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**Competitiveness Enhancement and
Enterprise Development II (CEED II)**

Quarterly Report

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Quarterly Report

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ACRONYM LIST

ANTRIM	National Association of the Domestic and Inbound Tourism
APIUS	Patronate Association of Light Industry Companies
ATIC	Moldovan Association of Private ICT Companies
B2B	Business-to-Business
BSP	Business Service Provider
CCI	Chamber of Commerce and Industry of Moldova
CEED II	Competitiveness Enhancement and Enterprise Development II
CMT	Cut, Make and Trim
COP	Chief of Party
COR	Contracting Officer's Representative
DCA	Development Credit Authority
DCOP	Deputy Chief of Party
EIB	European Investment Bank
ER	Expected Result
EU	European Union
GI	Geographical Indications
GIZ	German Agency for International Cooperation or (GIZ)
GOM	Government of Moldova
HORECA	Hotel/restaurant/cafe
ICT	Information Communications Technology
IDC	International Data Corporation
IT	Information Technology
ITE	Information Technology Essentials
M&E	Monitoring and Evaluation
MAFI	Ministry of Agriculture and Food Industry
MCP	Marketing Coaching Program
MIEPO	Moldovan Investment and Export Promotion Organization
NTA	Moldovan National Tourism Agency
ONVV	National Office of Vine and Wine
PDO	Protected Designation of Origin
PGI	Protected Geographical Indication
PMP	Performance Monitoring Plan
SEED	Sector, Engagement, Enhancement, and Development Fund
TOR	Terms of Reference
USAID	United States Agency for International Development
USG	United States Government

EXECUTIVE SUMMARY

Chemonics International Inc. (Chemonics) and Dexis Consulting Group (Dexis) are pleased to submit to the United States Agency for International Development in Moldova (USAID/Moldova) this Quarterly Report for the Competitiveness Enhancement and Enterprise Development (CEED) II project. This quarterly report covers the period from April 1 through June 7, 2015. Below is a summary of the highlights that occurred during the reporting period.

- CEED II and APIUS implemented PR and promotion campaign *Din inima branduri de Moldova*, including outdoor advertising via 39 billboards, 6 TV reports, show *O seara perfecta*, and website *perfecte.md*.
- 7 apparel companies (Tricon, Vistline, Sram, Artizana, Maicom, Alina Bradu and Smelieva) completed participation in the Design Coaching Program, including development of new collections, and selection of colors and fabrics the upcoming Autumn/Winter 2015 season.
- The robotics curriculum was developed for three years/levels of study: primary, lower secondary and higher secondary education. The curriculum will be approved this summer 2015 and included in the list of optional courses available for students starting in the upcoming 2015-2016 academic year.
- Monitoring of the pilot Informatics course was conducted among teachers and students familiar with the old and new Informatics curriculum. According to the survey, the updated curriculum scored higher, confirming that the new curriculum is more attractive, accessible, relevant, and adapted to the age needs.
- On April 29-30, Moldova ICT Summit 2015 brought together the representatives of the Moldovan government, managers of ICT companies, IT professionals and entrepreneurs, investors, ambassadors, representatives of the development partners, local and foreign experts, exponents of academic environment and civil society. In addition to the Summit support, CEED II took the lead in the organization of the ICT4Entrepreneurs track designed for aspiring entrepreneurs, young professionals, students, startup employees, and digital marketers.
- CEED II assisted ATIC in updating the Legal Pocket guide and developing the ICT companies catalog.
- Moldova Holiday mobile application was developed featuring Top 50 tourism attractions from Moldova. CEED II in partnership with Orange Moldova organized a promotional campaign at the Chisinau International Airport, where 10,000 foreign visitors who entered Moldova during this period of time received a SIM card with QR code for downloading the Moldova holiday application and free Internet traffic.
- The city of Chisinau received the Best Range of Derived Products award at the first Tourism & Strategy Festival in France.
- Branded souvenir displays were installed at the Jazz Hotel, Codru Hotel, Chateau Vartely winery, Purcari winery, Butuceni Agro-Pension, and Cricova. In May, the Duty Free Shop at the Chisinau International Airport started selling Tree of Life branded souvenirs.
- On May 13, 2015, the Moldovan government approved the technical regulation which harmonizes Moldovan wine production rules with those of the European Union and streamlines conformity assessment procedures by eliminating dozens of outdated standards and orders and decreasing the number of indicators to be assessed. These changes are expected to lead to an estimated 20 percent decrease in certification costs,

with a direct impact on the competitiveness of Moldovan wines in European Union markets.

- Institutional communication strategy was developed for the National Office of Vine and Wine. CEED II also helped the ONVV to develop an integrated marketing and promotion campaign to be placed on the target EU markets.
- CEED II helped Wine of Moldova participate at the TopWine exhibition in Beijing, China in June 4-6, 2015.
- CEED II project helped Moldovan small wine producers, offering a total of 160 wine samples, at the International Wine Contest Bucharest (IWCB) in May 21-24, 2015, which is one of the most representative wine competitions of the Black sea region, organised by the International Organization of Vine and Wine (OIV). Moldovan wines won 43 medals (26 golden and 17 silver).
- On April 23, 2015, CEED II helped organize the 8th season of the Wine Vernissage in the main hall of the Republic Palace. A record number of wineries (33) and a record number of participants (1,000) have been registered at the event.
- To highlight project's assistance to the Wine sector as well as key achievements, an infographic underlining the impact of USAID assistance was produced (see the following page).
- CEED II interacted with financial institutions and USAID representatives in order to finalize the amendment agreements for Prima Capital and Comertbank and the termination notice for RFC.

THE IMPACT OF



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Wine industry

Roadmap to Competitiveness

- Entire value chain in Moldova
- Leading industry: **15%** of food industry
- Export oriented with **80%** of production exported

Income generator for **200 thousands** people

USAID CEED II* key impact

Implemented sustainable industry framework and institutionalized PPP	Repositioned Moldova on high quality markets, overcoming Russian ban effects
Reformed legislation to accommodate growth	Upgraded product and helped emerge "new-generation" wineries



SUSTAINABLE INDUSTRY DEVELOPMENT & PPP*	COMPETITIVE BUSINESS ENVIRONMENT	RE-POSITIONED ON HIGH QUALITY MARKETS	UPGRADED PRODUCT STANDARDS	PROMOTED WINE CULTURE DOMESTICALLY
<p>A common vision led to reengineering Moldova's wine industry</p> <p>The National Office for Vine and Wine created as a platform for sustainable wine industry development</p> <ul style="list-style-type: none"> PPP in management 50/50 state and private funding \$2M annual budget 	<p>Fundamental wine industry reform was enacted by passing business-oriented wine legal framework</p> <p>Regulatory constraints abolished to fuel emergence of small scale wineries</p> <p>Product rules were harmonized with EU standards and labeling & traceability norms were streamlined, facilitating access to market</p> <ul style="list-style-type: none"> Wine Law amended at 80% Decreased product administrative and certification costs by ~20% 50+ policy initiatives 	<p>Moldova was helped to overcome Russian ban effects and re-position on quality wines and local varieties</p> <p>Debuted Wine of Moldova national brand advanced in new export markets - Czech Republic, Romania, Baltic countries, China and USA. As a result, 12-15% annual growth of industry exports to EU during 2011-2014</p> <ul style="list-style-type: none"> 90 trade promotion activities in 11 markets 95+ international media review on wine 36 assisted wineries generated \$82M+ new sales during project lifetime 	<p>The wine industry was re-oriented towards high value added production. During 2010 - 2014, average price per bottle increased by 10%</p> <p>An origin-based wine production system was instituted to shift up quality level</p> <ul style="list-style-type: none"> 4 first protected geographical indications were registered & protected in EU 20 "new generation wineries" assisted to emerge 17 new wine products were launched in the premium segment 	<p>Local market grew with 50%+ in the last 4 years</p> <p>The sommelier profession was introduced to breed wine culture and catalyze domestic market</p> <ul style="list-style-type: none"> Sommeliers - 33 trained and 13 - certified to EU standards 10 restaurants trained to comply with Professional Wine Service Wine School launched 43 wine culture trainings followed by 850 amateurs <p>Launched Wine Vernissage events - elevated industry image</p> <ul style="list-style-type: none"> 8 editions 6,000 participants

USAID Competitiveness Enhancement and Enterprise Development II (CEED II) Project developed during 2010-2015 the Apparel, Footwear & Accessories, ICT, Tourism and Wine industries: enhancing quality, increasing trade and investment; and improving public-private dialogue for a better business environment.

SECTION I

Quarterly Technical Activities

The quarterly report covers the period from April 1 through June 7, 2015. Section I summarizes our progress to-date by targeted industry, discussing project accomplishments, problems (if encountered) and solutions. Section II contains a summary of administrative activities for this quarter. Section III contains a report on the level of effort (LOE) and project expenditures. Annex I presents the project's progress against targets, including disaggregated data.

A. Project by Targeted Industry: Accomplishments, Schedules, and Problems

A1. Apparel, Footwear and Accessories Sector

Activity 1. Support own label enterprises in developing a corporate identity package

CEED II consultant Victor Luchian helped Smelicva Ltd apparel company develop a new brand book, which includes a new image of the Smelicva trademark, children wear labeling, trademark attributes, and application rules. Implementation of the new modern and attractive trademark will help Smelicva to build brand recognition and increase sales through building loyal clientele.

Activity 2. Enhance sales capacity on local market

In April, CEED II together with APIUS worked to monitor the Spring 2015 PR and promotion campaign *Din inima branduri de Moldova*. The second photo session for billboards was organized by photo studio Salt, selected by participating companies to perform this assignment. All 39 billboards was developed, printed and displayed according to the plan. The 18 look books for new collections were developed by 2 business providers - Salt studio and Green fusion agency. As in previous campaigns, Green fusion agency continued with its Facebook promotion of new developed lookbooks on the *Din inima* page. In April, 10 reports were published on allfun on the new collections. In addition, 6 TV reports were produced by AcasaTV for their show *O seara perfecta*, and published on the website perfecte.md.

In coordination with APIUS, CEED II helped Linella common shop open after its reorganization. In April, 17 participating companies were selected, the space rent conditions were negotiated and was developed the layout of the trade area of the Common Store including zoning of groups of products and brands and circulation and navigation of customers within the trade area and sketch and technical drawings with measurements, including the exact area for each brand. The official opening of the store was on May 10, 2015.

Activity 4. Enhance product design, construction and production capabilities of own-brand footwear and accessories companies

In April, CEED II consultant and international designer Rimvidas Birstonas finalised the Design Coaching Program for 7 apparel companies (Tricon, Vistline, Sram, Artizana, Maicom, Alina Bradu and Smelicva). The international designer discussed with the companies their last season sales; checked what steps been taken after his previous visit; discussed the new collections' mood board and customer image; proposed themes and reviewed colors and fabrics for the upcoming Autumn/Winter 2015 season; checked new

proposed styles; and made some changes. For Vistline Company he helped create a new color card, chose fabrics for new winter collection, worked on new trends, new ideas, added new styles, agreed to create exclusive line, and made some sketches.

Activity 5. Strengthening the institutional capacity of APIUS

In April, CEED II completed the development of the concept of the formation of the electronic library which will include information about trends of colors and fabrics, as well as basic sketches for designers. The project also supported APIUS in developing the White Book for the Fashion Industry that defines and prioritizes policy improvements necessary for further sector development.

Activity 6: Promote young talents through development of Acceleration Center for Fashion startup designers (Center for Fashion and Technology Education and Acceleration)

CEED II continued to support the development of the Center of Excellence and Acceleration in Fashion and Design ZIP House. In May, major works, including installation of ventilation systems, security, water system, doors, and flooring, were completed. Flexible furniture was also procured by the project. A ramp for people with physical disabilities was installed in April, and landscaping in front of the building.

A ZIP House facebook page was launched, and CFTEA staff started to build the awareness of the upcoming Center among its target audience.

Figure 2. The students of the Technical University designed and produced sound absorbing panels for the lab walls and pouf chairs for the lounge



CEED II subscribed ZIP House to the WGSN trend forecasting service. With a team of 450 industry experts, WGSN is the world's leading online fashion forecasting and trend service,



Figure 1. Vistline Company added new styles and elaborated sketches with the support of international designer Rimvidas Birstonas

critical for the success of brands like Zara or H&M, and will equip Moldovan businesses and designers with design inspiration, market intelligence and product color and style trends.

A2. Information Technology (IT) Industry Activities

Activity 1: Adapting ICT education to industry needs

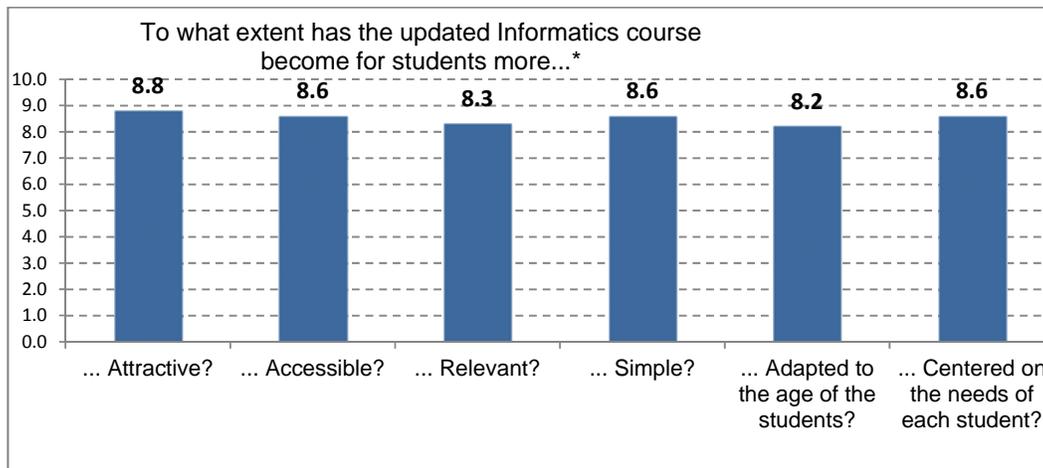
CEED II's vision for improving human capital capacity focuses on matching education to industry needs while strengthening the IT workforce through partnerships with high schools, colleges, universities, and the private sector to improve IT training and promote IT careers.

Robotics. CEED II consultant Anatol Gremalschi, an Informatics professor and a former Minister of Education, led the working group on developing a unified curriculum for an optional robotics course, as a guideline for teachers to further institutionalize and expand robotics course in high schools. The working group included Moldovan teachers currently involved in robotics classes and/or having experience in developing an Informatics curriculum. The robotics curriculum was developed for three years/levels of study: primary, lower secondary and higher secondary education. The modular approach used in the curriculum allows for staged learning, from simple to complex contents. The focus is put on practical learning and solving specific tasks, related to building and programming a robot.

In accordance with the agreement with the Ministry of Education of Moldova, the robotics curriculum will be approved this summer 2015 and included in the list of optional courses available for students starting in the upcoming 2015-2016 academic year. Having robotics in the official list of courses (*Planul Cadru*) increases its status and ensures availability of state budget funding, which is very important for the future sustainability of the initiative. In May, CEED II purchased 24 additional educational robotics sets, with the aim of including four additional educational institutions in the robotics initiative. The sets were given to ATIC. In collaboration with the Ministry of Education, ATIC will select the beneficiary educational institutions for the 2015-2016 academic year and will help ensure the necessary training of teachers before classes start in September 2015. On May 22, Mr. Gremalschi conducted a workshop for the members of the working group to share their experiences and discuss the implementation of the unified curriculum.

Informatics curriculum. In order to ensure the effective implementation of the new informatics curriculum in the pilot institutions, CEED II contracted Anatol Gremalschi and Grigore Vasilache to conduct monitoring of the pilot Informatics course, first implemented in lower and upper secondary general education institutions (in the humanities and science strands) in September 2014. Since implementation, a total of 66 teachers were trained, of which 44 are from outside of Chisinau. Fifty-nine institutions participated in the pilot project, offering the Informatics course in the 2014-2015 academic year, according to the updated curriculum for seventh-grade students.

In May, the survey was completed. It was conducted among teachers and students familiar with the old and new Informatics curriculum. According to the survey, the updated curriculum scored higher, confirming that the new curriculum is more attractive, accessible, relevant, and adapted to the age needs (see survey results below). Based on the success of the pilot program, it was recommended to the Ministry of Education to implement the updated curriculum in all educational institutions in the 2015-2016 academic year.

Figure 3. Curriculum 2014 vs 2010 Survey Results

* 1 = to a much smaller extent; 10 = to a much greater extent

Activity 2: Design of the IT Excellence Center

CEED II completed development of the Design Concept for the Center, the naming/branding and the Strategic planning. A final version of the Strategic and Operational Plan was submitted by CEED II short-term consultant Maxim Gurvits.

The home office director Tetyana Dudka provided mentorship to ATIC management on implementation of USAID's financial recommendations, development of Center's implementation plans, internal procedures, monitoring and evaluation system, and personnel management.

Activity 3: Developing entrepreneurship culture in IT

On April 29-30, 2015, during the Moldova ICT Summit, CEED II took the lead in the organization of the ICT4Entrepreneurs track. It was designed for aspiring entrepreneurs, young professionals, students, startup employees, and digital marketers. Eight speakers, successful entrepreneurs, experts and investors from the US, Germany, Bulgaria, Lithuania, Estonia and Latvia shared their knowledge and experience. The participants learned how to develop a scalable startup from Moldova, use the appropriate resources and tools to promote and grow their businesses, utilize tactics for attracting investment, and develop a scalable product with tens of millions of users. The effective models and innovative concepts such as growth hacking, link-building, email conversion, design thinking were discussed. The first day of the event was organized in the form of short talks. It was attended by over 70 people. At the end of the day 6 local startups pitched to the speakers and got valuable feedback on where they should focus to grow their business. The second day was a specialized workshop on growth marketing, attended by 47 people.

For the first time, to ensure the future sustainability and to incentivize the community members to commit to the event, the ICT4Entrepreneurs track of the Moldova ICT Summit 2015 required paid tickets, which were sold via a local provider Fest.md.

To consolidate the startup community and allow local start-uppers to network with the international speakers, CEED II with ATIC organized a networking event on April 29, 2015.

Active members of the startup community were invited, as well as the members of the IT professionals' community. Approximately 80 people attended the event.

Activity 4: Enhancing Competitiveness of the IT industry

CEED II was actively involved in the organization of Moldova ICT Summit 2015, which took place on April 29-30, 2015 in the Palace of the Republic and Codru Hotel. The event brought together the representatives of the Moldovan government, managers of ICT companies, IT professionals and entrepreneurs, investors, ambassadors, representatives of the development partners, local and foreign experts, exponents of academic environment and civil society. Over 1,500 peoples participated in the six sessions of the event, which offered six tracks for different audiences: ICT4Development, ICT4Entrepreneurs, ICT4 Education, ICT4Business, ICT4Society and ICT4Professionals.

In order to recognize the effort of the teachers in promoting ICT in education, CEED II, together with the Moldovan Ministry of Education, organized a special event, "ICT Pioneers Gala," where the most active teachers were invited and awarded special recognition awards from the Minister of Education.

Activity 5: Capacity building for ATIC

CEED II assisted ATIC in updating the Legal Pocket guide and developing the ICT companies catalog. The ICT catalogue, or directory, features profiles of 46 IT enterprises and helps promote the ICT sector and ICT companies from Moldova. The catalogue will be distributed by ATIC through embassies, industry events, business missions and visits abroad. On May 28, 2015 the catalogue was presented at the ATIC's "Moldova Can Do It" event. The event also featured a study "Moldova Moving into the Premier League of IT Nearshoring" conducted by IDC with the support of USAID CEED II and GIZ.



Figure 4. ICT Companies Catalogue

A3. Tourism

Activity 1: Support Inbound Tourism Association

In May 2015, the National Tourism Agency approved the marketing and promotion plan for 2015-2017 that was developed with CEED II support and focuses on promotional activities on target markets.

Activity 2: Consolidate Moldova Holiday website and promotion in target markets

To increase the visibility of the moldovaholiday.travel website on AdWords and the National Tourism Brand in social media, in February-May 2015, CEED II engaged Granat, a specialized company that developed a digital strategy for the National Tourism Brand & Moldova Holiday, to manage a social media campaign. The communication goals of the campaign were to increase brand awareness, create a dialogue and increase engagement with target audiences, increase the number and quality of website visits, and promote specific

tourism offers. The social media campaign had a great impact on engagement and visibility, attracting 1,009 new fans and reaching more than 200,000 people.

In addition to assisting the Moldova Holiday website, CEED II supported the development of a mobile application, as now most of the tourists who visit Moldova are self-touring visitors. The existing tourism mobile applications about Moldova are not supported by both Android and iOS, and they cover only specific areas of tourism. The newly developed application features Top 50 tourism attractions from Moldova and was developed by Muzic Access, according to the model of Slovenia's Top 50 application, which was created by the same company. The application presents the major wineries, cultural and architectural monuments, museums, and monasteries in Moldova. It can be downloaded for free, in English, for iOS and Android from AppStore and Google Play respectively. The application was designed in line with the tourism brand usage guidebook. It provides general information about tourism destinations and their location on the map and makes it possible to plan a visit, invite friends through social networks, set and view the route by using the offline map, and includes other features.

On April 6, 2015 ANTRIM with CEED II support organized the official launch of the Application during which media representatives had the possibility to get acknowledged with its possibilities. Moreover, in April 10-24, 2015, CEED II in partnership with Orange Moldova organized a promotional campaign at the Chisinau International Airport, where 10,000 foreign visitors who entered Moldova during this period of time received a SIM card with QR code for downloading the Moldova holiday application and free Internet traffic. Within a month of the mobile application's launch in April 2015, more than 5,000 people from around the world installed the application. Also, in April 4, 2015 promotional banners were installed at the Chisinau Airport.

In partnership with the French Alliance and GIZ, CEED II completed the development of the French and German versions of the Moldova Holiday website, as France and Germany were identified as target markets for Moldovan tourism. The subcontracted company, RT design Studio, finalized the work on the implementation of additional languages support in the Multilanguage module, helping with content implementation of the German and French website interfaces (main page, menus, categories and sections, sliders, inner pages blocks); integration of the content in German and French languages; search engines optimization measures once implementation is complete; and execution guide.

Activity 3: Support participations in trade shows in target markets

In June 4-6, 2015 CEED II helped ANTRIM participate in France's first Tourism & Strategy Festival. At the festival, 30 cities with a tourism appeal from 20 European countries competed for the Best Touristic Strategy trophy. Each participating city presented to a jury



Figure 5. In June 4-6, 2015 France held its first Tourism and Strategy Festival

their tourism promotion strategy in all of its mediums: written, spoken, video. The presentations ended with 15-minute interviews. The jury was chaired by the actress Elsa Zylberstein and was comprised of tourism professionals and theater, cinema,

and communications celebrities. The European Stars of Tourism were awarded in the following categories: the best audiovisual material, the best range of derived products, the best digital material, and the best event planning strategy. The city of Chisinau received the Best Range of Derived Products award.

Activity 4: Organize familiarization (fam) tours for foreign tour operators and journalists

The organization of group familiarization tours is an efficient method of raising awareness in target markets for Moldova as a tourism destination.

The 5th group fam tour took place on April 22-26, 2015, right after the Easter holidays. For the second time, this fam tour was led by the National Inbound Tourism Association and supported by its members such as hotels, wineries, tour operators. The participant of the 5th group fam tour, who were selected as a result of the participation at international tourism exhibitions, included a TV team from Slovakia, a journalist from Austria (Mrs. Munz is correspondent at the Touristica International), a journalist from Belgium (Mr. Bruster is working for several leading media in Belgium like the daily De Standaard, the oldest trade and travel magazine, Travel Express), two journalists from the Netherlands (Mrs. Eerdman is independent publisher and chief editor, and Mrs. Kombrink is a freelance journalist writing for Dutch media publications, writing for De Telegraaf, the biggest Dutch daily newspaper), and a journalist from Israel (Mrs. Raz is the Editor in Chief of the National Geographic publications in Israel, including the Hebrew editions of National Geographic, Traveler and Kids). During the fam tour, the participants were guided through an intensive program that featured Moldovan wines, cultural heritage, ethnographic values, and allowed them to experience the new products developed by the local tour operators. The participants were deeply impressed by Moldova's tourism offerings, and made plans to publish articles about their journey.

On April 21-26, 2015 CEED II organized a familiarization tour "Discover Moldova" for 9 Romanians and one American blogger/photographer in order to expose them to Moldova's tourism offerings. The group was also joined by local travel bloggers who traveled to



Figure 6. Moldova booth at Festival, June 4-6, 2015

discover the most popular tourism destination in Moldova and write about that on their blogs. As a result of the familiarization tour, 11 articles were published on the Romanian blogs.

Activity 5: Tourism pilot Zone development

The project developed a presentation of the business development districts concept that can be used by tourism stakeholders in future destination development.

Activity 6: Tourism attraction improvement and new products development

CEED II supported the organization of Moldova's first opera concert in an open air theatre at Orheiul Vechi. The concert, conducted by the famous opera conductor Friedrich Pfeiffer from Vienna Opera House, took place on June 6, 2015.

Activity 7: Assistance in developing new policy in tourism sector and generic promotion tools

One of the major problems of Moldova's tourism industry is the high cost of accommodations, which has a direct impact on Moldova's accessibility. Currently, the accommodation price in Moldova includes 20% VAT and additional 5% collected by local authorities from the accommodation. CEED II decided to lay the foundation of a future public initiative to reduce the VAT for hotel services to 9%, and to replace current the 5% tax by 1 EUR local tax. To start this initiative, CEED II together with NTA contracted one of the most experienced consultants in hospitality, Mr. Catanoi, to develop the public policy initiative, to include an analysis of the options to minimize the VAT tax for hotel room hosting service, the substitution of the hotel hosting tax with a fixed municipal tax, and the subsequent regulatory impact assessment for this proposal. This will result in a lower final price for accommodation; increased number of visitors; reduction of illegal accommodation; increased employment; and increase to budget revenues. The study was presented to the CEED II and NTA, and NTA will continue advocating for reforms.

CEED II engaged a tourism consultant to implement the souvenir shop project. The consultant identified stakeholders interested in locating branded souvenir displays at their premises, and local producers interested in producing branded souvenirs. In May



Figure 7. Tree of Life souvenirs on display at the Duty Free Shop at the Chisinau International Airport

2015, five branded souvenir displays were installed at the Jazz Hotel, Codru Hotel, Chateau Vartely winery, Purcari winery, and Butuceni Agro-Pension. CEED II also supported the development of a souvenir catalogue that features 15 local souvenir producers and helps retailers to choose souvenirs they want to sell at their outlets. In addition to installing the Tree of Life souvenir displays, the Cricova winery started developing two branded Tree of Life souvenir shops, in the Reception tower and next to the underground tasting rooms.

“For us, it is very important that tourists have an authentic experience from the very moment they arrived in the country until they leave and that they can take great memories and a small part of Moldova with them back home”

*Nicolae Platon,
NTA Director*

In May 2015, the Duty Free Shop at the Chisinau International Airport started selling Tree of Life branded souvenirs.

A4. Wine Industry Activities

Activity 1. Support the institutional capacities of the National Office for Vine and Wine (ONVV) and strengthen its role in the wine sector development

During the reporting period, CEED II project supported the ONVV, strengthening its capacities through local consultancies and improving the ONVV's institutional business processes, professional knowledge of the sector, and communication activities.

In April 2015, CEED II consultant in PR and communications, Mrs Ludmila Gurau, worked on developing an institutional communication strategy and subsequent toolkit for implementation. Consequently, with CEED II support, a 'Preliminary assessment', including interviews with approximately 25 industry stakeholders, was developed, including a SWOT analysis and the key strategic objective. Based on this assessment, Mrs. Ludmila Gurau developed a Communication Strategy for the ONVV, which includes: the definition of communication objectives, of the purpose and the target; the key messages and related mix; the tools for responding to expectations and achieving objectives; the related activities, and performance indicators.

In May 2015, Mrs. Ludmila Gurau presented the final institutional communication strategy to the ONVV staff. She also held a workshop on the efficient organisation of public relations and communication activities, including on how to develop services appropriate to beneficiaries' needs. Mrs. Gurau also developed an integrated communication and promotion campaign for the Wine of Moldova brand. Implementation in the target markets will commence in the fall of 2015.

CEED II project also helped the ONVV by improving public perception of ONVV activities and increasing awareness of the important role the ONVV plays in Moldova's wine sector. CEED II achieved this by helping the ONVV access professional PR & communication services, through a professional PR agency, which has made a strong impact on the public presence of the public institution in the media, as well as within the wine industry stakeholders. Approximately 70 press clippings, with most of them mentioning CEED II support, have been registered in April 2015.

With CEED II project assistance, the ONVV developed a mix of products to respond to the expectations and needs of its beneficiaries, and to consolidate the ONVV as the 'professional hub' of the wine industry. One such product was the 'business & industry intelligence' services that the ONVV would provide to the industry stakeholders. These new ONVV products will respond to the arising need of the private and also the public sector actors to have access to professional information about the industry development, the production trends, the markets' development, and the international innovative solutions. The ONVV 'intelligence mix' will include the following components: (i) industry intelligence & macro-economic appraisal; (ii) marketing intelligence; (iii) product intelligence; and (iv) legal & regulatory consultancy. Two CEED II short term consultants have updated the Wine Industry Appraisal study by December 31, 2014, which shall become the base-line for the 'industry intelligence' ONVV services.

Activity 2. Support the implementation of the “Wine of Moldova” promotion program and wine export diversification

CEED II helped Wine of Moldova participate at the TopWine exhibition in Beijing, China in June 4-6, 2015. Specifically, CEED II covered services for the design and building of a modern and eye-catching booth at the fair. Three Master classes with the first Chinese Master of Wine, Fongyee Walker, was organised at the national booth for press, sommeliers and importers. Twenty-four wineries showcased their best wines at TopWine fair and there were 30 planned business meetings during the exhibition.

CEED II project helped Moldovan small wine producers, offering a total of 160 wine samples, at the International Wine Contest Bucharest (IWCB) in May 21-24, 2015, which is one of the most representative wine competitions of the Black sea region, organised by the International Organization of Vine and Wine (OIV). Moldovan wines won 43 medals (26 golden and 17 silver). This is a great success confirming the upgraded quality of the wines of Moldova, and a great marketing argument for the Romanian and local markets.

CEED II project helped Wine of Moldova implement a PR campaign in China before it participated at the TopWine exhibition in Beijing in June 4-6, 2015. About 50 posts in online media have been recorded, including articles on popular wine blogs and an article in the Shanghai restaurant review.

A four-page editorial about Wine of Moldova developed by CEED II consultant Caroline Gilby has been sent for publishing in the June 2015 issue of the Decanter magazine, the number one wine journal in the world. Such an article will contribute to an increased awareness about Moldovan wines and the associated country brand.



Figure 8. Article on the Wine of Moldova in the Shanghai Restaurant Review, May 2015



Figure 9. Article on Wine of Moldova in Decanter Magazine, June 2015



Figure 10. Wine of Moldova booth at TopWine

On April 28, 2015, Wine of Moldova organized a complex promotion event in New York, at the Astor Center, where it showcased about 50 best Moldovan wines of the 13 wineries that attended the events. The promotion activities included: one guided master class for wine journalists and sommelier, moderated by the renowned duo, known as the ‘Wine Guys’(Mirke DeSimone & Jeff Jenssen) and a professional walk-around tasting for wine importers, distributors and sommeliers. Approximately 50 journalists, bloggers and opinion formers have attended the master class, writing very positive and enthusiastic reviews about Wine of Moldova.

Approximately 150 wine importers and distributors have participated at the walk-around tastings, discovering and highlighting their interest for Moldovan wines, especially due to their quality and very attractive price. Fautor and Vinaria din Vale have already witnessed about the interest on behalf of the American importer to grow the imports of their wines, while their products have already been introduced in the wine lists of several important wine shops, such as Astor Center in NY. Asconi winery has had additional orders for its wines, expecting their exports to the US to increase by at least 20 % in 2015.

The Wine of Moldova has benefited from several postings and articles in the international professional press, which is a direct result of the efficient PR campaign implemented in the US by the Colangelo PR agency, contracted by the CEED II project, and to the dynamic promotion activities implemented during the last 12 months of the CEED II project.

<p>Lyra Mag, Wine blogger http://lyramag.blogspot.com/</p>	<p><i>“Everything we tasted-was delicious-ranging from sophisticated complex-to everyday table wines...including selections featuring over 30 indigenous (Feteasca Alba, Feteasca Neagra, Rara Neagra-main ones) and western European and Caucasian varietals”</i></p>  <p><small>A family company "Fautor" was founded in the late 20th century—with growth period during 2003-2008 that makes these selections terrific. We tried Wines 2011 Chertocny- Sauvignon Blanc (then blending made with input from French consultant —may just under \$20 but the most wines we tasted not available here yet)</small></p>
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Figure 11. Lyra Mag's wine blog about Wine of Moldova.

<p>Luxury Web Magazine http://www.luxuryweb.com/html/molodova_wines.html</p>	<p><i>"I mentioned price value. The top price for these wines is \$25 and most hover in the teens. These are largely hand crafted, built to stand up against far more expensive bottles."</i></p>  <p>Figure 12. Article on Moldovan Wines.</p>
<p>Beth Willard The Drinks Business journal http://www.thedrinksbusiness.com/2015/05/moldova-is-producing-worlds-purest-fruit</p>	<p><i>"Now there is a palpable buzz among Moldovan growers, and with a little help, they could really shake things up: a David and Goliath story where tiny Moldova takes on the might of Europe. So this year Laithwaite's has gone back to Moldova to find new wines to help support the local growers. Within the next couple of months, Laithwaite's range will include eight wines from Moldova from four different cellars"</i></p>  <p>Figure 13. Article on Moldovan wines in 'The Drinks Business' journal</p>
<p>Caroline Gilby Meininger's Wine International Business https://carolinegilby.files.wordpress.com/2015/05/wbi_215_p60_61_moldova.pdf</p>	<p><i>"The challenge is for Moldova to reinvent itself properly this time, as a modern European wine country finally free from the chains of its Soviet past. It won't be easy, but it has no other choice"</i></p>  <p>Figure 14. Article on Moldovan wine industry in Meininger's WIB journal</p>

CEED II helped the ONVV develop an integrated marketing and promotion campaign to be placed on the target EU markets. The campaign concept, vehicles and deployment will be developed by a local marketing agency and shall be implemented from the National Vine and Wine Fund.

CEED II international consultant, Caroline Gilby, MW, helped the ONVV identify, contact and plan a legendary press trip of the most renowned wine experts in the world to Moldova. Mrs. Gilby has already received expressions of interests from the “big names” including Stephen Spurrier (Decanter), Tom Cannavan (Huffington post, Wine-pages.com), Jane Parkinson (The wine gang), Anthony Rose (Independent), Jancis Robinson, and others like Tim Atkin MW, Debra Meiburg MW and Christy Canterbury MW are on the waiting list.

CEED II supported the publication of an extensive 4-page advertorial on Wine of Moldova in the number one wine journal in the world, Decanter magazine. The article has been drafted by Caroline Gilby MW, set for publication in the June 2015 issue, which will be also the official issue for the Vinexpo trade fair in Bordeaux, France.

Activity 3. Promoting the wine culture, sommelier services and wine education on the local market

On April 23, 2015, CEED II helped organize the 8th season of the Wine Vernissage in the main hall of the Republic Palace. A record number of wineries (33) and a record number of participants (1,000) have been registered at the event. The Wine Vernissage has been highly appreciated by local press and bloggers which noticed the big improvement of the event organization. CEED II assistance included defining the event’s concept, activities, and format. The project has also supported the development of the creative identity of the spring edition of the Vernissage. About 450 tickets have been sold by the ONVV, even if the price has increased by 30 % (to MLD 200).



Figure 15. US Ambassador James D.Petit, Minister of Agriculture and Food Industry, Mr.Ion Sula, Director of USAID Moldova, Mr. Kent Larson and the ONVV board member, Mr. Eugen Pislaru at the Wine Vernissage

A renowned Romanian sommelier, Catalin Paduraru, was invited to moderate the wine culture events of the Vernissage, including one training with the wine connoisseurs and one for the HORECA personnel. He also gave a presentation on rose wines at the Vernissage.

Activity 4. Continue support for the legal and regulatory reform in the wine industry

During the reporting period, CEED II continued supporting the MAFI and the ONVV in regards to legal and regulatory reform in the wine industry.

On May 13, 2015, the Moldovan government approved the technical regulation which harmonizes Moldovan wine production rules with those of the European Union and streamlines conformity assessment procedures by eliminating dozens of outdated standards and orders and decreasing the number of indicators to be assessed. These changes are expected to lead to an estimated 20 percent decrease in certification costs, with a direct impact on the competitiveness of Moldovan wines in European Union markets. The regulation also established a framework for the production of PGI/PDO wines, which will

begin in the fall of 2015. This regulation is the cornerstone of the future implementation and spreading of the regulatory reform in the wine sector. The State Vine and Wine Register can now be fully implemented, the Wine of Moldova brand can be developed into a quality mark with a set of transparent procedures and requirements, and PGI associations now possess supervisory rights to control quality of wine produced in Moldova.

MAFI approved the Order no.83 on the efficiency of the certification procedures, based on the proposals from CEED II consultant, Nicolae Botan. The implementation of these measures will reduce certification costs by 20 percent and ease the administrative burden associated with the product conformity assessment.

Mr. Nicolae Botan developed a white paper, entitled “*Re-thinking Controls over the Wine Products: towards to a ‘Legal, Loyal and Fair’ Wine of Moldova*”, offering to the wine sector stakeholders conceptual recommendations for making wine products’ control more efficient and less burdensome for the private sector, supporting thus the industry strategy to re-orient towards quality wines and fair competition among producers. By this initiative, CEED II is addressing one of the last substantial problems of the industry, completing the spectrum of the legal and regulatory reform and offering to the MAFI and ONVV an exhaustive roadmap to building sustainable framework for the growth of the Moldovan wine industry. The study was officially presented to MAFI in May 2015.

As a result of CEED II activities related to the streamlining of the wine conformity assessment procedures, the Minister of Agriculture adopted an Order with some concrete measures to be implemented by the certification bodies in order to ease the administrative burden and associated costs. It is estimated that costs shall decrease by at least 20%.

On April 30, 2015 CEED II and the ONVV organized a workshop on ‘Lessons and Guidelines on how to organize wine conformity assessment.’ Approximately 50 wineries attended the event, which shows the great interest for the topic and the problematic situation related to wine certification. The specialists of the Moldovan wineries have been trained about the new legislation and the implementing normative acts, on how to better organize the certification procedures in order to decrease costs, and have been informed about the modifications of this procedure.

On May 6, 2015, CEED II, the ONVV, with support from the EIB TA program, organized a workshop on the ‘Best Austrian practices related to the official controls in the wine industry and the PGI/PDO system organization.’ The Head of the Austrian Ministry of Agriculture division on wine industry, Mr. Rudolf Schmidt has presented the Austrian best practices to approximately 45 representatives in the wine industry.

CEED II consultant, Oleg Utica completed the draft regulation on the use of the Wine of Moldova country brand on the wine bottles and the associated controlling procedures. The Regulation will be approved by the Minister of Agriculture.

CEED II consultant, Mrs Inna Butucel, assisted the ONVV to develop the draft Government Decisions on the ‘Regulation of the State Vine and Wine Registry’ and the “Concept of the IAS Vine and Wine Registry”. The finalized draft documents have been sent by the ONVV to MAFI for review and initiation to the Government for approval.

Activity 5. Legal and regulatory support continued in the wine industry

In April 2015, the final brand book and labels' design for Ilie Gogu have been completed and sent to Ilie for printing and placing on his wine products. CEED II included Vinaria din Vale in the MCP, to assist it with the development of the integrated marketing and promotion campaign on the local and export markets. The campaign concept, vehicles and deployment will be developed by a local marketing agency and shall be implemented from the winery's budgets on the domestic markets and on the EU markets.

In May 2015, the Vinaria din Vale winery, with CEED II assistance, through its Marketing Coaching Program, developed an integrated communication and promotion campaign to increase brand awareness and boost sales on both local and export markets.

A5. Finance & Investment Activities

Activity 1: Support access to finance through special channels

CEED continued its ongoing communication with and provided advice to the financial institutions implementing the DCA activities.

CEED II interacted with financial institutions and USAID representatives in order to finalize the amendment agreements for Prima Capital and Comertbank and the termination notice for RFC. The elaborated draft amendments refer:

- For Prime Capital - to extend the definition of qualifying borrowers to make loans available for Moldovan nationals and non-sovereign Moldova enterprises working in information and communications technologies (ICT) industry and its related sectors; nationals holding ICT- related jobs in Moldova in non-ICT industries; youth and women entrepreneurs, both for business loans and for mortgage or loans for renovation of the dwelling.
- For Comertbank – to extend the definition of qualifying borrowers in order to diversify the target borrower group - to finance manufacturing, agriculture and agribusiness. Additionally, it was analyzed the extension of the coverage date by 2 years at no subsidy costs, but with a reduction in the facility size.
- For RFC – to terminate the agreement for convenience, due to internal management changes and shift in RFC strategy that determined the corporation to focus on their core business of lending to savings and credit associations and not be longer able to lend to the qualifying borrowers.

B. Deliverables

During the reporting quarter, CEED II submitted the following deliverables per contract requirements:

Deliverable Name	Submission Date(s)
Monthly Report, April 2015	May 12, 2015
Final Performance Report	May 22, 2015
Monthly Report, May 2015	June 9, 2015
Quarterly Report, April-June 2015	June 22, 2015

SECTION II

Technical and Administrative Support

During the final quarter of the project, the home office and field teams worked on financial, administrative and technical closeout activities. Based on requests received for property and in coordination with the technical team, CEED II has prepared a complete list of project property that is available for transfer to CEED II beneficiaries and counterparts and other USAID-funded projects. Per AIDAR 752.245-70, much of our property is considered expendable. However, it can be feasibly transferred and utilized by other recipients. Therefore, a number of expendable items are included in the complete property disposition plan. Given the disposition of only non-expendable property must be approved by the contracting officer, a separate list which contains only those qualifying items was developed, and CO approval was received on May 15, 2015. The physical transfer of the property was conducted during the first week of June 2015.

Project Communications

Throughout the reported period the USAID CEED II project website (www.ceed.md) and Facebook page (2,419 Likes as of June 19, 2015) were regularly updated, with the USAID CEED II project and its partners' joint-related activities highlighted and shared. The project's main public technical activities were promoted in local and international mass media and properly branded.

The related project activities were featured in approximately 146 e-publications (including www.agora.md, www.noi.md, www.mybusiness.md, www.diez.md, www.privesc.eu, www.eco.md, www.moldpres.md, www/mbc.md, www.realitatea.md, <http://madein.md>, <http://allfun.md>, www.acasatv.md, www.locals.md, www.vinmoldova.md, unimedia.md), and were highlighted 40 times on TV channels (including Publika TV, and Jurnal TV), 9 times in printed media (including Logos Press, Economist, and KP) and 4 times on radio stations.

APPENDIX I

Performance Indicators

Indicator and Detailed Description	Unit	Disaggregation	Justification/Management Utility	Data Source	Collection/Reporting Frequency	Baseline	Targets
Project Purpose: To grow and expand the competitiveness and efficiency of key strategic industries in Moldova, leading to increased sales and investment.							
1. Increased sales of assisted enterprises (new sales): Average percent change in value of sales (foreign and domestic) generated by assisted enterprises in the targeted industries, including sales of assisted business service providers (BSPs).	Average percent change in value of sales	Target industry, women-owned enterprises, size of enterprise	Sales are a key measure of enterprise growth. Rapid increases in sales growth is the primary factor leading to rapid increases in job creation. Sales growth is also a key indicator of economic health and competitiveness within targeted industry clusters.	Enterprises, associations, and BSPs	Collected quarterly; reported annually	Variable: The four quarters prior to the reporting period (year) in which assistance began for each company	Year 1: +10% Year 2: +10% Year 3: +10% Year 4: +10% Year 5: +10% Life of project: +10%
2. Investment in assisted enterprises: Percent change in value of investment (FDI and domestic investment) in assisted enterprises in targeted industries, including equity and reinvested profit.	Percent change in value of investments	Target industry, women-owned enterprises, size of enterprise	Investment is a key measure of enterprise growth. Growing amounts of investment by and in an enterprise or industry reflects increasing activity and growing confidence in future business opportunities. Investment growth is also an indicator of economic health and industry competitiveness.	Enterprises, including BSPs, National Bank of Moldova, and investors	Collected quarterly; reported annually	Variable: The four quarters prior to the reporting period (year) in which assistance began for each company	Year 1: +15% Year 2: +15% Year 3: +15% Year 4: +15% Year 5: +7.5% Life of project: +15%
Objective 1: Productivity of targeted industries increased.							
Expected Result 1.1: Use of improved technologies and business processes within target industries increased							
3. Enterprises receiving project-related assistance to improve their knowledge, processes, and technologies¹: Number of unique enterprises receiving direct or indirect assistance from the project to improve their knowledge of better processes and technologies that will enhance productivity and/or improve products and services, etc.	Number	Target industry, women-owned enterprises, size of enterprise	Productivity enhancement is integral to increased competitiveness. Better business processes and technologies can aid in this. As enterprises improve their productivity, they can more easily sell their goods and services profitably for sustained periods of time and access increased amounts of financing and investment.	Project records and grantees, as applicable	Collected and reported quarterly	0	Year 1: 50 Year 2: 85 Year 3: 70 Year 4: 15 Year 5: 8 Life of project: 305
4. Assisted enterprises applying improved knowledge, processes, and technologies: Number of unique enterprises that are applying lessons learned and new knowledge from technical assistance received directly or indirectly from the project.	Number	Target industry, women-owned enterprises, size of enterprise	Improved processes and technologies are integral to increased competitiveness. However, project-related measures to increase productivity will be effective only if enterprises apply what they learn. This indicator measures the effectiveness and sustainability of project-related technical assistance.	Enterprises, BSPs, associations, grantees as applicable, and project staff	Collected and reported quarterly	0	Year 1: 35 Year 2: 55 Year 3: 45 Year 4: 25 Year 5: 5 Life of project: 230

¹ CEED II used Indicator 3 as a proxy for standard F-indicator 4.6.2, "Number of firms receiving U.S. Government-supported assistance to improve their management practices."

Indicator and Detailed Description	Unit	Disaggregation	Justification/Management Utility	Data Source	Collection/Reporting Frequency	Baseline	Targets
5. Productivity of assisted enterprises: Average percent change in the value of sales per employee.	Average percent change in value of sales per employee	Target industry, women-owned enterprises, size of enterprise	As firms increase their productivity, they should be able to increase sales per employee through more efficient operations, increased sales volumes, or both. This measures whether productivity efforts are working.	Enterprises	Collected quarterly; reported annually	Variable: The four quarters prior to the reporting period (year) in which assistance began for each company	Year 1: +2% Year 2: +3% Year 3: +6% Year 4: +6% Year 5: +6% Life of project: +4.6%
Expected Result 1.2: Capacity of the workforce in targeted industries increased							
6. Investments in workforce development initiatives by assisted enterprises or other cluster actors: The value of investments in workforce development initiatives by industry stakeholders, such as in-company training programs in assisted enterprises or launching a new vendor-based training program at a university.	Percent change in value of investments	Target industry and type of enterprise or cluster actor, and women-owned enterprises	Increased investment in workforce development indicates that there is an increased understanding of the higher level of skills and knowledge needed to build the capacity of the workforce to respond to the market demand. Increased workforce capacity enhances competitiveness.	Enterprises, including BSPs; other cluster actors (including the government of Moldova, grantees); project staff	Collected quarterly; reported annually	Variable: The four quarters prior to the reporting period (year) in which assistance began for each company or other actor	Year 1: +10% Year 2: +10% Year 3: +10% Year 4: +10% Year 5: +10% Life of project: +10%
7. Participants in project-related training activities or capacity building programs²: Number of people who participate in training activities and other capacity building programs delivered directly by the project or facilitated by the project and delivered by other cluster actors, including enterprises or academic institutions.	Number	Target industry, type of provider (project, enterprise, BSP, academic institution), sex	Increased access to knowledge through high-quality training and other forms of capacity building programs results in a more skilled and adaptable workforce. Increased workforce capacity enhances competitiveness.	Project records, associations, BSPs, and grantees as applicable	Collected and reported quarterly	0	Year 1: 700 Year 2: 1,000 Year 3: 1,650 Year 4: 1,650 Year 5: 500 Life of project: 12,800
Expected Result 1.3: Capacity of industry service providers and other value chain actors increased							
8. Assisted enterprises paying for BSP services with some or all of their own resources: Percentage (weight) of assisted enterprises in targeted industries paying more for BSP services.	Percent	Target industry, women-owned enterprises	As the capacity of BSPs and other cluster actors increases, enterprises are more apt to pay for their services.	Enterprises, BSPs, association, grantees as applicable, project staff	Collected quarterly; reported annually	N/A	Year 1: 10% Year 2: 15% Year 3: 20% Year 4: 25% Year 5: 30% Life of project: 20%
9. Reserved. This indicator, repeat clients of (assisted) BSPs, was removed from the PMP							
Objective 2: Trade and investment in targeted industries increased							
Expected Result 2.1: Quality of products and services produced by enterprises in targeted industries improved							

² CEED II used Indicator 7 as a proxy for standard F-indicator 4.6.3, "Number of persons participating in U.S. Government-funded workforce development programs."

Indicator and Detailed Description	Unit	Disaggregation	Justification/Management Utility	Data Source	Collection/Reporting Frequency	Baseline	Targets
10. Enterprises participating in project-related programs to enhance trade and investment capacity: Number of unique enterprises receiving direct or indirect assistance from the project to improve their trade and investment capacity.	Number	Target industry, women-owned enterprises, size of enterprise	Monitoring the number of training activities on topics related to investment capacity building and improving trade is a means for the project to monitor the ability of local firms to progress toward or meet international standards for improved international trade.	Project records, associations, BSPs, and grantees as applicable	Collected and reported quarterly	0	Year 1: 50 Year 2: 85 Year 3: 70 Year 4: 15 Year 5: 8 Life of project: 240
11. Assisted enterprises following recognized product or process standards: Percentage (weight) of enterprises that introduce new recognized product or process standards or methodologies, appropriate to their target markets, whether or not they have been officially certified.	Percent	Target industry, women-owned enterprises, size of enterprise	Enterprises that adhere to recognized product and process quality standards, whether or not formally certified, are likely to be more competitive and seen as credible partners.	Enterprises, BSPs, associations, grantees as applicable, and project staff	Collected quarterly; reported annually	N/A	Year 1: 5% Year 2: 10% Year 3: 15% Year 4: 20% Year 5: n/a Life of project: 20%
Expected Result 2.2: Positioning and promotion of products and services from targeted industries in new or existing markets improved							
12. Assisted enterprises expanding sales to new or existing markets: Number of unique assisted enterprises expanding sales to new or existing markets (domestic and export).	Number	Target industry, women-owned enterprises, size of enterprise	Sales growth is a key indicator of increased competitiveness. This indicator also complements the "value of sales" indicator by demonstrating how widespread the benefits are — whether sales increases are due to only a few firms or spread among many.	Enterprises, associations, BSPs (including grantees as applicable), and project staff	Collected and reported quarterly	0	Year 1: 35 Year 2: 55 Year 3: 45 Year 4: 25 Year 5: 0 Life of project: 160
13. Assisted enterprises exhibiting at trade shows or participating in B2B events: Number of non-unique enterprises participating in or exhibiting at foreign or domestic trade shows or B2B events.	Number	Target industry, women-owned enterprises, size of enterprise	Participation at trade shows and B2B events puts enterprises in front of potential buyers and helps raise Moldova's profile and image.	Project records, enterprises, associations, and BSPs	Collected and reported quarterly	0	Year 1: 20 Year 2: 25 Year 3: 30 Year 4: 25 Year 5: 50 Life of project: 1,100
Expected Result 2.3: Access to financing and investment by enterprises in targeted industries increased							
14. Financing accessed by assisted enterprises: Percent change in value of financing accessed by assisted enterprises in targeted industries.	Percent change in value of accessed financing	Target industry, women-owned enterprises, size of enterprise	Expansion of both commercial bank and non-bank finance reflects expected increases in enterprise sales and the growing ability of enterprises and financial institutions to measure and manage business and financial risks. This indicator allows the project to monitor finance trends in target sectors.	Enterprises, including BSPs, and financial institutions	Collected quarterly; reported annually	Variable: The four quarters prior to the reporting period (year) in which assistance began for each company	Year 1: +10% Year 2: +10% Year 3: +10% Year 4: +10% Year 5: n/a Life of project: +10%

Indicator and Detailed Description	Unit	Disaggregation	Justification/Management Utility	Data Source	Collection/Reporting Frequency	Baseline	Targets
15. Assisted enterprises with increased financing or investment in targeted industries: Number of non-unique assisted enterprises able to access greater amounts of financing or investment.	Number	Target industry, women-owned enterprises, size of enterprise	Increased financing or investment is a key indicator of increased competitiveness and growth.	Enterprises, including BSPs, and financial institutions (including applicable grantees)	Collected quarterly; reported annually	0	Year 1: 25 Year 2: 45 Year 3: 40 Year 4: 15 Year 5: 5 Life of project: 130
Objective 3: Public-private dialogue improved leading to a better business environment for targeted industries							
Expected Result 3.1: Viability and number of industry associations and member-based organizations increased							
16. Associations or member-based organizations demonstrating increased leadership in targeted industries: Number of associations or member-based organizations providing leadership ³ to targeted clusters, such as coordinating industry-level activities or initiatives, developing a strategy document, holding industry meetings, etc.	Number	Target industry	Associations providing leadership to targeted industries is an indicator of their viability and contributes to the overall development of the industry cluster.	Associations and other member-based organizations	Collected and reported quarterly	0	Year 1: 4 Year 2: 4 Year 3: 2 Year 4: 0 Year 5: 0 Life of project: 23
17. Increased revenues of associations or member-based organizations: Average percent change in value of revenues of industry associations and member-based organizations from self-generated sources.	Average percent change in value of revenues	Target industry	An increase in self-generated revenue for industry associations indicates the sustainability and effectiveness of the associations in responding to the private sector.	Associations and other member-based organizations	Collected quarterly; reported annually	Variable: The four quarters prior to the reporting period (year) in which assistance began for each association	Year 1: +10% Year 2: +10% Year 3: +10% Year 4: +10% Year 5: 10% Life of project: +10%
18. Member satisfaction level for associations or member-based organizations: The average percentage (weight) of members of associations and member-based organizations that are satisfied with the organizations' performance.	Average Percent of satisfied members	Target industry	Members that are satisfied or very satisfied with associations or member-based organizations	Associations and other member-based organizations	Collected and reported annually	n/a	Year 1: 50% Year 2: 55% Year 3: 60% Year 4: 65% Year 5: 65% Life of project: 65%
Expected Result 3.2: Private sector capacity for advocacy and policy analysis increased							
19. Participants at project-related trainings or workshops about advocacy or policy analysis: Number of participants at project-related trainings or workshops on lobbying, advocacy or policy analysis.	Number	Target industry	The number of participants at training activities or workshops on lobbying, advocacy, or policy analysis indicates the depth of exposure or to knowledge within the industry about these topics.	Project records, associations, BSPs, and grantees as applicable	Collected and reported quarterly	0	Year 1: 50 Year 2: 100 Year 3: 100 Year 4: 50 Year 5: 50 Life of project: 820

³ Increased leadership means associations are more active than before receiving U.S. government support, including actively seeking new members, proactively developing an annual activity plan, promoting members' interests, or engaging with public sector policy-makers.

Indicator and Detailed Description	Unit	Disaggregation	Justification/Management Utility	Data Source	Collection/Reporting Frequency	Baseline	Targets
20. Policy or position papers published or commissioned by assisted associations or member-based organizations: Number of policy or position papers published or commissioned by associations or member-based organizations, including industry strategy papers, policy review papers, memoranda between private and public sector, etc.	Number	Target industry	The number of policy papers or memoranda published by the private sector is an indicator of the increasing influence of the private sector to advocate for a better business enabling environment.	Associations and other member-based organizations	Collected and reported quarterly	0	Year 1: 5 Year 2: 10 Year 3: 10 Year 4: 10 Year 5: 1 Life of project: 40
Expected Result 3.3: Understanding by the public sector of private sector concerns and actions taken to improve conditions for targeted industries increased							
21. Consultative meetings or events between reps. from the public and private sectors as a result of project assistance: Number of consultative meetings or events between representatives of the public and private sectors to discuss ways to improve the business environment that targeted industries face.	Number	Target industry	The number of consultative meetings of public and private sector representatives contributes to greater understanding between both sides and leads to more productive and constructive dialogue.	Government of Moldova sources and associations or member-based organizations	Collected and reported quarterly	0	Year 1: 10 Year 2: 15 Year 3: 15 Year 4: 10 Year 5: 4 Life of project: 55
22. Government actions taken that improve the business environment in targeted industries: Number of government action or /initiatives taken that improve the performance of selected industries; includes ordinances, government decrees, etc.	Number	Target industry	Government actions or initiatives government to improve the business environment that targeted industries face demonstrates its commitment to helping develop them.	Official gazette, other government of Moldova sources, and associations or member-based organizations	Collected and reported quarterly	0	Year 1: 5 / 8 Year 2: 10 / 5 Year 3: 10 Year 4: 5 Year 5: 1 Life of project: 37

Actual vs. Target Performance

Final indicators	Year 1		Year 2		Year 3		Year 4		Year 5		Life of Project	Cumulative Actual vs. Life of Project
	Target	Actual										
01. Increased sales of assisted enterprises (new sales)⁴												
	10.00%	53.43%	10.00%	43.88%	10.00%	39.16%	10.00%	53.61%	10.00%	59.08%	10.00%	49.83%
MDL		257,703,953		545,110,995		396,248,362		441,044,478		437,038,137		
USD		22,575,882		45,555,102		31,955,771		32,588,129		26,499,526		
02. Investment in assisted enterprises												
	15.00%	70.44%	15.00%	36.31%	15.00%	0.66%	15.00%	23.24%	7.500%	10.71%	15.00%	28.27%
MDL		173,588,027		238,444,800		6,342,954		229,264,147		56,604,418		
USD		15,220,519		19,675,769		511,532.71		16,939,991		3,432,172		
Objective 1: Productivity of targeted industries increased.												
Expected Result 1.1: Use of improved technologies and business processes within target industries increased												
03. Enterprises receiving project-related assistance to improve their knowledge, processes, and technologies												
	50	73	85	129	70	41	15	55	8	58	305	356
04. Assisted enterprises applying improved knowledge, processes, and technologies												
	35	19	55	115	45	44	25	55	5	42	230	270
05. Productivity of assisted enterprises												
	2.00%	27.56%	3.00%	17.53%	6.00%	9.52%	6.00%	15.22%	6.00%	27.87%	4.6%	19.54%
Expected Result 1.2: Capacity of the workforce in targeted industries increased												
06. Investments in workforce development initiatives by assisted enterprises or other cluster actors												
	10.00%	13.16%	10.00%	8.91%	10.00%	22.09%	10.00%	1.03%	10.00%	71.23%	10.00%	23.28%
07. Participants in project-related training activities or capacity building programs												
	700	1,357	1,000	3,422	1,650	3,987	1,650	3,546	500	5,351	12,800	17,663
Expected Result 1.3: Capacity of industry service providers and other value chain actors increased												
08. Assisted enterprises paying for BSP services with some or all of their own resources												
	10.00%	30.43%	15.00%	47.27%	20.00%	44.44%	25.00%	50%	30.00%	47.95%	20%	44.02%
09. Reserved. This indicator, repeat clients of (assisted) BSPs, was removed from the PMP												
Objective 2: Trade and investment in targeted industries increased												
Expected Result 2.1: Quality of products and services produced by enterprises in targeted industries improved												
10. Assisted enterprises participating in project-related programs to enhance trade and investment capacity												
	50	51	85	81	70	60	15	60	8	43	240	295
11. Assisted enterprises following recognized product or process standards												
	5.00%	0.00%	10.00%	6.45%	15.00%	47.62%	20.00%	43.96%	n/a	n/a	20.00%	43.96%
Companies that introduced standards		0		4		40		40		n/a		
Companies with memoranda of understanding		21		62		84		91		n/a		
Expected Result 2.2: Positioning and promotion of products and services from targeted industries in strategic markets improved												

⁴ Indicators 1 and 2 were calculated by converting Moldovan lei (MDL) into U.S. dollars at the average annual exchange rate of 12.3999 to ignore the impact of fluctuations in exchange rates.

Final indicators	Year 1		Year 2		Year 3		Year 4		Year 5		Life of Project	Cumulative Actual vs. Life of Project
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
12. Assisted enterprises expanding sales to new or existing markets												
	35	13	55	50	45	39	25	46	0	31	160	179
13. Assisted enterprises exhibiting at trade shows or participating in B2B events												
	20	96	25	216	30	366	25	431	50	429	1,100	1,538
Expected Result 2.3: Access to financing and investment by enterprises in targeted industries increased												
14. Financing accessed by assisted enterprises												
	10.00%	29.06%	10.00%	42.39%	10.00%	27.36%	10.00%	12.96%	10.00%	23.10%	10.00%	26.97%
15. Assisted enterprises with increased financing or investment in targeted industries												
	25	22	45	45	40	57	15	65	5	43	130	189
Objective 3: Public-private dialogue improved, leading to a better business environment for targeted industries												
Expected Result 3.1: Viability and number of industry associations and member based organizations increased												
16. Associations or member-based organizations demonstrating increased leadership in targeted industries												
	4	11	4	8	2	1	0	3	0	0	23	23
17. Increased revenues of associations or member-based organizations												
	10.00%	126.81%	10.00%	92.31%	10.00%	17.68%	10.00%	122.70%	10.00%	120.15%	10.00%	95.93%
18. Member satisfaction level of associations or member-based organizations												
	50.00%	81.74%	55.00%	66.65%	60.00%	81.67%	60.00%	92.00%	60.00%	88.75%	57.50%	88.75%
Expected Result 3.2: Private sector capacity for advocacy and policy analysis increased												
19. Participants at project-related training activities or workshops about advocacy or policy analysis												
	50	292	100	199	100	158	50	262	50	480	820	1,391
20. Policy or position papers published or commissioned by assisted associations or member-based organizations												
	5	9	10	11	10	10	10	11	1	5	40	46
Expected Result 3.3: Understanding by the public sector of private sector concerns and actions taken to improve conditions for targeted industries increased												
21. Consultative meetings or events between representatives from the public and private sectors as a result of project assistance												
	10	15	15	19	15	10	10	13	4	13	55	70
22. Government actions taken that improve the business environment in targeted industries												
	5	8	10	10	10	10	5	9	1	6	37	43

Disaggregated Data

Final Indicators	Actual				
	Year 1	Year 2	Year 3	Year 4	Year 5
01. Increased sales of assisted enterprises (new sales)					
	53.43%	43.88%	39.16%	53.61%	59.08%
MDL	257,703,953.10	545,110,995.19	396,248,361.94	441,044,478.00	437,038,137.00
USD	22,575,882.48	45,555,101.93	31,955,770.77	32,588,128.92	26,499,526.26
Disaggregation by Target Industry					
Wine	59.90%	56.15%	25.66%	39.48%	68.82%
MDL	178,163,032.10	481,150,707.96	230,232,947.94	103,164,758.00	162,372,564.00
USD	15,596,470.01	40,230,078.43	18,567,322.96	7,622,692.50	9,845,355.95
Textile and Apparel	42.73%	37.00%	33.35%	55.49%	39.80%
MDL	79,224,374.00	27,972,292.00	43,442,957.00	151,829,151.00	40,615,731.00
USD	6,952,594.22	2,296,139.24	3,503,492.53	11,218,433.05	2,462,708.72
Information Technology	100.00%	52.47%	n/a	n/a	n/a
MDL	316,547.00	166,080.00	n/a	n/a	n/a
USD	26,818.26	13,683.42	n/a	n/a	n/a
Furniture	n/a	27.72%	20.50%	64.12%	n/a
MDL	n/a	18,770,125.00	37,851,532.00	84,622,800.00	n/a
USD	n/a	1,538,268.88	3,052,567.52	6,252,654.45	n/a
Fashion Accessories, Footwear	n/a	37.41%	64.36%	47.78%	64.92%
MDL	n/a	16,701,942.00	33,811,025.00	38,492,169.00	138,254,349.00
USD	n/a	1,424,807.69	2,726,717.55	2,002,822.62	8,382,963.50
Emerging Exports	n/a	5.01%	78.36%	46.29%	77.49%
MDL	n/a	349,848.23	50,909,900.00	62,935,600.00	95,795,493.00
USD	n/a	52,124.27	4,105,670.21	4,650,219.08	5,808,498.09
Disaggregation by Enterprise Size					
Micro	100.00%	78.36%	31.49%	95.86%	114.63%
MDL	316,547.00	4,488,480.00	2,994,428.00	4,428,572.00	137,833,891.00
USD	26,818.26	370,821.09	241,488.08	327,220.68	8,357,469.30
Small	87.73%	52.31%	64.03%	44.66%	49.83%
MDL	9,815,677.00	10,486,846.07	60,598,220.00	86,602,722.00	106,780,052.00
USD	862,791.93	883,125.04	4,886,992.64	6,398,947.98	6,474,539.75
Medium	47.99%	37.68%	30.99%	54.23%	50.24%
MDL	64,945,608.43	134,381,508.14	146,845,761.00	179,027,484.00	105,094,660.00
USD	5,736,525.57	11,313,672.15	11,842,495.58	13,228,077.94	6,372,347.10
Large	42.23%	36.53%	17.84%	34.25%	32.61%
MDL	182,626,120.67	395,754,160.98	185,809,952.94	170,985,700.00	87,329,534.00
USD	15,949,746.73	32,987,483.65	14,984,794.47	12,633,882.33	5,295,170.11
Disaggregation by Female Ownership					
Female Ownership	49.57%	36.53%	32.38%	46.89%	63.45%
MDL	136,825,372.43	395,754,160.98	177,146,587.94	183,790,278.00	248,072,009.00
USD	12,032,660.74	32,987,483.65	14,286,130.37	13,579,993.79	15,041,686.67
No Female Ownership	60.66%	29.12%	44.84%	60.59%	53.26%
MDL	120,878,580.67	244,532,651.23	219,101,774.00	257,254,200.00	188,966,128.00
USD	10,543,221.74	20,569,435.94	17,669,640.40	19,008,135.13	11,457,839.60
02. Investment in assisted enterprises					
	70.42%	36.31%	0.66%	23.24%	10.71%
MDL	173,543,026.88	238,444,799.57	6,342,954.44	229,264,147.00	56,604,418.00
USD	15,216,614.91	19,675,769.07	511,532.71	16,939,991.21	3,432,172.47
Disaggregation by Target Industry					
Wine	74.51%	61.97%	-9.36%	8.52%	34.06%
MDL	159,772,820.88	234,696,260.77	-60,426,763.36	49,872,313.00	119,122,748.00
USD	14,014,371.70	19,482,150.16	-4,873,165.38	3,684,991.98	7,222,931.19
Textile and Apparel	43.05%	-24.64%	56.70%	161.08%	-30.08%
MDL	13,770,206.00	-11,273,068.80	21,349,599.80	104,515,054.00	-28,621,332.00
USD	1,202,243.21	-961,431.02	1,721,755.80	7,722,463.89	-1,735,436.05
Information Technology	n/a	-54.79%	n/a	n/a	n/a
MDL	n/a	-130,400.00	n/a	n/a	n/a
USD	n/a	-10,579.16	n/a	n/a	n/a
Furniture	n/a	3.26%	19.45%	11.98%	n/a
MDL	n/a	5,948,322.00	37,623,662.00	29,222,365.00	n/a
USD	n/a	424,547.13	3,034,190.76	2,159,197.64	n/a
Fashion Accessories, Footwear	n/a	18.80%	14.59%	54.56%	-41.45%
MDL	n/a	9,239,342.60	11,098,572.00	47,639,715.00	-33,673,198.00
USD	n/a	743,413.58	895,053.35	3,520,028.59	-2,041,752.70
Emerging Exports	n/a	-18.41%	-39.46%	-39.19%	-9.24%
MDL	n/a	-35,657.00	-3,302,116.00	-1,985,300.00	-223,800.00
USD	n/a	-2,331.61	-266,301.83	-146,690.90	-13,569.97

Final Indicators	Actual				
	Year 1	Year 2	Year 3	Year 4	Year 5
Disaggregation by Enterprise Size					
Micro	100.00%	41.66%	21.17%	74.86%	-19.92%
MDL	200,000.00	1,885,000.00	1,403,835.00	7,301,993.00	-1,761,864.00
USD	17,351.92	150,013.80	113,213.41	539,533.54	-106,829.49
Small	109.28%	678.35%	-28.26%	68.33%	-37.19%
MDL	1,779,414.03	40,610,114.97	-14,621,729.00	25,361,069.00	-11,615,313.00
USD	154,442.81	3,391,761.76	-1,179,181.20	1,873,892.15	-704,287.03
Medium	-17.37%	47.79%	48.29%	-18.03%	-6.17%
MDL	-16,998,979.35	55,872,315.24	112,772,287.00	-65,545,315.00	-7,587,226.00
USD	-1,439,849.34	4,597,637.77	9,094,612.62	-4,843,047.09	-460,046.57
Large	128.34%	26.47%	-13.93%	45.50%	21.22%
MDL	188,562,592.20	140,077,369.36	-93,211,438.56	262,146,400.00	77,568,821.00
USD	16,484,669.52	11,536,355.75	-7,517,112.12	19,369,612.60	4,703,335.56
Disaggregation by Female Ownership					
Female Ownership	6.84%	79.11%	33.69%	4.46%	-21.24%
MDL	7,463,029.88	174,062,754.37	135,713,317.64	24,814,539.00	-49,211,220.00
USD	776,471.95	14,373,086.15	10,944,710.65	1,833,509.85	-2,983,890.66
No Female Ownership	120.97%	14.74%	-23.17%	47.59%	35.64%
MDL	166,079,997.00	64,382,045.20	-129,370,363.20	204,449,608.00	105,815,638.00
USD	14,440,142.96	5,302,682.92	-10,433,177.94	15,106,481.35	6,416,063.13
03. Enterprises receiving project-related assistance to improve their knowledge, processes, and technologies					
	73	129	41	55	58
Disaggregation by Target Industry					
Wine	24	6	3	12	16
Textile and Apparel	19	20	12	8	20
Information Technology	21	18	4	7	0
Furniture	1	47	2	2	n/a
Fashion Accessories, Footwear	n/a	19	6	2	5
Emerging Exports	2	11	14	24	14
Other	6	8	0	0	3
Disaggregation by Enterprise Size					
Micro	4	24	20	16	26
Small	21	54	16	19	14
Medium	29	42	5	18	14
Large	19	9	0	2	4
Disaggregation by Female Ownership					
Female Ownership	33	28	12	11	13
No Female Ownership	40	101	29	44	45
04. Assisted enterprises applying improved knowledge, processes, and technologies					
	19	115	44	50	42
Disaggregation by Target Industry					
Wine	4	20	5	1	25
Textile and Apparel	11	19	12	11	11
Information Technology	1	27	1	8	0
Furniture	1	32	1	3	n/a
Fashion Accessories, Footwear	n/a	12	5	3	3
Emerging Exports	0	1	20	24	3
Other	2	4	0	0	0
Disaggregation by Enterprise Size					
Micro	1	14	15	13	19
Small	5	38	20	20	7
Medium	7	43	7	17	15
Large	6	20	2	0	1
Disaggregation by Female Ownership					
Female Ownership	12	38	11	15	9
No Female Ownership	7	77	33	35	33
05. Productivity of assisted enterprises					
	27.56%	17.53%	9.52%	15.22%	27.87%
Disaggregation by Target Industry					
Wine	29.33%	37.60%	1.33%	-3.74%	46.22%
Textile and Apparel	24.78%	5.59%	8.41%	27.12%	11.69%
Information Technology	n/a	26.87%	n/a	n/a	n/a
Furniture	n/a	-1.23%	4.51%	25.35%	n/a
Fashion Accessories, Footwear	n/a	12.83%	7.54%	15.76%	14.21%
Emerging Exports	n/a	-7.63%	53.74%	5.51%	57.10%
Disaggregation by Enterprise Size					
Micro	-50.19%	69.76%	12.13%	14.16%	55.28%
Small	35.12%	21.91%	17.26%	7.71%	30.45%
Medium	27.77%	15.58%	10.98%	24.58%	28.86%

Final Indicators	Actual				
	Year 1	Year 2	Year 3	Year 4	Year 5
Large	30.71%	18.34%	-1.89%	7.07%	5.43%
Disaggregation by Female Ownership					
Female Ownership	25.26%	30.79%	6.78%	16.00%	32.37%
No Female Ownership	31.65%	4.69%	12.00%	14.40%	22.98%
06. Investments in workforce development initiatives by assisted enterprises or other cluster actors					
	13.16%	8.91%	22.09%	1.03%	71.23%
Disaggregation by Target Industry					
Wine	-66.50%	6.46%	113.69%	-62.42%	42.82%
Textile and Apparel	-18.98%	3.92%	26.07%	4.55%	-36.20%
It	n/a	-0.88%	10.62%	30.14%	32.63%
Furniture	n/a	17.78%	-26.52%	140.87%	n/a
Fashion Accessories, Footwear	n/a	45.08%	-37.47%	65.05%	14.34%
Emerging Exports	n/a	229.06%	-8.01%	14.65%	-47.21%
Disaggregation by Female Ownership					
Female Ownership	-46.88%	1.81%	-9.60%	-31.92%	23.11%
No Female Ownership	243.29%	12.70%	38.51%	16.35%	84.86%
07. Participants in project-related training activities or capacity building programs					
	1,357	3,422	3,987	3,546	5,351
Type of Provider					
Associations	10	1,310	2,025	2,166	4,963
Academic Institutions	22	67	0	12	0
Business Service Providers	186	492	157	0	0
Enterprises	10	8	0	0	0
Project	1,129	1,545	1,772	1,207	388
Government	0	0	33	161	0
Disaggregation by Sex					
Female Participants	469	1,022	1,031	856	1,906
Men Participants	888	2,400	2,956	2,690	3,445
08. Assisted enterprises paying for BSP services with some or all of their own resources					
	30.43%	47.27%	44.44%	50.00%	47.95%
Target industry					
Wine	35.71%	42.11%	39.13%	31.82%	52.00%
Textile and Apparel	22.22%	46.15%	45.45%	59.26%	48.00%
Information Technology	n/a	100.00%	n/a	n/a	
Furniture	n/a	50.00%	38.46%	43.75%	
Fashion Accessories, Footwear	n/a	50.00%	56.25%	62.50%	41.18%
Emerging Exports	n/a	50.00%	42.86%	57.14%	50.00%
Disaggregation by Female Ownership					
Female Ownership	29.41%	50.00%	47.50%	51.11%	45.00%
No Female Ownership	33.33%	44.44%	41.46%	48.84%	51.52%
09. Reserved. This indicator, Repeat clients of (assisted) BSPs, was removed from the PMP					
10. Assisted enterprises participating in project-related programs to enhance trade and investment capacity					
	51	81	60	60	43
Disaggregation by Target industry					
Wine	26	6	8	14	8
Textile and Apparel	21	14	13	5	20
Information Technology	3	1	10	12	0
Furniture	0	43	2	2	0
Fashion Accessories, Footwear	0	17	5	3	4
Emerging Exports	1	0	22	24	7
Other	0	0	0	0	4
Disaggregation by Enterprise Size					
Micro	5	13	22	17	23
Small	7	23	30	22	7
Medium	24	34	7	17	9
Large	15	11	1	4	4
Disaggregation by Female Ownership					
Female Ownership	34	21	16	9	11
No Female Ownership	17	60	44	51	32
11. Assisted enterprises following recognized product or process standards					
	0.00%	6.45%	47.62%	43.96%	C
Number of companies that introduced standards	0	4	40	40	n/a
Monitored companies with memoranda of understanding	21	62	84	91	n/a
Wine	0	2	17	17	n/a
Textile and Apparel	0	1	20	20	n/a
Furniture	0	0	2	2	n/a
Fashion Accessories, Footwear	0	1	1	1	n/a
12. Assisted enterprises expanding sales to new or existing markets					

Final Indicators	Actual				
	Year 1	Year 2	Year 3	Year 4	Year 5
	13	50	39	46	31
Disaggregation by Target Industry					
Wine	3	19	7	6	17
Textile and Apparel	9	8	15	13	7
Information Technology	1	0	0	17	0
Furniture	0	10	9	1	0
Fashion Accessories, Footwear	0	13	2	6	2
Emerging Exports	0	0	5	3	5
Other	0	0	1	0	0
Disaggregation by Enterprise Size					
Micro	1	6	10	9	12
Small	2	11	16	19	5
Medium	4	20	12	15	9
Large	6	13	1	3	5
Disaggregation by Female Ownership					
Female Ownership	9	25	19	16	4
No Female Ownership	4	25	20	30	27
13. Assisted enterprises exhibiting at trade shows or participating in business-to-business (B2B) events					
	96	216	366	431	429
Disaggregation by Target Industry					
Wine	47	112	225	264	321
Textile and Apparel	46	60	38	87	48
Information Technology	3	3	7	15	3
Furniture	0	18	37	2	0
Fashion Accessories, Footwear	0	23	24	40	18
Emerging Exports	0	0	34	23	36
Other	0	0	1	0	3
Disaggregation by Enterprise Size					
Micro	5	17	26	50	83
Small	11	37	92	110	65
Medium	45	75	134	149	160
Large	35	81	114	122	121
Disaggregation by Female ownership					
Female Ownership	56	118	181	256	213
No Female Ownership	40	98	185	175	216
14. Financing accessed by assisted enterprises					
	29.06%	42.39%	27.36%	12.96%	23.10%
Disaggregation by Target Industry					
Wine	17.11%	73.44%	8.48%	24.56%	20.12%
Textile and Apparel	51.24%	24.49%	47.17%	-5.71%	24.53%
Information Technology	n/a	n/a	n/a	n/a	n/a
Furniture	n/a	-5.28%	61.33%	12.01%	n/a
Fashion Accessories, Footwear	n/a	11.36%	22.29%	22.30%	-3.60%
Emerging Exports	n/a	100.00%	-43.18%	26.85%	-42.74%
Disaggregation by Enterprise Size					
Micro	n/a	67.65%	91.67%	-12.51%	200.00%
Small	150.00%	5.49%	47.48%	35.10%	-26.28%
Medium	-4.23%	56.97%	2.97%	24.86%	12.75%
Large	2.75%	32.16%	38.24%	-13.41%	41.19%
Disaggregation by Female Ownership					
Female Ownership	51.40%	38.73%	34.03%	11.79%	-6.37%
No Female Ownership	-37.96%	47.33%	21.36%	14.02%	40.48%
15. Assisted enterprises with increased financing or investment in targeted industries					
	22	45	57	65	43
Disaggregation by Target Industry					
Wine	12	21	15	16	16
Textile and Apparel	10	12	18	25	15
Information Technology	0	0	0	0	15
Furniture	0	6	10	8	0
Fashion Accessories, Footwear	0	5	11	11	9
Emerging Exports	0	1	3	5	3
Disaggregation by Enterprise Size					
Micro	1	2	5	5	8
Small	4	7	16	21	8
Medium	8	19	23	25	14
Large	9	17	13	14	13
Disaggregation by Female Ownership					
Female Ownership	16	24	30	34	21
No Female Ownership	6	21	27	31	22

Final Indicators	Actual				
	Year 1	Year 2	Year 3	Year 4	Year 5
16. Associations or member-based organizations demonstrating increased leadership in targeted industries	11	8	1	3	0
Disaggregation by Target Industry					
Wine	9	3	0	1	0
Textile and Apparel	1	0	0	0	0
Information Technology	1	0	1	0	0
Furniture	0	1	0	0	0
Fashion Accessories, Footwear	0	0	0	0	0
Emerging Exports	0	4	0	2	0
17. Increased revenues of associations or member-based organizations	126.81%	92.31%	17.68%	122.70%	120.15%
Wine	74.08%	97.92%	19.05%	200.00%	189.12%
Textile and Apparel	200.00%	172.35%	-5.11%	139.11%	54.85%
Information Technology	159.08%	-4.54%	36.36%	51.70%	136.62%
Furniture	n/a	n/a	n/a	n/a	n/a
Fashion Accessories, Footwear	n/a	n/a	n/a	n/a	n/a
Emerging Exports	n/a	n/a	n/a	100.00%	100.00%
18. Member satisfaction level of associations or member-based organizations	81.74%	66.65%	81.67%	92.00%	88.75%
Wine	85.50%	78.50%	81.25%	95.00%	95.00%
Textile and Apparel	75.00%	25.00%	80.00%	86.00%	86.00%
Information Technology	80.95%	84.60%	85.00%	n/a	84.00%
Furniture	n/a	n/a	n/a	n/a	n/a
Fashion Accessories, Footwear	n/a	n/a	n/a	n/a	n/a
Emerging Exports	n/a	n/a	n/a	n/a	90.00%
19. Participants at project-related training activities or workshops about advocacy or policy analysis	292	199	158	262	480
Disaggregation by Target industry					
Wine	270	75	158	176	399
Textile and Apparel	22	0	0	0	0
Information Technology	0	0	0	0	40
Furniture	0	94	0	0	0
Fashion Accessories, Footwear	0	0	0	0	0
Emerging Exports	0	30	0	86	41
20. Policy or position papers published or commissioned by assisted associations or member-based organizations	9	11	10	11	5
Disaggregation by Target industry					
Wine	8	5	4	11	5
Textile and Apparel	0	0	0	0	0
Information Technology	1	6	6	0	0
Furniture	0	0	0	0	0
Fashion Accessories, Footwear	0	0	0	0	0
Emerging Exports	0	0	0	0	0
21. Consultative meetings or events between representatives from the public and private sectors as a result of project assistance	15	19	10	13	13
Wine	14	10	8	11	7
Textile and Apparel	0	0	0	0	0
Information Technology	1	2	2	0	2
Furniture	0	0	0	0	0
Fashion Accessories, Footwear	0	0	0	0	0
Emerging Exports	0	7	0	2	4
22. Government actions taken that improve the business environment in targeted industries	8	10	10	9	6
Wine	6	2	7	6	4
Textile and Apparel	0	0	0	0	1
Information Technology	2	7	3	3	0
Furniture	0	0	0	0	0
Fashion Accessories, Footwear	0	0	0	0	0
Emerging Exports	0	1	0	0	1