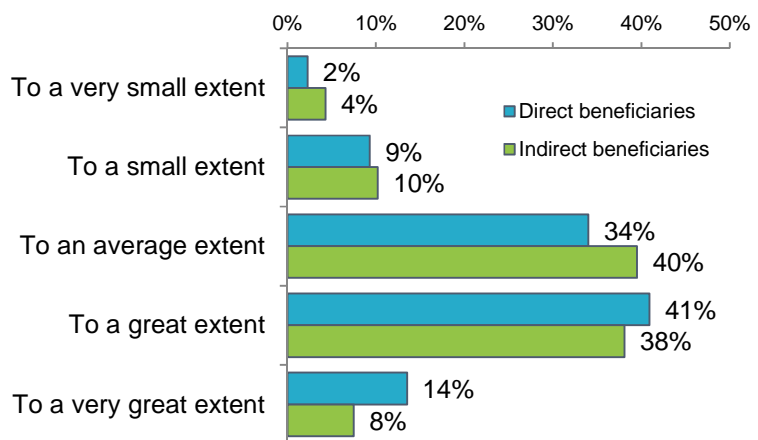


Figure 35. To what extent the regional sector planning process, facilitated by RDAs, contributes to solving regional problems and the development of the region in general?

Sample: 215 DB and 323 IB that know what regional planning is

Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development

to solving regional problems and the development of the region in general. At the same time the share of those who were more reserved in their assessments is 34% amongst direct beneficiaries and 40% amongst indirect beneficiaries. Respondents who do not see the efficiency of the regional sector planning process constitute 11% of direct beneficiaries and 14% of indirect beneficiaries - Figure 35.

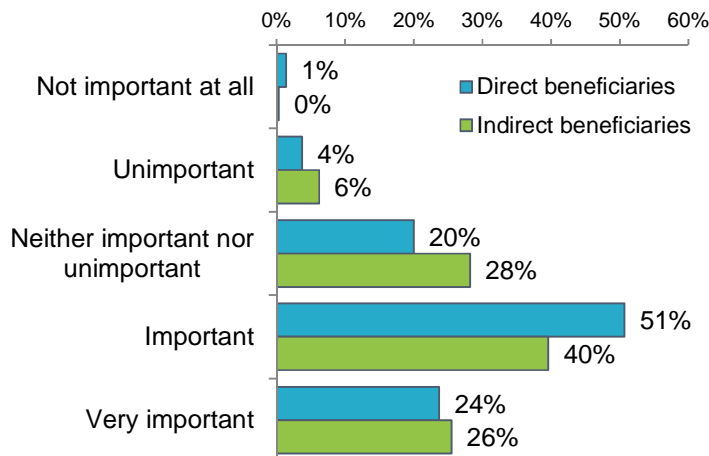


Figure 36. Importance of RDA activities in organizing the regional sector planning process

Sample: 215 DB and 323 IB that know what regional sector planning is and that the RDAs organize this process

The average value with which respondents graded the extent to which the planning process influences the solving of regional problems and regional development was 3,5 in the responses of direct beneficiaries and 3,4 in the responses of indirect beneficiaries.

According to the majority of respondents, RDA activities are important / very important in organizing the regional sector planning process. This is the view held by 75% amongst the direct beneficiaries and 66% amongst indirect ones. The average value used to grade the importance of RDA activities in organizing the regional sector planning process is 3,9 (on a scale from 1 to 5, where 1 = not

at all important, 5 = very important).

The main problems faced by direct beneficiaries in the regional sector planning process are: inadequate/insufficient financial resources; human resources lacking the requisite knowledge, experience and capacity to develop and implement projects; influence of the political factor in the process of identifying problems and selecting eligible projects; transparency; failure to complete projects on time; lack of cooperation among stakeholders; passivity of the populace.

Participation in events organized by RDA

While almost all direct beneficiaries participated in at least one of the events organized by RDAs, the share of participants amongst the group of indirect beneficiaries is only 50% - Figure 37. Most beneficiaries participated in regional sector workshops / working groups (83% DB and 28% IB), round tables (69% DB and 31% IB), conferences (58% DB and 26% IB).

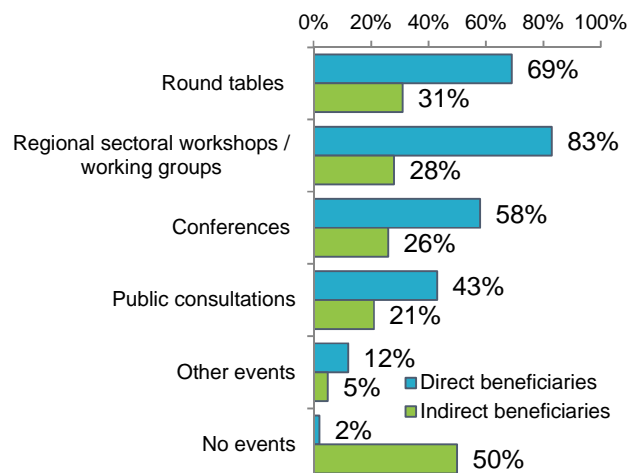


Figure 37. Events organized by the RDAs, that were attended by respondents

Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development

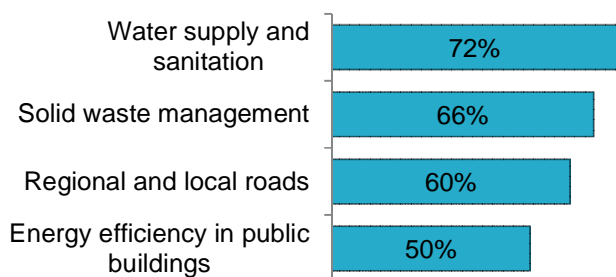


Figure 38. Participation in workshops in various fields...

Sample: 198 direct beneficiaries that participated in workshops

within LPA1 (in comparison with other public actors), women, people with medium levels of education, residents of the Center region, young people, and rural residents.

The workshops that were attended by most of the direct beneficiaries were those in the field of water supply and sanitation (72%), solid waste management (66%), followed by local and regional roads (60%), as well as energy efficiency in public buildings (50%) - Figure 38.

The highest percentage of indirect respondents who did not participate in any of the events is amongst non-state actors (civil society and private sector), LPA1 (in comparison with LPA2), councillors and civil servants

In regards to frequency of event participation, *direct beneficiaries participated in events more often than indirect beneficiaries* (Figure 39). Thus, 68% of indirect beneficiaries attended at most 3 of the events organized by RDAs (in comparison with 27% of direct beneficiaries). The majority of direct beneficiaries had the opportunity to engage in RDA events at least 4 times (73%).

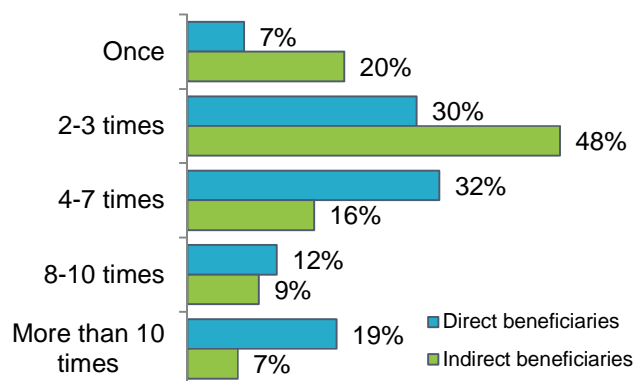


Figure 39. Frequency of participation in events organized by RDAs

Sample: 234 DB and 282 IB that participated in some events

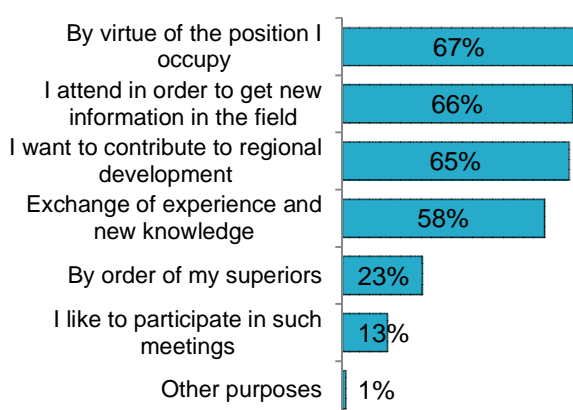
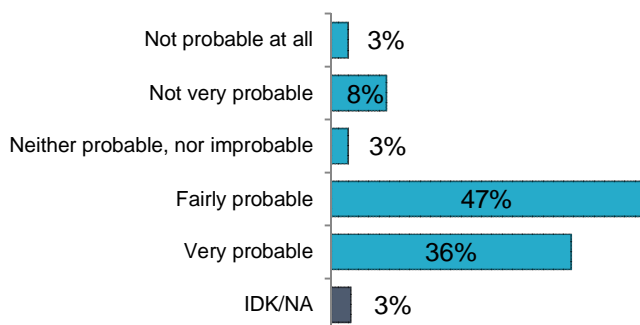


Figure 40. Purpose of participation in events organized by RDAs

Sample: 234 DB that participated in some events organized by RDAs

About 2/3 of direct beneficiaries participate in these events due to the position which they occupy, or in order to obtain new information in the field, or out of the desire to contribute to the development of the region. For 58%, attending events provides exchange of experience and new knowledge. Approximately each fourth beneficiary (23%) participated in events as a result of indications received from superiors, and 13% - because participation in such meetings brings pleasure - Figure 40.

Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development



The vast majority of direct beneficiaries believe that it is likely / very likely they will participate in events organized by RDA (83%) - Figure 41.

Figure 41. Probability of participation at subsequent events organized by RDAs

Participation of direct beneficiaries in workshops

The objectives formulated within the workshops and stated in the regional sector programs are seen as realistic / very realistic (80%). 18% believe that the objectives are neither realistic nor unrealistic - Figure 42. The average value used to rate how realistic the objectives formulated within the workshops are, is 4,1 on a scale of 1 to 5 (where 1 = not at all realistic, 5 = very realistic).

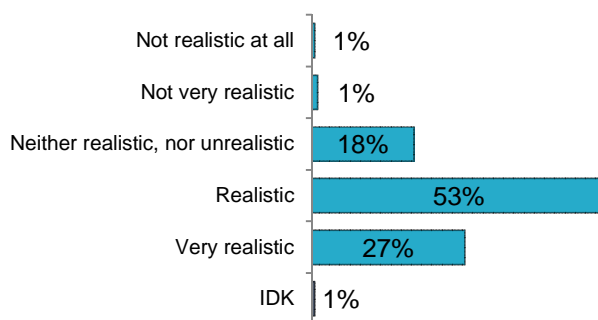
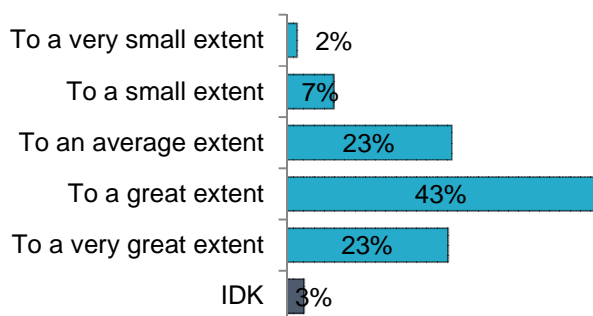


Figure 42. How realistic are the objectives formulated within workshops and stated in regional sector programs?

Sample: 198 DB that participated in some workshops

The proposals discussed within the workshops are to a large / very large extent taken into consideration by the RDAs (66%). Approximately every fourth direct beneficiary states that the RDAs somewhat (average level) take into account these proposals (23%), whereas 9% said that the RDAs do not consider the proposals - Figure 43.

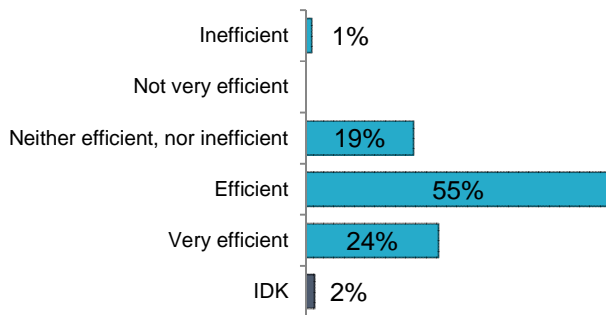


The average value used to grade to what extent the proposals discussed within the workshops are taken into consideration by the RDA is 3,9 on a scale of 1 to 5 (where 1 = very little, 5 = very much), the highest assessments are given by LPA2 mayors and civil servants, and the lowest evaluations - by councillors.

Figure 43. To what extent RDAs take into consideration proposals discussed during workshops

Sample: 198 DB that participated in some workshops

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The workshops organized by RDAs are generally considered effective/very effective (79%) - Figure 44. Each 5th beneficiary is undecided in regards to the efficiency of workshops (19%).

Figure 44. Efficiency of workshops organized by RDAs

Sample: 198 DB that participated in some workshops

Inefficiency is explained by the lack of necessary experience of members, as well as the lack of practical results from the workshops.

The average value used to grade the effectiveness of the workshops is 4,1 on a scale of 1 to 5 (where 1 = ineffective, 5 = very effective).

Practical exercises carried out in the workshops are generally viewed as useful / very useful (78%). However, every 5th beneficiary believes that their usefulness is neither small nor great (19%) - Figure 45. The average usefulness of exercises applied in the workshops was rated at 3,9 on a scale from 1 to 5 (where 1 = useless, 5 = very useful).

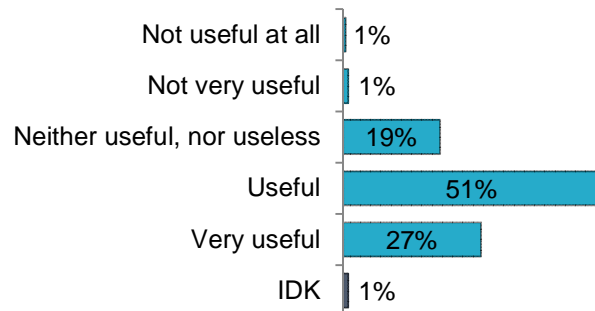


Figure 45. Usefulness of practical exercises, conducted within workshops

Sample: 198 DB that participated in some workshops

In general, most direct beneficiaries stated that their participation in the workshops is useful / very useful (83%) and 16% - neither useful nor useless - Figure 46. On average, the usefulness of workshops was graded at 4,1 on a scale from 1 to 5 (where 1 = useless, 5 = very useful).

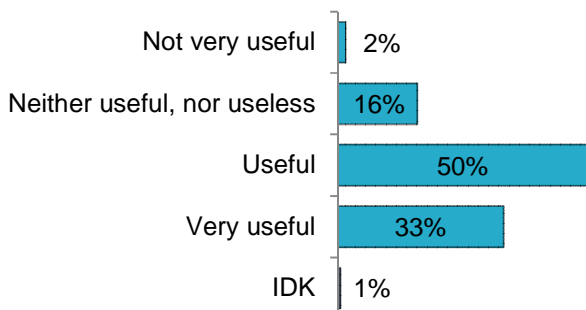


Figure 46. How useful is participation in the workshops for you?

Sample: 198 DB that participated in some workshops

Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development

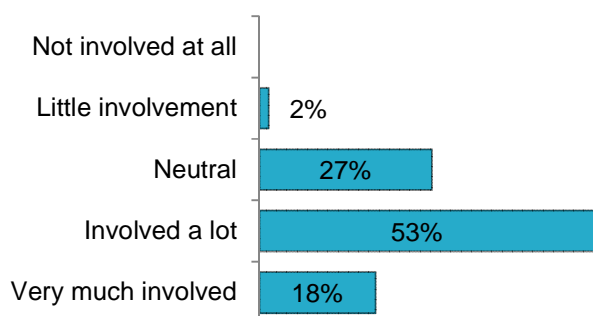


Figure 47. Degree of involvement of participants in workshops organized by RDAs

Sample: 198 DB that participated in some workshops

According to the opinion of respondents, the majority of participants involve themselves much / very much in the workshops (71%). Almost ¼ (or 27%) assess the involvement of participants as neutral, whereas 2% - as very small - Figure 47. Passive involvement is explained by the frivolity and lack of interest of the participants, as well as insufficient time to participate. The average value used to grade the involvement of participants in the workshops is 3,9 on a scale from 1 to 5 (where 1 = not involved at all, 5 = very much involved).

The data in Figure 48 show that, for 74% of respondents, the workshops help to strengthen relations with other participants. This response option was mentioned more often by the private sector and decentralized services, men, people aged over 46 years, and respondents from the North region.

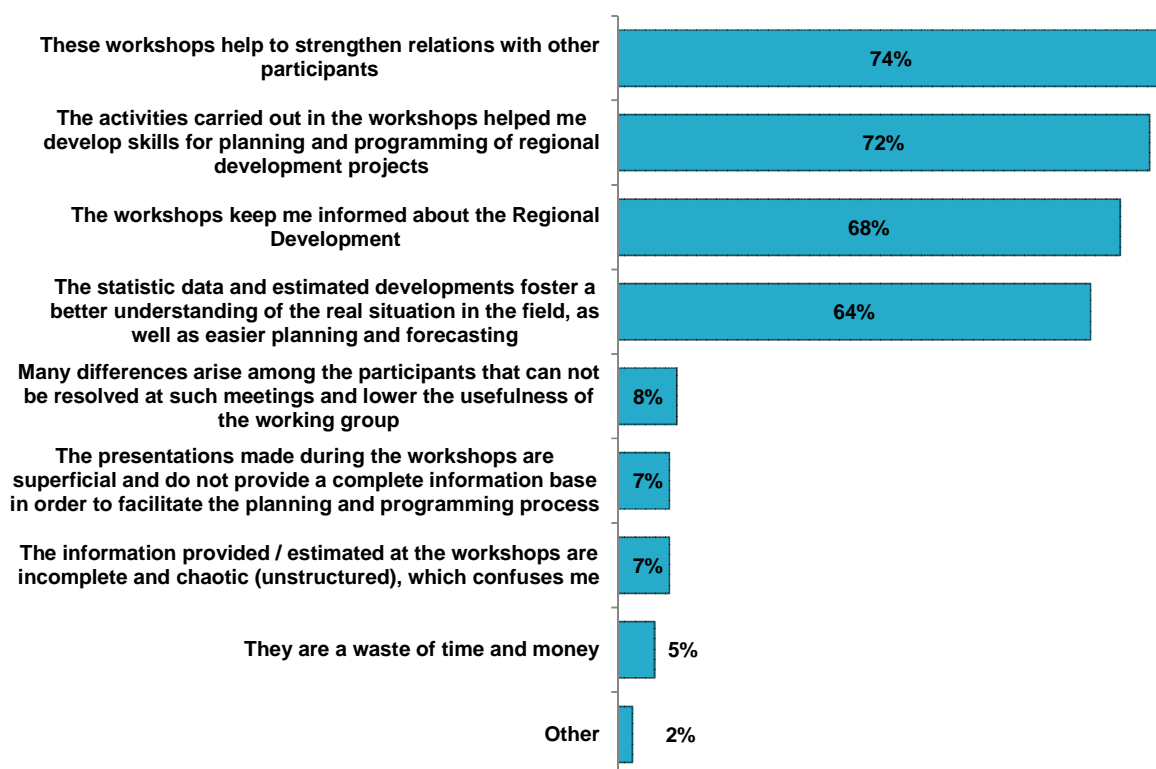


Figure 48. Which of the following statements best describe your attitude towards the workshops?

Sample: 198 DB that participated in some workshops

In the view of 72% of respondents, the activities carried out in the workshops help people develop skills for planning and programming regional development projects (primarily for residents of urban

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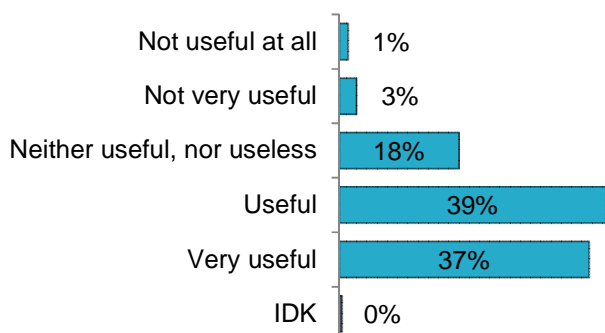
areas in the North region, with little work experience, and for LPA representatives to a higher extent than for other players).

For 68% of respondents, workshops provide information about Regional Development (especially for LPA, respondents in the North and Centre regions).

Approximately one third (64%) of direct beneficiaries said that statistics and expected developments within the workshops helped them understand the real situation in the field and to plan and forecast easier, especially for respondents in urban areas, the North region.

At the same time, 27% of respondents have a less favourable attitude towards the workshops. Thus, 8% of them claim that many disagreements arise between participants that can not be resolved at such meetings and lower the usefulness of the working group. This option has most often been put forward by the RDC, presidents/vice-presidents of rayon, men, and residents of the North region. 7% say that the presentations delivered during workshops are shallow and do not provide complete information in order to facilitate the planning and programming process (especially for RSWG, rural areas, the Center region), while another 7% say that the information provided/estimated within workshops are incomplete and chaotic (unstructured), which confuses them (primarily private sector, councillors, Center region). For 5% of the beneficiaries, the workshops are a waste of time and finance (most often this attitude was expressed by councillors, mayors, men, residents of the Centre region).

Regional sector working groups (RSWG)



According to the majority (76%), RSWGs are a useful tool for drafting sector development plans. The average grade attributed to RSWG usefulness in this regard is 4,1 on a scale from 1 to 5 (where 1 = not useful, 5 = very useful). 18% of respondents are undecided about the usefulness of RSWG, seeing them as neither useful nor useless. Only 4% of the direct beneficiaries see RSWGs as not useful for drafting sector development plans - Figure 49.

Figure 49. The usefulness of RSWGs as an instrument for drafting sector development plans

Sample: 234 DB that participated in some events organized by

About 2/3 (or 69%) of direct beneficiaries believe that the composition of RSWGs corresponds in full / in part, whereas 1/4 believe that it somewhat corresponds (to an average extent), to the purposes for which the groups were created. The other 5% of subjects stated that the composition is inadequate in this regard - Figure 50. In order for RSWGs to be effective, their members should be selected on the basis of

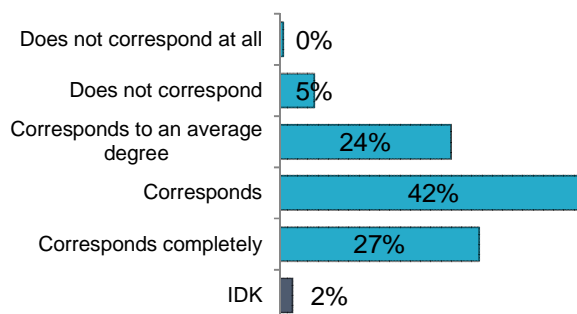


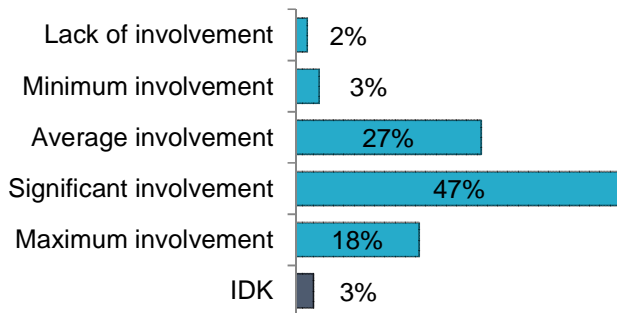
Figure 50. To what extent does the composition of RSWGs correspond to the purpose for which they were created?

Sample: 234 that participated in some events organized by the RDAs

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their professional qualifications - highly qualified professionals in the field.

The average value used to grade the level of compliance is 3,9 on a scale from 1 to 5 (where 1 = does not correspond at all, 5 = corresponds in full).



Approximately 2/3 of respondents said that the members of RSWGs had / have a high / highest level of involvement in developing regional sector programs, and approx. ¼ - medium level of involvement. The average value used to grade the level of involvement is 3,8 on a scale from 1 to 5 (where 1 = no involvement, 5 = full involvement). - Figure 51.

Figure 51. Degree of involvement of RSWG members in drafting regional sector programs
Sample: 234 that participated in some events organized by the RDAs

Almost all respondents (97%) believe that RSWGs must remain viable in the future to continue monitoring the implementation of regional sector programs, drafted by the RDAs with the input and participation of members of the RSWGs - Figure 52.

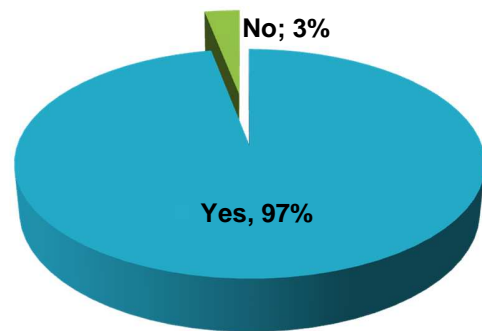
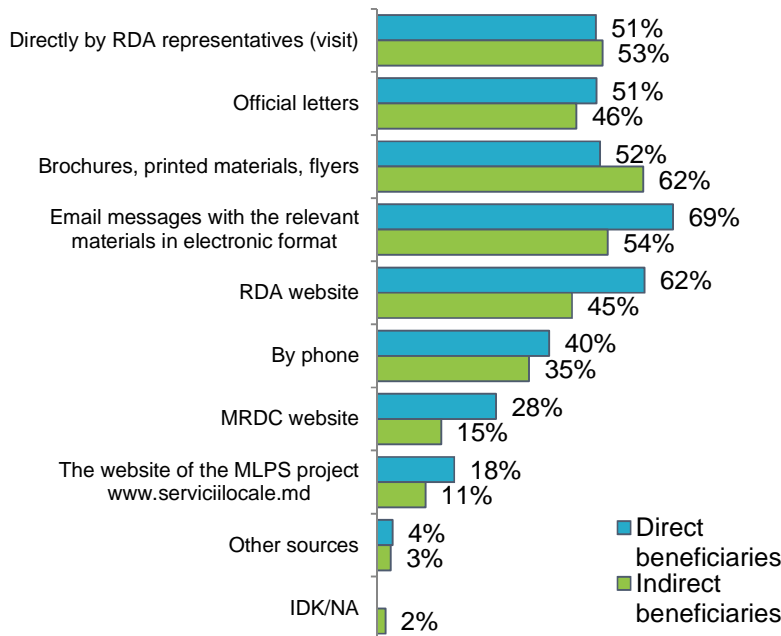


Figure 52. Should the RSWGs remain viable in the future in order to continue monitoring the implementation of regional sector programs, drafted by the RDAs with the input and participation of the RSWGs?
Sample: 234 that participated in some events organized by the RDAs

The direct beneficiaries were asked to suggest how to improve the regional sector planning process. Most suggestions relate to: informing the population about these issues; training of stakeholders involved in the planning process by experts in the field (national and international experts); exchange of experience (through dissemination of successful practices, by organizing visits to successful settlements); visits by decision-makers and conducting working sessions in the field; more active involvement of civil society; de-politicization of the process.

DEGREE OF AWARENESS AND INFORMATION CHANNELS REGARDING RDAs



The most comfortable and useful sources of information about the activities of RDAs are emails containing electronic materials, the RDA websites, brochures, printed materials, flyers, visits of RDA representatives, official letters - Figure 53.

Figure 53. Through what method would you like to be informed about the activities conducted by RDAs?

70% of direct beneficiaries have been frequently *informed* directly about the activities, future meetings, cooperation, etc. of the RDAs directly by their representatives by various means (*priority given to RDC, presidents and vice presidents of rayon, rural environment of the Center region*). At the same time, the majority of indirect beneficiaries (60%) declared that they never *were directly informed* by the RDAs. This especially applies to *LPA1, the private sector and civil society, rural areas, the South region*.

Virtually all methods of information were used; however it was most frequently resorted to brochures, printed materials, leaflets; official letters; telephone conversations and emails - Figure 54.

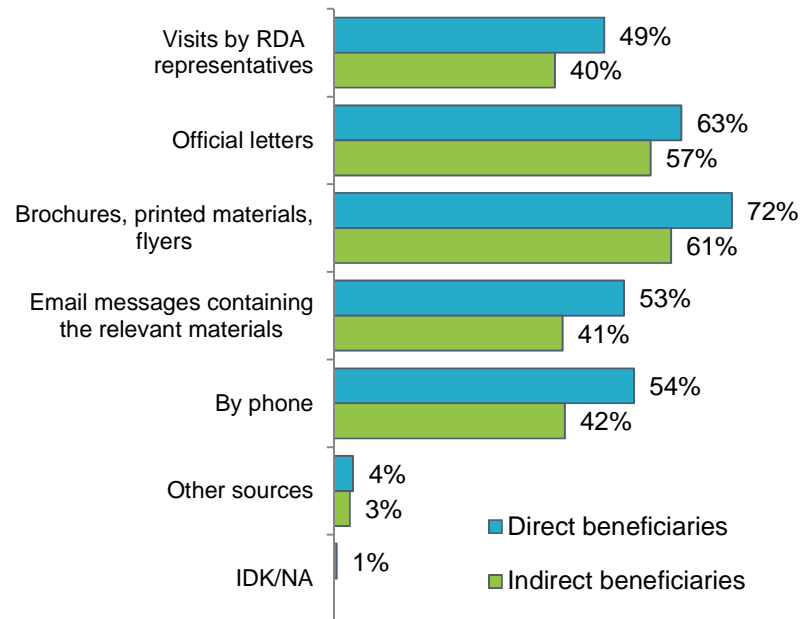


Figure 54. Through what methods were you informed by the RDAs?

Sample: 221 DB and 220 IB that were informed directly by the RDA about its activities

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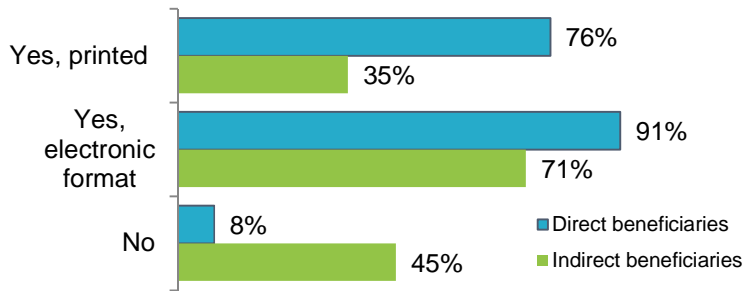


Figure 55. Do you have access to RDA informative materials?

Most direct beneficiaries have access to RDA informative materials: digital materials - 91%; printed materials - 76%. *The access of indirect beneficiaries is considerably lower:* 45% have no access to RDA informative materials, while the rest - only 1/3 has access to printed information - Figure 55. *Respondents from LPA2 have greater access to information compared to LPA1.*

Most respondents get their information from these sources when necessary - Figure 56.

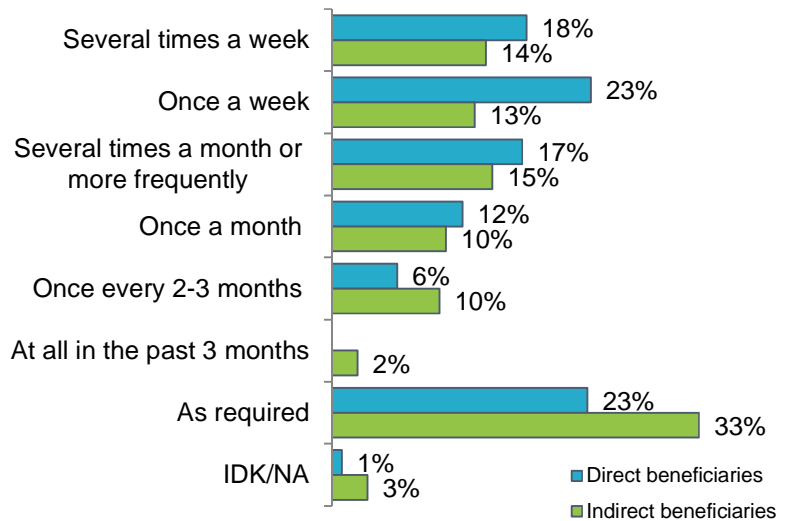


Figure 56. How frequently do you inform yourself from these materials?

Sample: 221 DB and 310 IB that have access to RDA informative materials

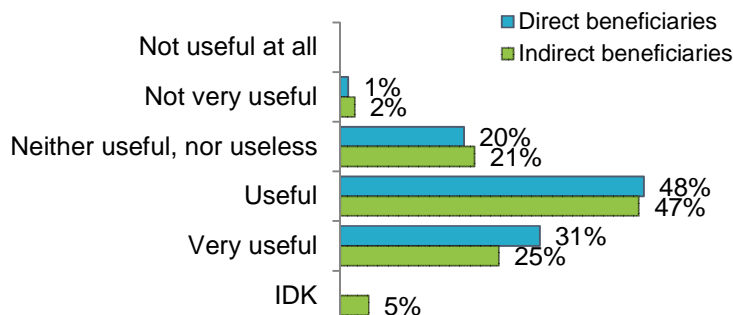


Figure 57. Usefulness of informative brochures

Sample: 159DB and 132IB that have access to RDA informative materials and more specifically to informative brochures

Most respondents stated that the information and data placed in the RDA informative brochures is useful / very useful (79% DB and 72% IB) - Figure 57. The average value on a scale from 1 to 5 which was used to grade the usefulness of the brochures is 4,1 in the case of DB and 4,0 in the case of IB.

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At the same time, respondents believe that RDA brochures should, as a matter of priority, include information on (i) projects in general (ongoing, finished and planned; their budget, their results); (ii) sources of funding (including potential) and how to access them; (iii) success stories; (iv) tenders (timetable, conditions, organization of data, etc.). Indirect beneficiaries believe that the brochures should contain information about developing / drafting projects.

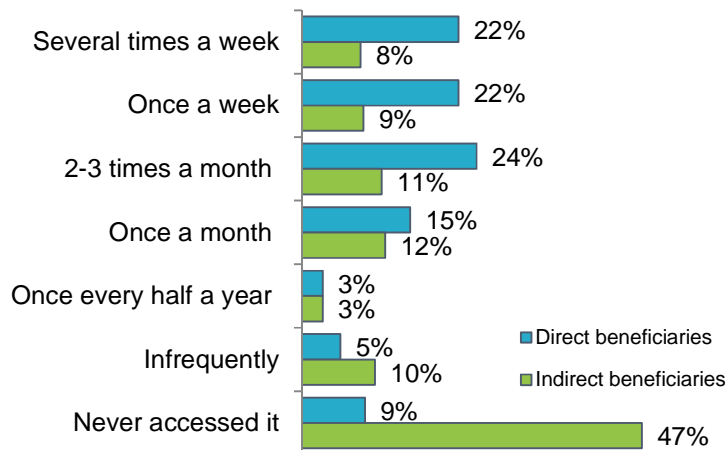


Figure 58. Frequency of accessing the RDA website

The website of the RDA is most commonly accessed by direct beneficiaries (91%). Among them, 44% access the site at least once a week. In turn, indirect beneficiaries either do not directly access the RDA website (47%) or access it rarely - Figure 58.

The RDA website is the most frequently accessed in order to obtain information on: RDA activities; ongoing projects; new offers of projects; obtaining financial funds.

Persons who access the RDA website believe that the information placed therein is useful / very useful (83% DB and 79% IB) - Figure 59. Both groups of beneficiaries rate the usefulness of the information at 4,1 points on a scale from 1 to 5 (where 1 = not useful, 5 = very useful).

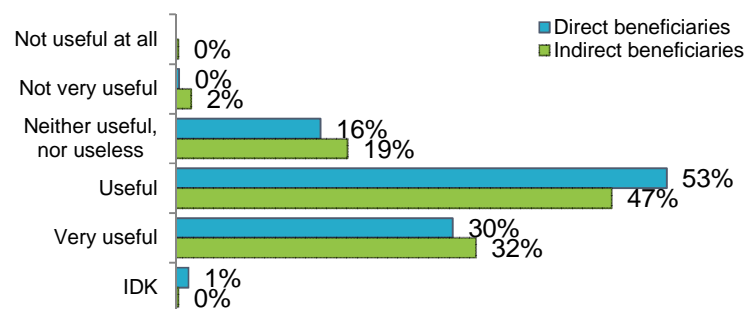
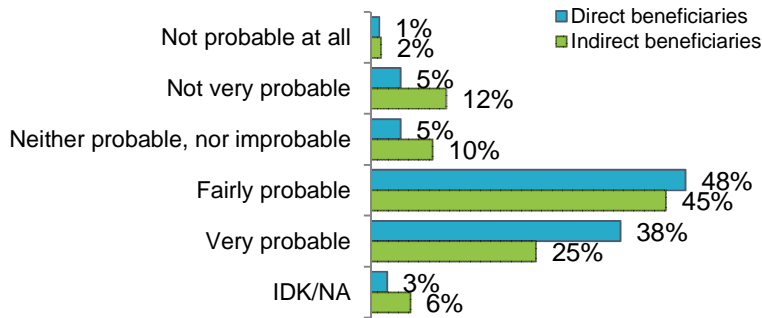


Figure 59. Usefulness of information on the RDA website
Sample: 218 DB and 294 IB that have access to the RDA website

Akin to suggestions for brochures, the RDA website should contain information on (i) projects in general (ongoing, finished and planned; their budget, their results); (ii) sources of funding (including potential) and how to access them; (iii) success stories; (iv) tenders (timetables, conditions, organization of data, etc.); the drafting / writing of projects.

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The likelihood that respondents will continue/begin to inform themselves from the RDA website is high / very high (86% DB and 70% IB) - Figure 60.

Figure 60. How likely is it that you will continue (or will begin) informing yourself about RDA activities using the official website?

Accessibility and usefulness of information provided by the RDAs

Most direct beneficiaries stated that the information provided by the RDAs is generally accessible. The highest level of accessibility was attributed to information regarding the development and implementation of the Regional Development Strategy and the Regional Operational Plan (73%), followed by information related to the development and implementation of Regional Sector Programs (67%) and regional projects and calls for projects (66%). A lower level of accessibility has been reported with regard to funding opportunities and cross-border cooperation (52% each) - Figure 61. Of LPA representatives, mayors and (vice) presidents of rayon most frequently stated that information is accessible, whereas *councillors and LPA1 civil servants accumulated the lowest ratios* in this regard. The accessibility of information was stated more frequently in rural areas, by the RDC and civil society.

The ranking of the assessed areas in terms of accessibility of information is the same in the responses of indirect beneficiaries, but with considerably lower weights. No more than half of indirect respondents said that information in these areas is accessible - Figure 61. The accessibility of information was mentioned more often by the media, urban areas, the South area, LPA2. Of LPA representatives, mayors and (vice) presidents of rayon most often stated that the information is accessible, whereas *LPA1 civil servants accumulated the lowest ratios* in this regard.

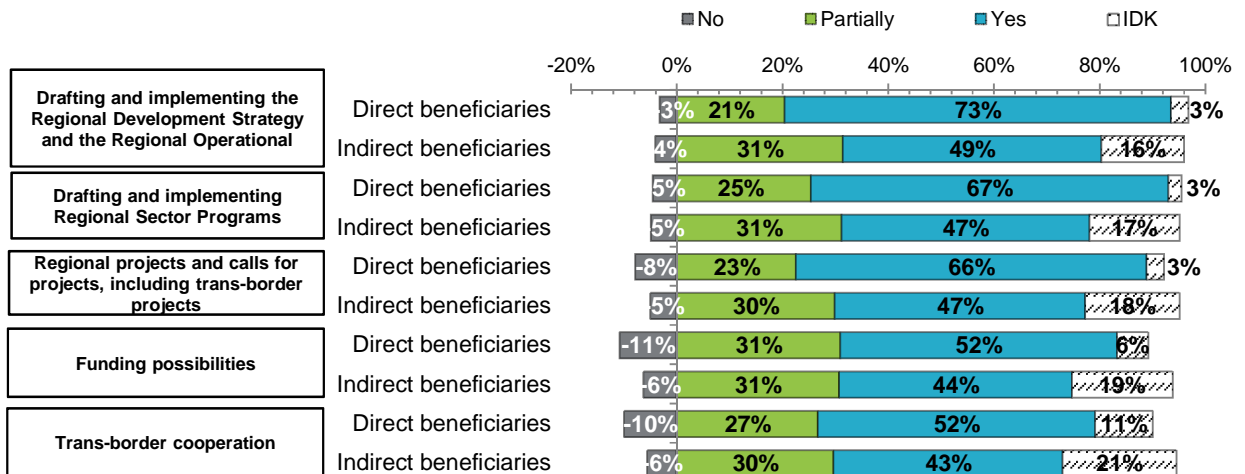


Figure 61. Do you believe that the information and data provided by RDA in these fields is accessible?

Satisfaction degree of stakeholders regarding the Regional Development Agencies' capabilities to effectively facilitate the process of regional development

The information provided by the RDA is, in general, relevant for respondents. *A greater degree of relevancy is observed with direct beneficiaries, in comparison with indirect beneficiaries.* The most current information is that regarding the development and implementation of the Regional Development Strategy and Regional Operational Plan (76% DB and 59% IB), followed by that related to the development and implementation of Regional Sector Programs (72% DB and 57% IB) and regional projects and calls for projects (70% DB and 57% IB). A lower level of relevancy has been reported in regards to funding opportunities (62% DB and 56% IB) and cross border cooperation (60% DB and 53% IB) - Figure 62. For, indirect beneficiaries the usefulness of the information was mentioned often by the media, the urban environment, South area, LPA2. Of LPA representatives, mayors and (vice) presidents of rayon most frequently stated that the information is relevant, whereas *LPA1 civil servants accumulated the lowest ratios in this regard.* In the case of indirect beneficiaries, the usefulness of the information was mentioned more frequently by mayors and (vice) presidents of rayon (amongst public authorities), *whereas councillors and LPA1 civil servants accumulated the lowest ratios in this regard.* The accessibility of information was mentioned more

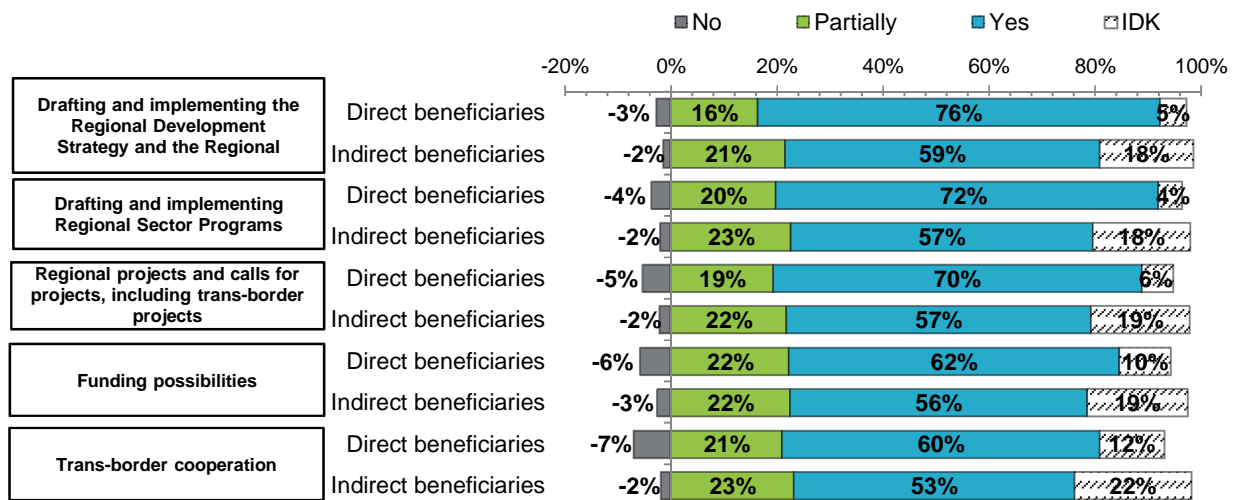
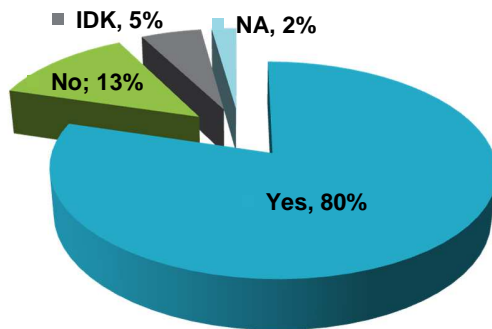


Figure 62. Do you believe that the information and data provided by RDA in these fields is relevant?

often in rural areas, by the RDC and civil society.

As for sources of information, the most used are: direct from the RDAs or their website; media (TV, print and internet); participation in different conferences/seminars/round tables/workshops; informative materials (brochures, leaflets); official letters and notices; phone / fax. In addition to these, the direct beneficiaries also indicated participation in rayon/LPA2 - level meetings as a source of information about the activities of RDAs.

SUGGESTIONS OF INDIRECT BENEFICIARIES WITH REGARD TO THE REGIONAL DEVELOPMENT PROCESS



The vast majority of indirect beneficiaries (80%) are willing to participate in the Regional Development Process - Figure 63.

Figure 63. If you have the possibility, would you like to get involved in the Regional Development Process (e.g.: workshops, conferences etc. organized by the RDAs)?

They expressed interest in workshops (76%) and round tables (72%), as well as conferences (67%) and public consultations (58%) - Figure 64.

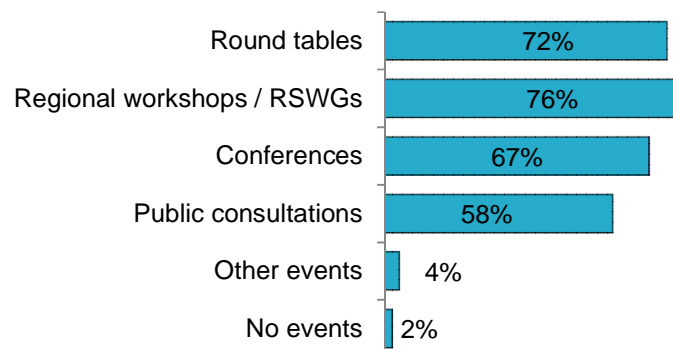


Figure 64. In what meetings / events organized by the RDA would you like to participate?

When asked what could be done to streamline the Regional Development Process, indirect beneficiaries referred to involvement in developing and implementing projects, as well as dissemination of information about projects at the local level.

As for the manner of informing about RDA activities, most indirect beneficiaries would like to receive such information by email (63%), as well as through newsletters (45%) and official letters (43%). Sources deemed less 'attractive' for respondents amongst indirect beneficiaries are newspapers (36%), information from local and rayon-level meetings (32%) and newspaper advertisements (29%) - Figure 65, p. 63.

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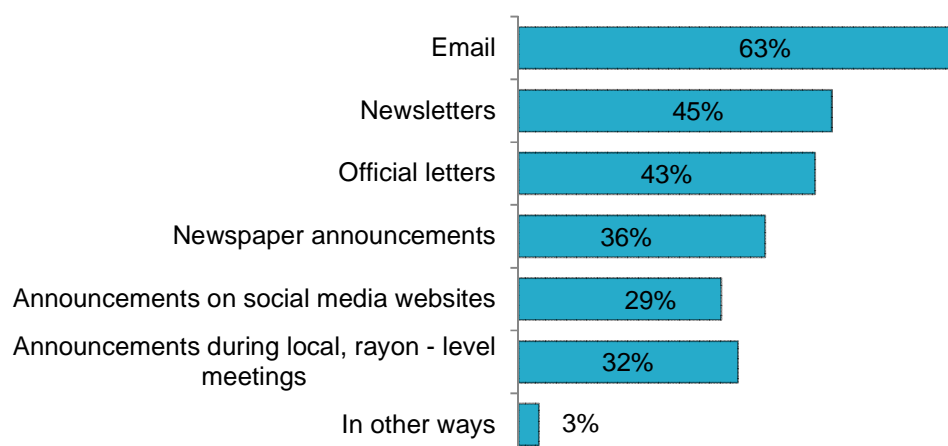


Figure 65. How would you like to be informed about RDA activities (events, trainings, tenders etc.)?

Indirect beneficiaries were asked to suggest improvements at the regional level for the planning and programming process. Among the suggestions they made, the most often mentioned were the following: the availability and transparency of information about RDAs and their activities (including more active involvement of the media); organizing several trainings and seminars; hiring qualified and competent staff; cooperation with civil society and undertakings; organizing more round tables, meetings of working groups; consulting public opinion; depoliticizing the process; better coordination and monitoring of the process; increasing the number of projects, especially in rural areas, etc.

CONCLUSIONS

Based on the [specific objectives](#) and results of the poll, the following general conclusions could be arrived at:

- The LPAs involved in regional/local planning and programming are generally satisfied in regards to the facilitation of this process by the Regional Development Agencies;
- Respondents know well the overall process of regional development and the activities conducted in this field by the main actors (MRDC, RDA, RDC);
- The actors are generally well informed about the process of regional development. The information provided by RDAs is considered accessible, useful and up-to-date. The best sources of information are emails and the RDA website.

These general conclusions are confirmed by the high percentage values accumulated within the responses, as well as the average values (usually between 3 and 4 points) calculated on a scale from 1 to 5 (where 1 is the value associated with the lack of or very low level of knowledge and satisfaction, and 5 - with a very high level of knowledge and satisfaction).

One of the indicators of success, as set out in the ToR for this survey, which would validate the effectiveness of RDA involvement in facilitating the regional development process, is "70% of stakeholders within 30 LPAs involved in the local planning and programming process express their satisfaction in regards to the facilitation capacities of regional development agencies." Although the results of the survey do not validate the effectiveness of RDAs in this respect, having attained only 66%, this value is nevertheless very close to the validation threshold. In addition, survey results show that, of all the regional development institutions (NCCRD, MRDC, RDC and RDA), the RDAs are the best known and most highly valued by respondents. However, 71% of the direct beneficiaries grade RDA work as positive/very positive, and the average grade given is 4 (on a scale from 1 (very negative) to 5 (very positive)).

An analysis of answers according to the socio-economic characteristics of respondents highlighted several other general findings. Thus, broadly:

- direct beneficiaries are better informed and express higher levels of satisfaction in comparison with indirect beneficiaries. In the evaluations made by indirect beneficiaries, the percentage of non-answers is higher, whereas the average values (on an gradation scale from 1 to 5) are smaller compared to the direct beneficiaries;
- residents of South regions are less informed and satisfied in comparison with residents of the Centre and North regions;
- a lower level of information and satisfaction has been displayed by LPA1 (compared with LPA2), by public officials (compared to other public sector actors), as well as the private sector (compared to other segments).

General aspects of regional development

Evaluations of the regional development process

Most respondents (direct and indirect beneficiaries) believe that the process of regional development in Moldova is conducted in a positive direction; regional development policy contributes to the harmonious development of the communities in the region; and the National Fund for Regional Development is an effective tool for implementing regional development policy.

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The vast majority of survey participants believe that regionalization provides a more efficient use of national and foreign investments in the country, because: distribution of resources occurs between several areas in a relatively balanced manner; provides a greater level of transparency in money management, involving local stakeholders in identifying priority needs of communities; contributes to a better visibility of investment projects; ensures better coverage of rural settlements.

The activity of regional development institutions (NCCRD, MRDC, RDC and RDA) is, in general, evaluated positively (with average grades between 3.6 and 3.8 points). Of all the proposed institutions, RDAs are best known and most highly valued by respondents. However, some problems have been identified that affect the proper functioning of these institutions: insufficient and unsatisfactory level of training of human resources; insufficient information made available for both the actors involved in regional development, as well as the general population; politicization of these institutions; poor cooperation with LPA and lack of transparency in resource management.

Indirect beneficiaries consider themselves generally less informed and assign lower values in their assessments referring to different aspects of regional development, in comparison with the direct beneficiaries. Residents of the South regions, women, civil society and the private sector appeared to be the least informed and satisfied with respect to various aspects.

Administration of the regional development process by RDC

RDC is generally considered an effective decision-making mechanism in the development of regions and an effective platform for cooperation between the public sector, private sector and civil society. The efficiency of this mechanism stems from the fact that it is made up of representatives of these sectors, thereby covering a wider variety of problems/needs and being able to effectively decide on priorities. Moreover, this composition of the RDC allows financial resources to be managed more efficiently and transparently.

Most direct beneficiaries and almost half of the indirect ones said they were fairly well informed in regards to the powers of the RDC. As for satisfaction with RDC performance, almost half of the direct beneficiaries and about a third of the indirect ones appeared to be satisfied with it.

A higher level of awareness of RDC powers and satisfaction regarding how this institution manages the regional development process has been found among the direct beneficiaries in comparison with the indirect beneficiaries, as well as among beneficiaries from Central and North regions..

Regional sector planning and programming

Several obstacles have been identified in the sector planning process: lack of consistency between sector planning and the District/Local Socio-economic Development Strategy; influence of political factors; lack of knowledge and experience of key stakeholders in the field of planning; poor inter-community cooperation (for projects of common interest); lack of financial resources (which leads to any planning becoming useless).

As with other situations where evaluation of certain aspects was requested, in evaluating regional sector planning and programming, direct beneficiaries appeared better informed than indirect beneficiaries. However, the direct beneficiaries showed a more positive evaluation of the effectiveness of the regional sector planning and programming actions. Thus, measures of sector strategic approach, promotion of inter-community cooperation, development and implementation of regional development projects, as well as sector management are deemed efficient/very efficient by

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more than half of the direct beneficiaries in comparison with about forty percent of the indirect beneficiaries.

The average grades relating to the efficiency of the regional sector planning and programming process mostly points to it as being effective (averages ranging from 3.5 to 3.7 points), with higher values given by the direct beneficiaries.

Regional sector development

The survey results have identified a number of problems common to infrastructure sectors (water and sanitation, energy efficiency, roads and solid waste management). The common characteristics for all these sectors are: small number of projects under implementation; not all sectors are covered (in some regions all sectors are high priority); lack of/insufficient cooperation with civil society organizations; some projects are implemented poorly; others are implemented very slowly; lack of monitoring of projects; some settlements have not received answers regarding project applications and therefore do not know if the project is still under examination or was not accepted etc.

Satisfaction regarding strategic development sectors is unevenly distributed and is at a rather low level. Regarding the water and sanitation sector, there is a number of respondents that are satisfied (rather than dissatisfied), although their share does not even reach half of the total number of answers. Respondents appear mostly satisfied in regards to the 'energy efficiency' sector. In regards to the 'local and regional roads' sector, the share of direct beneficiaries that are satisfied is higher compared to those dissatisfied, and, in regards to indirect beneficiaries – dissatisfaction prevails. The 'solid waste management' sector shows that the share of dissatisfied people considerably surpasses the share of satisfied ones.

Residents of the Center region (direct beneficiaries) are more satisfied with all types of services in comparison with residents of other areas.

Activity of regional development agencies (North, Center, South)

Level of awareness and satisfaction with RDA performance

42% of indirect beneficiaries are little/not informed about RDAs, with a prevalence of LPA1 representatives, civil society and the private sector, advisers, women and rural residents.

Overall, most participants know well/very well and are satisfied with how RDAs carry out their duties in the following fields: developing and implementing the Regional Development Strategy and Operational Plan; regional programs and projects; finance and funding; organizing and conducting auctions and/or investment tenders; organizational; intra-regional and inter-regional, as well as international, cooperation. Of these fields, the lowest levels of satisfaction were reported for the field of finance and funding.

As for the general profile of respondents, who reported lower levels of knowledge and satisfaction, it can be characterized as follows: (i) amongst direct beneficiaries, lower grades were given by the RSWG, residents of the South and Central regions, urban residents, LPA1, in comparison with other public actors, the private sector; (ii) amongst indirect beneficiaries, lower grades were given by LPA1, residents of the South and Central regions, rural residents, district presidents/vice-presidents.

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According to the answers of direct and indirect beneficiaries, most are confident that RDAs contribute in an average manner to the identification of regional priority needs.

The degree to which the regional sector planning process, facilitated by RDAs, contributes to solving regional problems and to the development of the region in general, received rather modest grades (55% of the direct beneficiaries and 46% of the indirect beneficiaries see the efficiency of the regional sector planning process in this manner).

Satisfaction with RDA services

The results of the survey show an increase in satisfaction of direct beneficiaries with RDA performance during the last two years. If, 2 years ago, the average value oscillated around the figure 3 (neither satisfied nor dissatisfied), now it is closer to an average value of 4 (satisfied). The indirect beneficiaries also display higher appreciation of the manner in which RDA services are provided.

Among the many activities implemented by RDAs, the following are seen as most useful: information about different aspects of regional development; assistance in drafting, implementation and monitoring of projects; attracting investment; building and strengthening public-private partnerships.

Participation in events organized by RDAs

Almost all direct beneficiaries participated in at least one of the events organized by RDAs (in comparison with only half of the indirect beneficiaries). Most beneficiaries participated in regional sector workshops/working groups. Most participants involve themselves much/very much in the workshops and see their participation as useful, because it contributes to strengthening relations with other participants, developing skills for planning and programming regional development projects, to informing about regional development and a better understanding of the actual situation in various regions.

The vast majority of direct respondents evaluate (i) the objectives set out in the workshops and in the regional sector programs as realistic/very realistic; (ii) the workshops themselves as efficient/very efficient; (iii) and the practical exercises in the workshops as useful/very useful.

Regional sector working groups (RSWG)

The vast majority of respondents believe that RSWG is a useful tool for drafting sector development plans, and the composition of these groups corresponds to the purposes for which they were created.

The members of the RSWG had/have, in general, a high level of involvement in drafting regional sector development programs. Almost all respondents believe that RSWG must remain viable in the future in order to monitor the implementation of regional sector programs.

Degree of awareness and information channels regarding RDAs

The information provided by RDAs is generally accessible, useful and up-to-date. However, the direct beneficiaries have better access to information and appreciate their usefulness higher in comparison with the indirect beneficiaries. In addition, one of the requirements stated by respondents in open answers is to provide information and continuous training in the field, with the involvement of national and international experts, and with the active involvement of the media.

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The most convenient and useful sources of information about the activities of RDAs are electronic messages and materials (potentially received via email) and the RDA website. These are followed by brochures, printed materials, leaflets; as well as the visits of the RDA representatives, official letters.

RECOMMENDATIONS

Although, in general, the regionalization process is evaluated positively, it can be made more efficient in the following manner:

1. Providing better **information** to the populace regarding various aspects of regional development. The information should concern not only decision makers and active people in communities, but the general public as well, in order to raise the degree of accountability and social participation. In this regard, it is required to actively involve the media, posting information on bulletin boards (e.g. the buildings of municipalities, district councils), distribution of leaflets and informative brochures etc.
It is also necessary to maintain information channels and ongoing communication with local actors. **The areas of interest** most often mentioned by respondents are: What are the projects that have received funding? In which settlements are these projects implemented? What are the criteria for project selection? What are the reasons for the rejection of projects? etc. In this regard, the exchange of experience between settlements and the dissemination of success stories is welcome.
2. Continuously **training** and evaluating the activity of **human resources** by professionals in the field (national and international experts). Hiring human resources possessing a high degree of qualification in the relevant areas.
3. **Sharing experience** by disseminating successful practices, by organizing visits to successful settlements, etc.
4. Ensuring greater **cooperation** between actors involved in the regional development process: creating sustainable partnerships with local authorities; communication (including) with LPA1, especially in the identification of needs; greater involvement of the private sector and civil society in decision making; promoting inter-community cooperation in some segments etc..
5. **Prioritizing needs.** Projects must take into account the priority needs of the settlement/region.
6. **Depoliticising** institutions and, especially, the decision-making process with respect to settlements where projects shall be implemented; resource allocation and other aspects. It follows from the open questions that projects are considered for funding based on "political color" of decision makers ("who is in the Council, the district is allocated more resources").
7. **Transparency** in the management of **financial resources.**
8. **Visits** by decision-makers and conducting working sessions **in the field.**
9. **Standardizing** information, training and support efforts in the three areas (the results show that the South region currently exhibits less significant success compared to the other two regions).
10. Developing and implementing effective mechanisms for **monitoring** the process of regional development.

LIST OF INDICATORS

GENERAL ASPECTS OF REGIONAL DEVELOPMENT

| Indicator | Beneficiaries | |
|--|-------------------|----------|
| | direct | indirect |
| Indirect beneficiaries who have heard about the regional development process | | 88% |
| The regional development process in Moldova is headed in a good/positive direction | 69% | 66% |
| RDC activity is positive/very positive | 60% | 42% |
| RDC is an effective decision-making mechanism for regional development | 61% | 52% |
| RDC is an effective platform for cooperation between the public, private and civil society sectors | 58% | 57% |
| Respondents familiar with RDC duties | 0,62 ¹ | 0,40 |
| Respondents satisfied with RDC performance | 0,42 | 0,23 |
| RDA activity is positive/very positive | 71% | 50% |
| Regional sector planning and programming is efficient | 0,48 | 0,39 |
| Respondents satisfied with ... | 0,12 | 0,04 |
| 1. water supply and sanitation services | 47% | 45% |
| 2. local and regional roads | 40% | 32% |
| 3. solid waste management | 29% | 24% |
| 4. energy efficiency sector | 40% | 52% |

¹ Satisfaction/knowledge level indicator was calculated using the formula:

$$I_{yb} = \frac{1,0 \times n_1 + 0,5 \times n_2 + (-0,5) \times n_3 + (-1,0) \times n_4}{n_1 + n_2 + n_3 + n_4}$$

Where n_1 = number of persons who are very satisfied / very knowledgeable, n_2 = number of persons who are rather satisfied/knowledgeable, n_3 = number of persons who are rather unsatisfied/rather not knowledgeable, n_4 = number of persons who are not at all satisfied/knowledgeable. The indicator value may vary from -1 to +1, where -1 = very unsatisfied / not at all knowledgeable, +1 = very satisfied / very knowledgeable.

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ACTIVITY OF REGIONAL DEVELOPMENT AGENCIES (NORTH, CENTER, SOUTH)

| Indicator | Beneficiaries | |
|--|---------------|----------|
| | direct | indirect |
| Indirect beneficiaries who know what the RDA is about | | 42% |
| Respondents who know the duties of developing and implementing the regional development Strategy and Operational Plan | 0,59 | 0,46 |
| Respondents satisfied with how the regional development Strategy and Operational Plan are developed and implemented | 0,40 | 0,31 |
| Respondents who know how regional programs and projects are developed by the RDA | 0,62 | 0,51 |
| Respondents satisfied with how the RDA develops regional programs and projects | 0,45 | 0,41 |
| Respondents who have knowledge of the RDA's performance in finance and funding | 0,55 | 0,48 |
| Respondents satisfied with the RDA's performance in finance and funding | 0,35 | 0,30 |
| Respondents who have knowledge of the RDA's performance in the organization and conduct of investment auctions and/or tenders | 0,61 | 0,50 |
| Respondents satisfied with the RDA's performance in the organization and conduct of investment auctions and/or tenders | 0,51 | 0,41 |
| Respondents who have knowledge of the RDA's performance in the field of organization | 0,63 | 0,52 |
| Respondents satisfied with the RDA's performance in the field of organization | 0,58 | 0,46 |
| Respondents who have knowledge of the RDA's performance in intra-regional and inter-regional, as well as and international cooperation | 0,62 | 0,49 |
| Respondents satisfied with the RDA's performance in intra-regional and inter-regional, as well as and international cooperation | 0,51 | 0,39 |
| Satisfaction with the RDA's performance 2 years ago | 0,10 | |
| Satisfaction with the RDA's performance at present | 0,46 | 0,38 |
| Respondents satisfied with regional planning and programming in the sectors... 2 years ago | -0,05 | |
| Respondents satisfied with regional planning and programming in the sectors... at present | 0,38 | 0,29 |
| 1. water supply and sanitation | 60% | 55% |
| 2. local and regional roads | 53% | 44% |
| 3. solid waste management | 48% | 40% |
| 4. energy efficiency | 51% | 59% |
| Regional Sector Planning | | |
| Respondents who have knowledge on how the Regional Development Strategy is developed | | 64% |
| Respondents informed about round tables, workshops etc. by the RDA | | 80% |
| Respondents who know well / very well what regional sector planning means | 75% | 33% |
| Respondents who know that the RDA organizes the regional planning sector process | 94% | 74% |

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| Indicator | Beneficiaries | |
|--|---------------|----------|
| | direct | indirect |
| Respondents satisfied with how the RDA organizes the regional planning sector process | 66% | 50% |
| Respondents who believe that the regional sector planning process, facilitated by RDA, contributes to a large / very large extent to solving regional problems and to the region's general development | 55% | 46% |
| Objectives formulated within workshops and stated in the regional sector programs are realistic / very realistic | 80% | |
| Proposals discussed within workshops are to a large/very large extent taken into consideration by the RDA | 66% | |
| Workshops organized by the RDA are effective/very effective | 79% | |
| Participation of respondents in workshop is useful/very useful | 83% | |
| RSWGs are a useful tool for developing sector development plans | 76% | |
| RSWGs must remain viable in the future | 97% | |

DEGREE OF AWARENESS AND INFORMATION CHANNELS REGARDING THE RDA

| Indicator | Beneficiaries | |
|---|---------------|----------|
| | direct | indirect |
| Beneficiaries who have access to RDA informative materials | 92% | 55% |
| RDA informative brochures are useful / very useful | 79% | 72% |
| Information on the RDA website is useful / very useful | 83% | 79% |
| Information provided by the RDA with regard to... is accessible | | |
| 1. drafting and implementation of the Regional Development Strategy and the Regional Operational Plan | 73% | 49% |
| 2. drafting and implementation of Regional Sector Programs | 67% | 47% |
| 3. regional projects and calls for projects | 66% | 47% |
| 4. funding possibilities | 52% | 44% |
| 5. cross-border cooperation | 52% | 43% |
| Information provided by the RDA with regard to... is relevant | | |
| 1. drafting and implementation of the Regional Development Strategy and the Regional Operational Plan | 76% | 59% |
| 2. drafting and implementation of Regional Sector Programs | 72% | 57% |
| 3. regional projects and calls for projects | 70% | 57% |
| 4. funding possibilities | 62% | 56% |
| 5. trans-border cooperation | 60% | 53% |