

THE AGENCY OF INTERVENTION AND  
PAYMENTS IN AGRICULTURE

STRATEGIC  
DEVELOPMENT  
PROGRAM  
2023-2025

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## **ACRONYMS**

**AIPA** – The Agency for Intervention and Payments for Agriculture

**MFA** - Ministerul of Food and Agriculture

**MF** – Ministry of Finance

**NSARD** - National Strategy for Agricultural and Rural Development for 2023-2030

**SDP** - Strategic Development Program

**NFDARA** - National Fund for the Development of Agriculture and Rural Areas

**MBF** - The Medium-term Budgetary Framework

**SWOT** – The analysis of Strengths, Weaknesses, Opportunities, Threats

**LD** – Legal Department

**FBD** – Finance and Budget Department

**IDRCD** – Institutional Development, Reporting and Communication Department

**AIMCD** – Anti fraud and Internal Managerial Control Department

**APAD** – Administration and Projects Approval Department

**PAD** – Payment Authorization Department

**FVD** – Field Verification Department

**PMD** – Post-payments Monitoring Department

**DPD** – Direct Payments Department

**APD**– Advance Payments Department

**LEADER PID** – LEADER Projects Implementing Department

**DMAD** – Documents Management and Administrative Department

**SITS** – Security and IT Section

**HRS** – Human Resources Section

**IAS** – Internal Audit Service

**TD** – Territorial Division

**AIS EABS** – Automated information system „Evidence Applicants and Beneficiaries of Subsidies”

## INTRODUCTIVE ASPECTS

The Strategic Development Programme (hereinafter - SDP) is the basic document of the Agency for Intervention and Payments for Agriculture (hereinafter - AIPA), complementing the system of strategic planning at the level of public administration authorities, ensuring the prioritization of various objectives, reflected in the numerous policy documents, as well as identifying gaps in capacities and tools/the methods that the institution will use to achieve its objectives.

As a support for the elaboration of the SDP, the Methodology for the elaboration of strategic development programs of the central public administration authorities, approved by Government Decision no. 176/2011 and the Guide on the development of strategic development programs for authorities, published on <http://cancelaria.gov.md/ro/apc/programe-de-dezvoltare-strategica>.

The SDP is prepared for a period of 3 years (2023-2025) and can be reviewed whenever relevant. For the operational planning of the activity of the authority, annual activity plans will be developed, which will provide concrete measures to achieve the objectives specified in the SDP, will be developed. It is thus a tool for monitoring and evaluating it.

At the same time, in order to align the planning of the AIPA activity with the budgetary planning, the budgetary classification of the programmes was used, according to the Medium-term Budgetary Framework (MBF). According to methodological recommendations, the alignment of AIPA activity planning to budgetary resources was ensured. As benchmarks, it served the Classification of the programs (annexes to the Order of the Minister of Finance no. 208 of December 24, 2015 with the subsequent amendments and completions).

The SDP is the document from which all AIPA's own actions derive over the next 3 years and represents: (i) the instrument for achieving MFA policies at the level of a subordinated institution, (ii) the management tool for AIPA and (iii) the communication tool both on the inside and on the outside.

The PDS development process was divided into 4 stages:

- **Stage I:** Mission Development, AIPA Profile and SWOT Analysis;
- **Stage II:** Developing medium-term policy priorities, programmes and objectives;
- **Stage III:** Conducting Capacity Assessment and developing recommendations for capacity development;

▪ **Stage IV: Definition and approval of PDS.**

The document was placed on AIPA's official website to ensure transparency and access to information for the general public.

It should be noted that the modification of the SDP will be made only if this need derives from the activity of the institution including the Annual Activity Report or in case of substantial changes in the policy priorities public at national level.

## I. CURRENT SITUATION

According to Article 14 of the Law no. 71/2023 on subsidization in agriculture and rural areas, Article 14, (7) paragraph of the Law no. 98/2012 Regarding the specialized central public administration with the subsequent amendments and completions, the Agency for Intervention and Payments for Agriculture is an administrative authority subordinated to the Ministry of Agriculture and Food Industry.

AIPA is responsible for the management and control of the National Fund for the development of agriculture and rural areas, including financial means from development partners. AIPA has the status of a legal entity under public law, has its own name, stamp with the State Coat of Arms of the Republic of Moldova, treasury accounts, etc, the right to manage the goods transmitted by the Ministry, as well as other attributes specific to the public authorities, established in the legislation. AIPA headquarters is in Chisinau municipality, but it also has territorial subdivisions with the status of directorates, without legal personality.

In its activity, AIPA is governed by the Constitution of the Republic of Moldova, the laws of the Parliament, the decrees of the President of the Republic of Moldova, the ordinances, the decisions and the provisions of the Government, other normative acts, international treaties to which the Republic of Moldova is a party, the Ministry's orders, as well as these Regulations.

In its work AIPA is based on the following principles:

- a) predictability and stability of legal norms;
- b) decisional transparency;
- c) efficiency based on economic and financial arguments and indicators;
- d) the continuity of the processes supporting the development of agriculture and rural areas;
- e) assumption of responsibility by subsidisation subjects;

f) the reasonableness of the costs.

## 1.1. MISSION

The Agency has the mission to financially support agricultural producers and local communities in order to develop the agro-industrial sector and the rural environment. The achievement of the mission focuses on the following areas of activity:

- stimulating investments in agricultural holdings;
- stimulating investments in the processing and marketing of agricultural products;
- stimulating investment in physical infrastructure and services in rural areas;
- granting direct payments.

In order to implement the subsidy policy, through MAIA, it claims:

- a) modernising the agri-food chain in order to align with European Union requirements on food safety and quality requirements;
- b) facilitating access to capital markets, inputs and outputs (inputs and outflows) for farmers;
- c) increasing the added value in the agro-industrial sector through the development of primary and finite processing infrastructure;
- d) the implementation of modern practices for the management of natural resources;
- e) the implementation of environmentally friendly production technologies, organic products and the maintenance of biodiversity;
- f) adaptation to climate change and mitigation of its effects on agricultural production;
- g) the development of access infrastructure and services in rural areas;
- h) increasing employment opportunities in non-agricultural areas and increasing income in rural areas;
- i) the balanced development of rural areas by involving the local community in rural development;
- j) business development of micro, small and medium-sized farmers.

## 1.2. VISION

Taking into account the current priorities of the administrative authority based on the continuous improvement of the Agency's work, AIPA tends to continue its development as an institution that will meet the expectations of the stakeholders, address and address deficiencies at the level of activity, as well as

motivate staff, who in turn will make the necessary efforts to ensure the effective work, be responsive to change and will focus on achieving sustainable results.

### 1.3. VALUES

With reference to the internal environment	With reference to the external environment
Commitment	impartiality
Integrity	objectivity
Professionalism	credibility
Attitude	cooperation
	transparency
	opening

## II. PROFILE

The organization and functioning of AIPA are regulated by Law no. 71/2023 on subsidization of agriculture and rural areas, Government Decision no. 20/2019 On the reorganization of the Public Institution „Agency for Intervention and Payments for Agriculture” with subsequent amendments and additions, as well as the normative framework in force regulating the distribution of the funds of the National Fund the Development of Agriculture and Rural Environment.

AIPA is led by a director and assisted by two deputy directors who are responsible for the decisions taken and for the work of the Agency.

AIPA has the following tasks:

- ✚ ensure the management of the National Fund for the development of agriculture and rural environment, as well as other funds intended to support and develop the rural environment;
- ✚ examine the applications for grants, accompanied by the necessary documents submitted by the applicants, and determine their eligibility to receive financial support from the State;
- ✚ authorize, implement and verify the grants/direct payments allocated from the resources of the National Fund for the development of agriculture and rural areas, as well as from other sources of financial support;
- ✚ carry out on-the-spot checks of investment items to determine their eligibility;

- ✚ perform post-acquisition monitoring;
- ✚ take measures to recover subsidies to the state budget;
- ✚ publish on the official website of the Agency the list of received grant applications and their status
- ✚ ensure the promotion of subsidy measures/sub-measures and conditions of their access;
- ✚ develop and approve the methodology for verifying grant applications based on risk analysis;
- ✚ develop and approve internal procedure manuals;
- ✚ develop and approve the grant applicant's guide for each subsidy measure/subsidisation measure;
- ✚ submit to the central specialized body semi-annual reports, until the 15th of the month following the reporting period, and an annual report, until 15 February of the year following that of reporting, on the management of the National Fund for the development of agriculture and the rural environment and of the financial means from development partners and ensure their publication on the official website of the Agency;
- ✚ keep records of all payments made to beneficiaries through an information system and, if necessary, draw up periodic summaries of expenditure;
- ✚ organise information activities on subsidy procedures, including through consultation;
- ✚ promote projects funded by the National Fund for the development of agriculture and rural areas;
- ✚ ensures the administration of the integrated agricultural information system and other information systems and databases necessary for its activity;
- ✚ manages the agricultural producers' ban list;
- ✚ work with similar institutions in other countries, negotiate with them bilateral agreements on collaboration, exchange of experience and specialized information.

## 2.1. Organigram of the Agency for Intervention and Payments in Agriculture

The AIPA Organigram is presented in the *nr. 1 anex.*

The organizational structure of AIPA includes two levels: the central office and the territorial direction. The central body consists of the director, two deputy directors, 12 directions 1 section and 2 services. The territorial structure is represented by 10 territorial divisions. The AIPA staff consists of 91 employees of the central body and 69 employees in the territorial departments.

**Subdivisions of the central body** are the next ones:

- ❖ Legal Department
- ❖ Finance and Budget Department
- ❖ Accounting Service
- ❖ Payments Completion Service
- ❖ Institutional Development, Reporting and Communication Department
- ❖ Anti fraud and Internal Managerial Control Department
- ❖ Administration and Projects Approval Department
- ❖ Advance Payments Department
- ❖ Directs Payments Department
- ❖ Payments Authorisation Department
- ❖ Field Verification Department
- ❖ Post-Payments Monitoring Department
- ❖ LEADER Projects Implementation Department
- ❖ Documents Management and Administrative Department
- ❖ Security and IT Section
- ❖ Human Resources Department
- ❖ Internal Audit Section

**Territorial Divisions** as it follows:

- ❖ Territorial Division Balti
- ❖ Territorial Division Cahul
- ❖ Territorial Division Chisinau
- ❖ Territorial Division Edinet
- ❖ Territorial Division Causeni
- ❖ Territorial Division Floresti
- ❖ Territorial Division Hincesti
- ❖ Territorial Division Orhei
- ❖ Territorial Division Ungheni
- ❖ Territorial Division UTA Gagauzia

## 2.2. Portfolio of structural subdivisions and main tasks of AIPA:

**Table nr. 1**

Nr. d/o	Subdivision name	Number of employees	Role, mission	Main products
1.	Director	1	Contributes to the smooth	Approval of decisions;

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			running of the activity within AIPA and is responsible for the decisions taken.	Delegation of tasks; Signing correspondence; Approval of orders; Approved budget; Work plans, approved work plans; Approved internal regulations; Procedure manuals, approved methodologies; Job descriptions, individual goals of approved employees
2.	Deputy director	2	Contributes to the proper conduct of the activity within AIPA and within the limits of the assigned powers, is responsible for the decisions taken.	Coordination of decisions; Delegation of tasks; Signing correspondence; Coordination of orders; Approved budget; Work plans, approved/coordinated activity plans; Coordinated internal regulations; Procedure manuals, coordinated methodologies; Job descriptions, individual goals of approved employees
3.	Legal Department	7	Contribute to the efficiency and legal assurance of AIPA activity, by supervising the compliance with the legislation in force, improving the quality of the draft acts developed at the level of the institution, by, effective representation of AIPA interests in courts and other bodies with jurisdictional attributions, bookkeeping, systematization, analysis and reporting on all disputes pending before courts, and, as well as potential risks, solutions and results.	Dossiers of judgement; Notifications; Opinions; Petitions; Internal orders; Proceedings; Informative notes; Reports; Manual of procedures.
4	Finance and Budget (Accounting Service, Payments Completion	7	Contributes to the efficiency of AIPA activity by organizing, directing, generalizing, promoting and implementing accounting	Developed and executed budget; Funding plans for NFDARA, external projects and the institution fund;

	Service)		policy (total of basic concepts, qualitative characteristics, rules, methods and processes, approved by the management of the institution, and, for accounting and preparation of financial statements) at AIPA level.	The Agency's annual procurement plan; Budget proposals and for the Medium-Term Expenditure Framework; Economic and financial reports; List of inventory of goods; Internal orders; Reports; Explanatory notes; Minutes; Manual of procedures on the work of the directorate, etc.
5.	Institutional Development Reporting and Communication	5	Contribute to the efficiency of AIPA activity by coordinating the processes of drafting documents, documents, including strategies and policy documents, including the issuance of reports on NFDARA with the provision of methodological assistance in drafting, modifying, modifying, approval and dissemination of documents drawn up at AIPA level. Contribute to the efficiency of the Agency's activity by developing/strengthening internal and external cooperation relations, promoting the image of the Agency and reporting related to institutional activities.	Plan of activity; Internal regulations; Instructions; Procedure manuals; Informative notes; Methodologies; Proceedings; Informative notes and reports on the degree of capitalization of NFDARA; Cooperation agreements; Press releases; Round tables, seminars, trainings; Organization of press conferences; Internal orders; Organization and participation in specialized exhibitions; Organization of service trips; Activity reports; Identifying sources of funding; Manual of procedures on the activity of the department.
6.	Anti fraud and Internal Managerial Control	5	Contributes to the efficiency of AIPA activity by identifying and analyzing the fraud risks arising in the management of the National Fund for the development of agriculture and rural environment, and, the means allocated from the funds of	Identified risks; Risk control measures; Proceedings; Irregularities detected; Signals/Notifications; Internal orders; Informative notes; Reports; Manuals of procedures.

			external assistance programs, with the investigation and offering of proposals to remedy them.	
7.	Administration and Projects Approval Department	7	Examine the applications for financial support, accompanied by the files with the requested documents, submitted by the applicants to receive state provided subsidies, and, performs administrative control on the eligibility and veracity of the requests submitted to AIPA for examination and financing, as well as approves the files with the assurance of completeness and eligibility criteria, based on the inspection documents, according to the provisions of the legislation in force.	Proceedings concerning the transmission of selected declared files; Proceedings concerning the archiving of ineligible files; Grant agreements (MAC-P); Informative notes; Notifications; Reports; Internal orders; Analysis of risks; Manual of procedures on the activity of the directorate.
8.	Advance Payments Department	7	Examine the applications for financial support, accompanied by the files with the requested documents, submitted by the applicants to receive state subsidies, and, performs administrative control on the eligibility and veracity of the requests submitted to AIPA for examination and financing, as well as approves the files with the assurance of completeness and eligibility criteria.	Proceedings concerning the transmission of selected declared files; Proceedings concerning the archiving of ineligible files; Processes - verbal authorization; Calculation sheets; Informative notes; Notifications; Reports; Internal orders; Assessment sheets; Manual of procedures on the activity of the directorate.
9.	Direct Payments Department	7	Examine the requests for direct payments, accompanied by the files with the requested documents, submitted by the applicants to receive payments from the state, and, performs administrative control on the eligibility and veracity of the requests submitted to AIPA for	Proceedings concerning the archiving of ineligible files; Proceeding for authorization; Calculation sheets; Analysis of risks; Informative notes; Notifications; Reports; Internal orders; Manual of procedures on the activity of the directorate.

			examination and financing, as well as approves the files with the assurance of completeness and eligibility criteria.	
<b>10.</b>	Payments Authorisation Department	7	Performs the tasks of AIPA by examining the subsidy files, performing the calculations and authorizing the payments to the beneficiaries of the grants, ensures the transparency and uniform application of the authorization procedure, and contributes to improving the subsidy system for agricultural producers and the existing legislative framework.	Calculation sheets; Proceedings; Reports; Explanatory notes; Notifications; Internal orders; Proceedings for authorization; Manual of procedures on the activity of the department.
<b>11.</b>	Field Verification Department	10	Carries out the tasks of AIPA in the field of verification of the compliance of applicants for financial support with the requirements submitted for granting non-reimbursable financial aid from NFDARA, carry out on-site verifications of the investment objects declared in the applications for financial aid, in order to ascertain their implementation and implementation according to the eligibility conditions.	Verification documents; Field visits; Internal orders; Informative notes; Notifications; Manual of procedures on the activity of the department.
<b>12.</b>	Post-Payments Monitoring Department	5	Ensures the achievement of the AIPA mission by post-inspection verification of the compliance of the beneficiaries with the requirements submitted for the granting of non-reimbursable financial aid, in order to ascertain their realization and implementation according to the eligibility conditions, the, continuous monitoring of compliance with the commitments made by the	Inspections in the field; Post-inspections documents; Internal orders; Quarterly reports; Annual reports; Proceedings; Informative notes; Manual of procedures.

			grant beneficiary and AIPA.	
<b>13.</b>	LEADER Projects Implementation Department	5		Decisions on LAG; Assessment of dossiers; Procedures for authorization; Calculation sheets; Analysis of risks; Verification documents; Informative notes; Notifications; Reports; Internal orders; Manual of procedures on the activity of the directorate.
<b>14.</b>	Documents Management and Administration Department	6	Support to the Agency's management by organising secretarial work and archiving, contributing to the creation of working conditions for the Agency's staff, as well as the organisation, coordination, guidance, ensuring and controlling the administrative activities of the Agency's subdivisions in the following areas: maintenance, public procurement, heritage management and control of the performance of tasks and functional tasks of the subdivisions.	Reports; Informative notes; Secretarial work; Internal orders; Manual of procedures.
<b>15</b>	Security and IT Section	4	Design and implementation of the institutional development strategy in the field of information technology, further - IT, which focuses on the analysis of the current situation in the field, of the trends and requirements imposed by the consolidation of the image of a modern institution with the identification of deficiencies, opportunities, risks and acting in accordance with the managerial plan of AIPA.	IT Services; Regulations, instructions in the field of information technologies and internal automated systems; Informative notes; Internal orders; Manual of procedures.
<b>16.</b>	Human Resources Service	3	Contribute to streamlining AIPA activity by	Personal files; Internal regulations;

			implementing contemporary policies and procedures in working with staff. Contribute to the achievement of the mission and objectives of AIPA by promoting and implementing an efficient human resources management within AIPA subdivisions.	Job description; Professional development plans; Internal orders including on staff; Activity reports; Performance assessment; Informative notes; Accounts; Individual employment contracts; Full material liability contracts; Certificates/conformances; Regulations related to service relations; Demarches; Circulars; Proceedings
17.	Internal Audit Service	3	Provides objective advice and assurances on the effectiveness of the financial management and control system, contributing to the achievement of value and providing recommendations for its improvement. Carries out audit missions through assurance and counselling activity both planning and ad-hoc authorized by administrative act and delimited in time, with a well-defined applicability area, which is completed by issuing an audit report.	Audit mission; Reports of internal audit missions; Counselling reports; Findings and recommendations; Internal orders; Informative notes; Manual of procedures.

**Table nr. 2: Portfolio of territorial departments**

Nr. d/o	Name of territorial office	Number of employees	Role, mission	The main products
1.	Territorial Division Cahul	7	Ensures in the territory, the achievement of the mission, basic functions and attributions of AIPA by receiving the	Verified financial support application files /introduced in the software; Proceedings; Verification documents; Reports;
2.	Territorial Division Edinet	7		
3.	Territorial Division Chisinau	8		

4.	Territorial Division Balti	7	files, as well as the verification of the investment, in order to capitalize on the National Fund for the development of agriculture and rural environment, the resources of the development partners allocated for the administration of AIPA, as well as other resources intended to support agricultural producers and rural development.	Notifications; Informative notes; Activity plans; Activity reports; Manuals of procedures.
5.	Territorial Division Orhei	7		
6.	Territorial Division Ungheni	6		
7.	Territorial Division UTA Gagauzia	7		
8.	Territorial Division Floresti	7		
9.	Territorial Division Causeni	6		
10.	Territorial Division Hincesti	7		

### 2.3. Financial resources

The financing of AIPA activities is carried out on account of the financial means approved annually by the Law on the state budget being fully respected the provisions of the Law on public finances and budgetary-fiscal responsibility no. 181/2014 and Law no. 270/2018 on the unitary payroll system in the budgetary sector.

The budget of the institution shall include the employment fund, allowances for compulsory state social security contributions, allowances for medical insurance premiums and allowances for maintenance and operating expenses.

**Table nr. 3: Structure of AIPA budget expenditure**

Name	Executed AIPA						Approved
	2020		2021		2022		2023
	thousand lei	Share-holding %	thousand lei	Share-holding %	thousand lei	Share-holding %	thousand lei
<i>Wage</i>	10459,2	63,6	10126,7	63,4	15088,4	81,9	17749,1
<i>Social contributions and insurance</i>	2333,5	14,2	2979,2	18,7	2965,9	16,1	4754,1
<i>Medical insurance premiums</i>	456,5	2,8	0,0	0,0	0,0	0,0	0,0

<i>Maintenance costs</i>	3188,4	19,4	2858,5	17,9	362,3	2,0	3515,3
<b>Total</b>	<b>16437,6</b>	<b>100</b>	<b>15964,4</b>	<b>100</b>	<b>18416,6</b>	<b>100</b>	<b>26018,5</b>

The data presented in table no.3 show the structure of budgetary expenditure and its share in the total AIPA expenditure and their evolution over time.

In 2023, there is an increase in the amount of financial resources allocated for the remuneration of work through the increase of staff.

Thus, out of the total budgetary expenditure, in 2023, 68.2% are financial sources of labour remuneration expenses, 18.3% are Agency maintenance expenses and 13.5% these are the expenses for the insurance of the contributions towards the National House of Insurance in Agriculture.

AIPA maintenance expenses include: office rent, office essentials insurance, payment of Internet and landline services, purchase of fuel needed to perform field checks and car maintenance. Given that the budget allocated to the authority does not physically allow the procurement of technical equipment and the provision of AIPA information systems attract financial resources for the development of institutional capacities from external financiers. Thus, in the AIPA activity process, it benefits from the Agricultural Project Implementation and Monitoring Unit, financed by the World Bank, of goods and services necessary for the activity.

The financial means from other sources intended to finance the Agency will be used to cover the administration costs of the Agency.

At the same time, the budget is used for the following directions:

- remuneration of the Agency's staff;
- maintenance of the information system and organizational infrastructure;
- development of software for the performance of the functions and tasks of the Agency;
- operational expenditure;
- purchase of fixed assets, necessary equipment, with the performance of depreciation breakdowns;
- household and office expenses;
- training and improvement of the staff;
- organizing solemn events to promote projects financed by the National Fund for the development of agriculture and rural areas;
- covering the expenses related to equipping employees involved in field verification activities with personal protective equipment, including, in order

to protect them and their property against one or more risks that could affect safety, health and physical integrity at work; other activities related to the administration of the Agency.

### **Procurement process**

Public procurement in AIPA is carried out in strict accordance with the provisions of the legislation in place. In addition, the procurement procedures manual, which provides for the procurement procedure, including small purchases, has been developed. Its updating is carried out whenever changes and adjustments to the regulatory framework are made.

Purchase plans provide the opportunity to better plan the financial resources and the flow of goods and consumables necessary for the proper work of the Agency. In this respect, annually the plan of purchase of the goods needed to be procured is elaborated with the necessary arguments. The content of the Purchase Plan, in accordance with the provisions of Law no. 131/2015 on public procurement, is published on the Agency's website.

### **Budgetary calculations**

According to the provisions of the Order of the Ministry of Finance no. 208 of December 24, 2015, AIPA applies regarding the budgetary classification approved by the authority responsible for fiscal policy.

The financial sources executed by AIPA in the period 2021-2022 and the forecast of the financial sources to be recovered in 2023 are shown in the table below.

**Table 4. The executed and planned budget of AIPA for 2021-2023**

Name of expenditure	2021	2022	Growth rate, % compared to 2021	20223 approved	Growth rate, % compared to 2022
	thousands lei	thousands lei		thousand lei	
<i>Wage</i>	10126,7	15088,4	149,0	17749,1	117,6
<i>Social contributions and insurance</i>	2979,2	2965,9	99,6	4754,1	160,3
<i>Medical insurance premiums</i>	0,0	0,0	0,0	0,0	0,0
<i>Maintenance costs</i>	2858,5	362,3	12,7	3515,3	970,0
<b>Total</b>	<b>15964,4</b>	<b>18416,6</b>	<b>115,4</b>	<b>26018,5</b>	<b>141,3</b>

From the data presented in the table above, it follows that even if AIPA will succeed the increase of the personnel states, financial sources necessary for the remuneration of employees' work will be sufficient according to the calculations set out in Law 270/2018, as well as the provisions of the Law on the state budget for 2023. If the increase in the employee reference value (from 1900 to 2500) will be successful, additional financial sources of about 6.0 million lei will be required.

## 2.4. Human Resources

The staff of AIPA in 2023 contains 160 units of staff, of which 76 units are occupied, being structured as follows:

- public management positions - 43 positions or 26.9%, of which 14 vacancies;
- public execution functions - 109 Functions or 68.1%, of which 67 vacancies;
- technical service posts that ensure the functioning of public authorities – 6 posts or 3.8% of which 3 vacancies;
- auxiliary service posts – 2 functions or 1.3%, vacancies are missing.

By age:

- Up to 25 years – 2 persons or 2,6%
- 25 - 40 years – 44 people or 57.9%
- 41 – 60 years – 27 people or 35.5%
- 60 Years and above – 3 people or 3.9%.

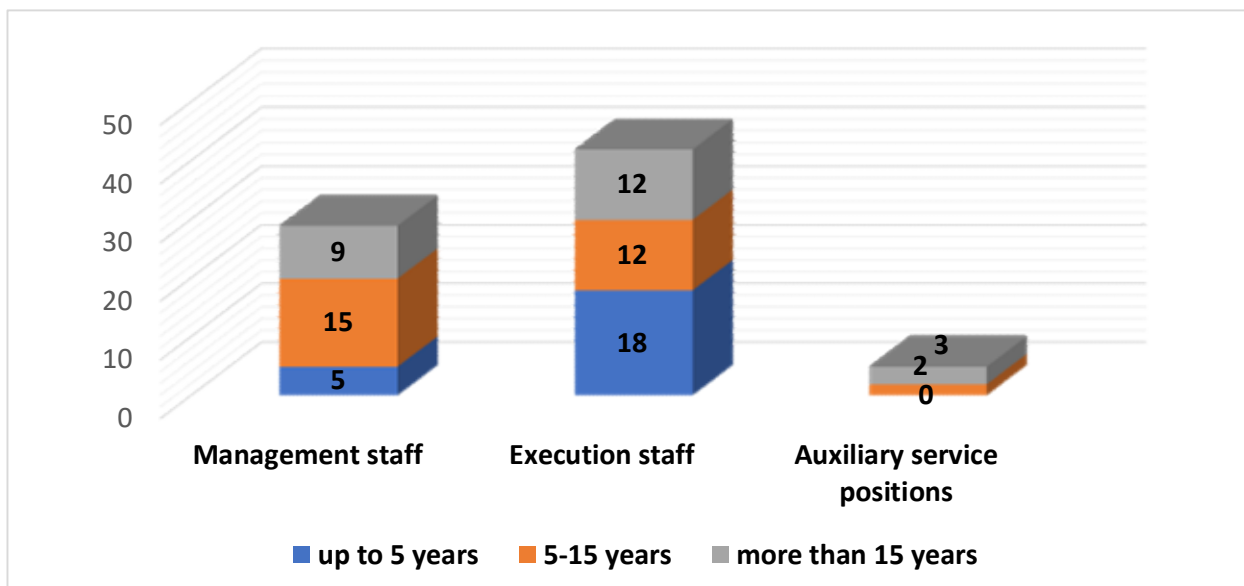
The average age of AIPA employees is 39 years.

**Table nr. 5 Age of work of AIPA employees**

Length of service	Management staff	Executive staff	Auxiliary service positions	Total
Up to 5 years	5	18	0	23
5-15 years	15	12	2	29
More than 15 years	9	12	3	24

The work age of AIPA employees in the graphic presentation is reflected below:

**Fig. 1 Age of work of AIPA employees in 2023**



**Table nr. 6 AIPA staff by gender**

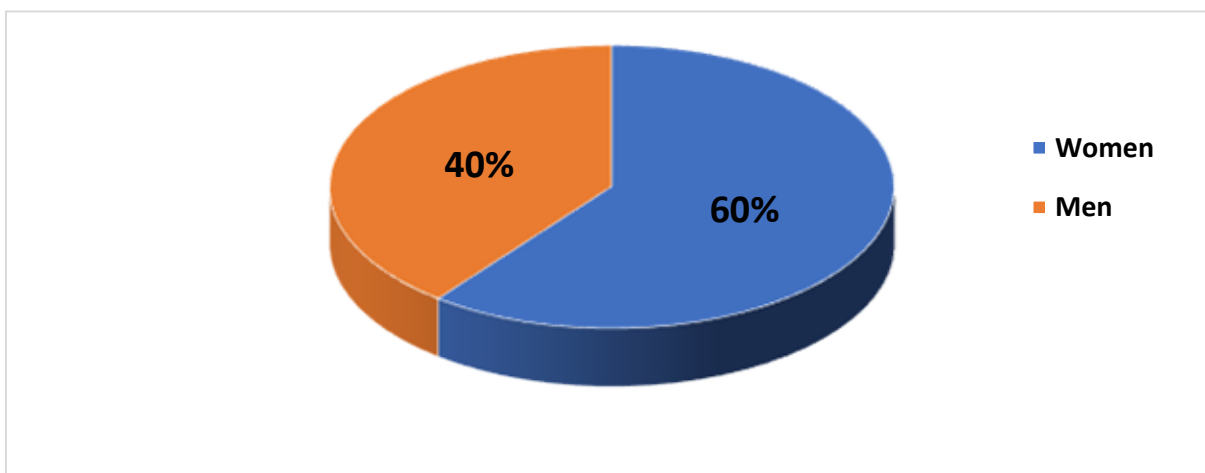
Gender	Management staff	Execution staff	Auxiliary service positions	Total
<b>Female</b>	16	29	1	<b>46</b>
<b>Male</b>	13	13	4	<b>30</b>

Considering that AIPA, like other central public administration authorities, conforms to the organizational structure established by MAIA, it does not have a tool for identifying the real needs of human resources, from the quantitative point of view, thus, the number of units of personnel, as well as the number of functions, functions, does not meet the real needs of AIPA.

Within AIPA, the hiring mechanism of the staff to fill vacancies through competition is implemented.

Moreover, AIPA faces certain problems regarding the personnel, especially in the area related to attracting and maintaining the staff, and this has a negative impact on the quality of the activities they carry out.

AIPA is expected to improve strategies for attracting and retaining qualified personnel.

**Fig. 2**


It should be noted that gender policy within the Agency is in the process of implementation, which also denotes the information presented above. In 2023, the share of women in total employees is 60.5%, and the share of men – 39.5%.

## 2.5. SWOT Analysis of AIPA

Following the analysis of the current situation, the strengths and weaknesses of AIPA, the opportunities it can capitalize on and the risks it is exposed to have been identified. These issues may influence the authority's ability to carry out its established mission. In order to define the main advantages, namely the management problems of AIPA, the SWOT analysis (strengths, weaknesses, opportunities and risks) was carried out. Below is the analysis of the internal environment through the prism of human resources management, organizational management, information technologies, etc.

**Table 7.**

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> <li>✚ Existing regulatory framework (regulations, guidelines, methodologies relevant to subsidising potential beneficiaries);</li> <li>✚ The Agency for Intervention and Payments for Agriculture effectively implements the Quality Management System (ISO 9001:2015) and the Anti-</li> </ul>	<ul style="list-style-type: none"> <li>✚ Increased staff turnover;</li> <li>✚ Insufficient human resources compared to the volume of activity in some areas;</li> <li>✚ Workload exceeding the reasonable level, high share of urgent tasks and those exceeding the provisions of job descriptions, which reduce staff</li> </ul>

<p>bribery management system (ISO 37001:2016);</p> <ul style="list-style-type: none"> <li>✚ Young staff with potential and continuous capacity for development;</li> <li>✚ Continuous training of staff;</li> <li>✚ Application of the principle of transparency towards citizens, the business environment, development partners and civil society, and, including by permanently informing the external environment through the electronic page and the social page on the activities of the Agency;</li> <li>✚ Organizational structure - presence in the territory with a national coverage;</li> <li>✚ Existence of procedure manuals and implementation of sectoral strategies;</li> <li>✚ Experience over 13 years;</li> <li>✚ Hiring staff through open competition;</li> <li>✚ Good level of internal communication.</li> </ul>	<ul style="list-style-type: none"> <li>✚ productivity and motivation;</li> <li>✚ Small share of staff who know foreign languages (especially English);</li> <li>✚ Insufficient financial resources to ensure training needs;</li> <li>✚ Lack of AIPA training centre;</li> <li>✚ Insufficient space for activities;</li> <li>✚ Uneven distribution of tasks at the level of executive staff within subdivisions;</li> <li>✚ Lack of opportunities to promote and stimulate staff;</li> <li>✚ Active participation of AIPA employees in professional development programs, as well as in trainings (training), organized by various international technical assistance projects, institutions, etc.;</li> <li>✚ Technical endowment of the institution, information systems, computers, connection to various databases, registers, internet access, video monitoring, means of transport, GPS.</li> </ul>
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The analysis of the external environment reveals a number of important aspects regarding the activity of AIPA, in the current institutional context, in order to achieve the assumed objectives. Below are the external factors that influence the overall performance of AIPA. Although the authority cannot directly control them, they play an important role and contribute to either improving or reducing organisational performance.

<b>Opportunities</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>✚ A large volume of technical assistance from development partners that could considerably improve the institutional capacities of the institution;</li> <li>✚ Technical assistance provided by development partners to achieve the Agency's objectives and priorities for accreditation purposes;</li> </ul>	<ul style="list-style-type: none"> <li>✚ Attractiveness of the private sector and international institutions with missions in the Republic of Moldova for employees;</li> <li>✚ Decrease of credibility on the part of the population towards the governmental activity;</li> <li>✚ Evolutionary and radical changes in IT;</li> <li>✚ Insufficient budget funding to cover</li> </ul>

<ul style="list-style-type: none"> <li>✚ Cooperation with other states for staff training, opportunities for study and internships abroad;</li> <li>✚ Working with external donors to attract non-reimbursable resources to equip the agency with advanced equipment and equipment;</li> <li>✚ Participation in working groups, conferences, seminars at national and international level, thus facilitating the exchange of experience;</li> <li>✚ Improving access to information from various fields, in the context of e-government implementation initiatives, which will allow to save the effort of employees and increase labor productivity.</li> </ul>	<ul style="list-style-type: none"> <li>✚ administrative expenditure;</li> <li>✚ Lack of continuity of external financial support.</li> </ul>
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**III. Working environment**

MAIA is the main partner of AIPA responsible for the development of subsidy policy. The basic document guiding state policies in this field for the next period is the National Strategy for Agricultural and Rural Development (SNDAR) for 2023-2030. This strategy has been approved by the Government of the Republic of Moldova and provides for the development of a competitive agri-food sector, focused on value chains with high potential, environmentally friendly and climate resilient, which strengthens food security and safety and provides better welfare and living conditions in rural areas.

SNDAR 2030 ensures the continuity of the activities provided by the National Strategy for agricultural and rural development 2014-2020 (hereinafter – SNDAR 2014-2020) in terms of increasing the competitiveness of the agri-food sector, adapting agricultural practices to climate change, reducing poverty levels in rural areas and stimulating the growth of strategic agricultural and business activities in rural areas.

MAIA is currently in the process of developing the action plan for the period covered by the strategy, and AIPA will work effectively with MAIA to identify priority actions for achieving the proposed objectives. Some of the tangency points related to the AIPA field of activity are shown in the table below:

**Table nr. 8. Correspondence of the general objectives of SNDAR 2030 with the Common Agricultural Policy (CAP)**

General Objectives	General Objectives of the CAP		
	1. Promoting a smart, resilient and diversified agricultural sector that guarantees food security	2. Stimulating environmental care and combating climate change and contributing to the achievement of the European Union's environmental and climate objectives	3. Strengthening the socio-economic structure of rural areas
1. Strengthening the potential of the primary agricultural sector and promoting smart, sustainable and climate resilient agricultural practices	■	■	
2. Development of the food industry and diversification of markets	■		
3. Supporting sustainable rural socio-economic development			■
4. Ensuring the transposition of the EU acquis and its progressive implementation in the fields of agriculture, rural development and food safety	■	■	■

## IV. STRATEGY PRESENTATION

### Mission

FINANCIALLY SUPPORT AGRICULTURAL PRODUCERS AND LOCAL COMMUNITIES FOR THE DEVELOPMENT OF THE AGRO-INDUSTRIAL SECTOR AND RURAL ENVIRONMENT

### Vision

AIPA TENDS TO ADDRESS STAKEHOLDER EXPECTATIONS, ADDRESS AND ADDRESS WORK-LEVEL SHORTCOMINGS, AS WELL AS MOTIVATE STAFF, STAFF, WHO WILL MAKE THE NECESSARY EFFORTS TO ENSURE EFFECTIVE ACTIVITY, BE RESPONSIVE TO CHANGES AND WILL FOCUS ON ACHIEVING SUSTAINABLE RESULTS

### Values

WITH REFERENCE TO THE  
INTERNAL ENVIRONMENT  
HONESTY AND UTILITY  
TRANSPARENCY  
RESPONSIBLENESS  
PROFESSIONALISM  
COOPERATION  
INITIATIVE

WITH REFERENCE TO THE  
EXTERNAL ENVIRONMENT  
IMPARTIALITY  
OBJECTIVITY  
CREDIBILITY  
COOPERATION  
TRANSPARENCY  
OPENING

### Main Goal

TO STREAMLINE THE ADMINISTRATION OF THE MEANS OF THE NATIONAL FUND FOR THE DEVELOPMENT OF AGRICULTURE AND RURAL ENVIRONMENT AS WELL AS OF THE EXTERNAL PARTNERS IN ORDER TO ENSURE AND GUARANTEE THE CORRECT ALLOCATION OF FINANCIAL MEANS

## V. THE PUBLIC POLICY FRAMEWORK

Public policies are actions taken by central authorities in response to problems that come from society. At national level, public policies are approved by the Parliament, the President, the Government, central or local authorities.

For central public authorities as well as for AIPA, public policy is the Government's decision to act or not if the company or part of it is facing a particular problem.

### 5.1. Medium-term policy priorities

The identification of AIPA's medium-term policy priorities was carried out on the basis of the following policy documents:

**Tab. 3**



Following the consultation of the basic policy documents, in the part of which is within the institutional competence, as well as taking into account the recommendations and opinions of the partners and bodies concerned, shall be established, for the period 2022-2024, the following priorities of activity:

**Table nr. 9**

Nr. d/o	Medium-term policy priority	Source
1	Increasing the Agricultural Fund and amending the rules for the distribution of the Fund, in order to extend the support of the state and smaller producers, value-added activities and related sectors, in particular livestock	Government Activity Program „Moldova of the good times”
2	Ensuring Moldova's access to the funds of the European programme for agricultural development (ENPARD)	
3	Investing in irrigation infrastructure and strengthening water users' associations for the efficient use of large irrigation systems. Identifying and removing exaggerated or formal administrative barriers for the development of irrigation systems	
4	Depoliticising and empowering the institutions that need to help farmers, in particular the Agency for Interventions and Payments in Agriculture, to ensure that subsidies are distributed fairly	
5	Stimulating the creation of more small and medium-sized enterprises for processing agricultural production with a focus on the export of high value-added products, through subsidy mechanisms and advisory support	
6	Stimulation of measures to improve agricultural land (in particular planting of protective strips to reduce soil erosion)	
7	Promoting sustainable, inclusive and adequate economic growth, full employment and productive employment in decent working conditions for all	National Development Strategy 2030
8	Infrastructure, resilience, promoting inclusive and sustainable industrialisation and promoting innovation	
9	Eliminating poverty in all its forms	

10	Strengthening the potential of the primary agricultural sector and promoting smart, sustainable and climate resilient agricultural practices	National Strategy for Agricultural and Rural Development for 2023-2030
11	Development of the food industry and diversification of markets	
12	Supporting sustainable rural socio-economic development	
13	Ensuring the transposition of the EU acquis and its progressive implementation in the fields of agriculture, rural development and food safety	
14	Increasing competitiveness and sustainable development of the agro-industrial sector	Law on subsidization in agriculture and rural areas no. 71/2023
15	Ensuring the sustainable management of natural resources	
16	Sustainable socioeconomic development in rural areas	

## 5.2. Program

With a view to achieving medium-term priorities as well as to fulfilling the mission assigned to AIPA, it is responsible for two sub-programmes of MAIA. When establishing the budgetary programs, the budget classification was taken as a basis, approved by the MF through Order no. 28/2015 and Order no. 209/015 on the Methodological Set of elaboration, as well, approval and amendment of the budget. The aims of the sub-programmes and the vital partnerships in ensuring their achievement are specified in the table below.

**Table nr. 10**

<i>Name of Programs</i>	<i>Name of the sub-programmes</i>	<i>Purpose of sub-programmes</i>	<i>Rolul autorității</i>	<i>Main partners</i>
51. „Development of agriculture”	51.05 „Efficiency of agricultural subsidy system and promotion of multi-annual programmes”	Creating favorable conditions for the sustainable development of the agro-industrial sector and the integration of the economy and agro-industrial sector of the Republic of Moldova into the European economy, as well as ensuring the food sufficiency of the country and reducing poverty in rural areas.	MFA – leader role	AIPA; MF
	51.02 „Sustainable development of phytotechnical	Providing financial support to agricultural producers to grant and credit applicants. The program includes activities	MFA – leader role	AIPA, CAPMU, MF

	and horticultural sectors”	providing financial support to stimulate the procurement of agricultural machinery and equipment, construction of accumulation basins, investments in post-collection infrastructure development and processing of plant and animal origin, and, from MAC-P project sources.		
69. „Valorification of new lands and increase of soil fertility”	69.03 „Valorification of new lands and increase of soil fertility”	The purpose of the program is to achieve measures to stop the degradation and increase the fertility of soils by modernizing and expanding the system of land improvements, implementing modern technologies and environmentally friendly agricultural practices.	MFA – leader role	ALRC, NALI, AIPA, MF

The subsidy of agricultural producers provides for the creation of favorable conditions for the sustainable development of the agro-industrial sector and its integration into the European economy, as well as for ensuring the food sufficiency of the country and reducing poverty in rural areas. The measures/sub-measures/support areas included in this sub-programme are carried out with the support of the Agency for Intervention and Payments for Agriculture.

It should be noted that the priority actions established for the nominated period constitute:

**I. Successful implementation of state policies in support of agricultural producers:**

- 1) Implementation of the provisions of GD 464/2023 on the approval of the Regulation on complementary subsidy measures and specific eligibility conditions for complementary subsidy from FNDAMR;
- 2) Implementation of the provisions of GD 465/2023 on the approval of the Regulation on advance subsidy measures and specific eligibility conditions for advance subsidy from FNDAMR;
- 3) Implementation of the provisions of GD 466/2023 on the granting of complementary subsidies for excise duty on diesel fuel from FNDAMR;
- 4) Implementation of the provisions of GD 491/2023 on subsidizing investments in FNDAMR;

- 5) Implementation of the provisions of GD 492/2023 for the approval of the Regulation on the granting of direct payments in the livestock sector from the National Fund for the development of agriculture and rural areas;
- 6) Implementation of the provisions of GD no. 277/2022 regarding the approval of the Regulation on granting subsidies in advance for local development through the implementation of the LEADER Program;
- 7) Implementation of the provisions of GD 985/2020 On the approval of the Regulation on the conditions and procedure for granting advance subsidies for land improvement investment projects for the implementation of the land improvement program in order to ensure sustainable management of resources soil for the years 2021-2025;
- 8) Implementation of the World Bank-funded MAC-P project to support producer groups by increasing the potential for market access.

## **II. Development of the online submission system of the application files for financial support:**

- 1) Extension of the scope of the platform on-line submission of the subsidy file;
- 2) Notification of agricultural producers by email about the stages of examination of the subsidy dossier.

## **III. Module Development in IS RABS:**

At the moment, AIPA has the SIA „Evidence of Applicants and Beneficiaries of Subsidies” (SIA ESBS), a system that is managed by AIPA for post-investment subsidy. In 2018 and later 2020, the start of applications for advance grants, attempts were made to register new support measures in the already existing SIA ESBS database, however, given that the dossier forms „*advanced grants*” have a different content, structure, and processing methodology than ”post-investment grants,, the, it is not possible to register and process them in SIA ESBS. This system only allows the loading of relevant documents to grant applications in advance, not the generation of notifications to agricultural producers or reports necessary for everyday activity. It is therefore necessary to develop a *separate management system for projects related to advance subsidies and direct payments per head of animal.*

## **IV. Development of the technical concept of the Integrated Agricultural Information System:**

The achievement of an independent, impartial, credible and efficient information system is a necessary condition for ensuring the implementation of the normative framework in the field of subsidization of agricultural producers and development of the rural environment.

IS is to be an automated information system, consisting of a set of information resources and technologies, technical means of program and methodologies, located in the interconnection, and intended for registration, storage, processing, processing, the use of information on applicants and beneficiaries of direct payments per hectare and/or head of animal, from the time of their registration until the data are archived.

Once the functionality of the system is ensured, AIPA will be able to prevent irregularities and take appropriate action if they occur in the management process of granting agricultural subsidies. To this end, the Agency is required to operate an integrated agricultural information system to ensure that payments are made correctly, irregularities are prevented, disclosed through controls, and follow-ups and amounts unduly paid are recovered. It provides a uniform basis for managing grants and also covers administrative and on-the-spot inspections and controls.

IS will form the departmental information resource AIPA and MAIA on domestic agricultural producers and agricultural production means, created to support the process of elaboration, development, monitoring and evaluation of agricultural and rural development policies.

It should be noted that, pursuant to Article 35 of the Law no. 276/2016, the financial means necessary for the creation and maintenance of SIIA are allocated from the financial sources of the state budget, as follows, sources not yet identified.

## **V. Developing the Interactive map of grant beneficiaries:**

It is proposed to develop the interactive map with agricultural statistical data that will include data on areas and crops grown, areas planted with fruit shrubs, etc., the value of the investment, the amounts requested, etc, refrigerators and assembly houses, livestock farms, all this data transposed on a map, will be more in demand than a simple document with figures and words! The map is a tool that facilitates the transmission of the message and makes it more accessible and understandable to everyone. The map will include datasets that are in free access and can be used by all users. The map will not contain any personal information, as the data plotted include only the name of the village and the total area of the local/raion plantations.

## **VI. Implementation of International Standards:**

1) AIPA has succeeded in implementing the Quality Management System ISO 9001:2015 and the Anti-bribery Management System, ISO 370001:2017. In both cases we have obtained AIPA certification to these standards;

2) 2) In order for AIPA to be recognised as an EU-wide Paying Agency, it is necessary *to implement International Standard ISO 27002/27001 „Information security”*. *Licensing of operating systems and programs* used by AIPA is required.

## **VII. Negotiating a new ENPARD, TWINNING, TAIEX program:**

1) AIPA is not able to negotiate *a program similar to ENPARD*, but we are open to participate in the negotiation process of a new program;

2) AIPA discusses with representatives of the European Union Delegation to the Republic of Moldova to implement *a new TWINNING project*;

3) AIPA can apply to *TAIEX projects*, so that so far, we have two TAIEX accepted by the Delegation of the European Union.

## **VI. CAPACITY ASSESSMENT AND DEVELOPMENT**

Capacity assessment and development were carried out on the basis of the guidelines in the Guide on the development of the Strategic Development Programme.

In comparison, the existing capacities (generalised in the SWOT Analysis) and the capacities needed to achieve the SDP objectives were examined.

**Capacity assessment** refers to **identifying gaps** in capacity and **capacity development** – to fill these gaps.

The capacity requirement has been identified for each objective, based on questions and the algorithm for capacity assessment.

**The capacity assessment for SDP included only 2 capacity levels: organisational and individual**, as the SDP targets do not relate to external capacities, their realization is dependent only on the authority itself and is only its responsibility.

**The results of the capacity assessment** are presented in Chapter V – Objectives, and generalised in the table below, with a description of the capacity needs and preferred solutions. In the objective table, capacity needs are presented against each objective and in the table with the preferred solutions, capacity needs are grouped by capacity types/categories.






**Table nr. 11**

<b>Capacity requirements and consolidated solutions</b>		
<b>Organizational level</b>		
<b>Instruments</b>	<b>Description of capacity requirements</b>	<b>Preferred solutions</b>
<b><i>Changes at the structural level</i></b>	Adjustment of the AIPA organisational chart according to EU requirements.	Creation of new subdivisions and fortification of existing ones.
	AIPA employees' salaries represent about 60% of the average monthly salary in the economy, forecasted for 2022 (7953 lei).	Increasing the reference value for AIPA employees from 1900 lei to 3000 lei.
	Permanent training for AIPA employees.	Creation of AIPA training center.
	Implementation of advance subsidies and direct payments.	Staff in IT field; Experience of other countries in implementing direct payments; Software adjustment; Creation of new subdivisions.
<b><i>Changes at the functional level</i></b>	Need for additional staff in some areas of activity.	Conducting functional analysis of the Agency.
	Required for qualified personnel in the IT field.	IT staff capacity development and e-AIPA development. Implementation of ISO 27000
	Qualified staff needed in the field of drafting procedure manuals.	Strengthening the capacities of the personnel engaged in the Methodology and Reporting Service, including by merging with another subdivision.
	Necessary for qualified personnel in the field of development of project files to attract external assistance.	Strengthening the capacities of the staff of the Service to manage external assistance projects.
	Streamlining and modernising all operational processes within the institution with a view to eliminating overlaps and optimising them.	Description and approval of the manual on operational processes within the Agency.
<b><i>Changes in management systems</i></b>	Granting advance subsidies to local public authorities and economic entities operating in the non-agricultural field.	Hiring staff to implement the new payment scheme advance grants for rural development measures.
	Granting direct payments per head of animal.	Hiring staff to implement the new payment scheme, direct payments per hectare or head of an animal

		in the direct payments subdivision.
<b>Information and communication technology</b>	The need to implement a fully functional IT solution for electronic document management.	High-performance IT equipment; Implementation of digital signature usage.
	Communication skills, including international, and the use of media tools	Use of the video conference system for internal communication.
<b>Individual level</b>		
<b>Training and professional development</b>	Improvement of the level of knowledge of the English language for studying the external experience and interaction with foreign partners.	Individual improvement of communication in English; Visits of studies.
	Strengthening budget planning and cost assessment capacities.	Training courses in budget planning and cost assessment.
	Strengthening the capacity to use information technologies .	Training courses in information technology fields .
	Training and specialization courses in the field of elaboration of project sheets for attracting financial assistance.	Specialised training in attracting external assistance; Visits of studies.
	Communication and use of media tools .	Training courses in writing and writing media.
	Developing capacities for identification and elaboration of TAIEX projects.	Conducting training for the subdivisions involved.
	Strengthening legal knowledge and experience.	Training and professional development programs.
	Improve knowledge of the public consultation process.	Training for all Agency employees.
	Knowledge and skills of creating and maintaining the web page.	Participation in refresher courses in the field.
	Regional expansion of the communication process with the beneficiaries of grants, conducting consulting visits.	Communication and media training.
	Knowledge and skills regarding the organization of training activities for obtaining accreditation.	Participation in training courses and seminars to ensure the quality of management systems ; Conducting information and planning meetings, examining documents.
	Developing skills on how to negotiate and the procedure for concluding international collaboration agreements.	Consultative conferences and meetings ; Study visits.
<b>Changing organizational</b>	Improving the organizational	Negotiation and signing of

<i>culture</i>	culture of the Agency by exchanging experience with similar institutions abroad.	cooperation memoranda with similar institutions abroad.
	Enhancing AIPA image by respecting the principle of efficiency, openness and transparency of all activities and processes.	Information campaigns for potential grant beneficiaries; Organization of conferences; Participation in TV/radio shows
	Strengthening and developing staff within the Agency.	Development of the professional development plan, especially for debutants; Developing mechanisms for non-financial motivation of staff who achieve remarkable successes; Organization of periodic events of „team-building”.

The major principles underpinning the institutional consolidation process promoted under AIPA are the following:

-  Fundamental and transparent decision-making process;
-  A way of managing the means of NFDARA as transparent and efficient as possible;
-  Qualified and professional staff;
-  Public finances used efficiently and transparently;
-  Mechanisms for cooperation with diversified national and international partners.

To strengthen the institutional capacities of AIPA, improve the way key functions are performed and develop the capacity to respond to potential internal and external challenges in the coming years, the activity directions will be focused on concrete results, oriented towards:

- Ensuring the full and qualitative implementation of the provisions of strategic planning documents, by strengthening the capacities to develop basic documents, by using the analysis tools „ex-ante” and „ex-post”, by, by developing capacities to estimate and manage risks and vulnerabilities;
- Strengthening the capacities to implement public policies promoted by MARDE through the reconceptualization of the operating mechanisms;
- Taking over and implementing advanced international practices for development and motivation of human resources by establishing cooperation relations with the homologous public authorities in the EU, through the systemic approach of the process of professional development and motivation of employees;

- Developing innovative tools and solutions for communication and promotion of the economic culture of the whole society in order to strengthen the credibility and ensure the correct perception of the policies developed and activities carried out by AIPA.

Carrying out actions to increase institutional capacity will lead to the successful implementation of all commitments undertaken by the Republic of Moldova in the context of integration into the European economic area, as well as to the promotion of image, image and notoriety of the institution with a team of high-profile officials.

## VII MONITORING AND EVALUATION

Monitoring and evaluation of the implementation of the SDP is the same process as monitoring and evaluation of the AIPA activity, the only difference being the existence of a final additional evaluation of the SDP implementation.

Responsible for the monitoring and evaluation process of AIPA activity (PDS) is the Methodology Service. At the request of the representatives of this direction, all subordinated subdivisions are to submit within the required time limit the relevant information regarding the achievement of the objectives/actions of which the latter are responsible.

The monitoring will be carried out based on the actions identified and the results proposed in the Annual Activity Plans, which in turn arise from the objectives of the SDP. Regular follow-up reports will be prepared annually to identify the extent to which results are being achieved and the need for corrective action in the coming period.

If the monitoring process identifies the need for corrective measures, they shall be included either in the AIPA annual plan for the following year or the modification of the Strategic Development Programme shall be carried out. Where the monitoring process identifies that the achievement of the annual actions and thus the objectives of the SDPs are carried out in accordance with the initial expectations, it is to be stipulated in the information that the structural subdivision presents.

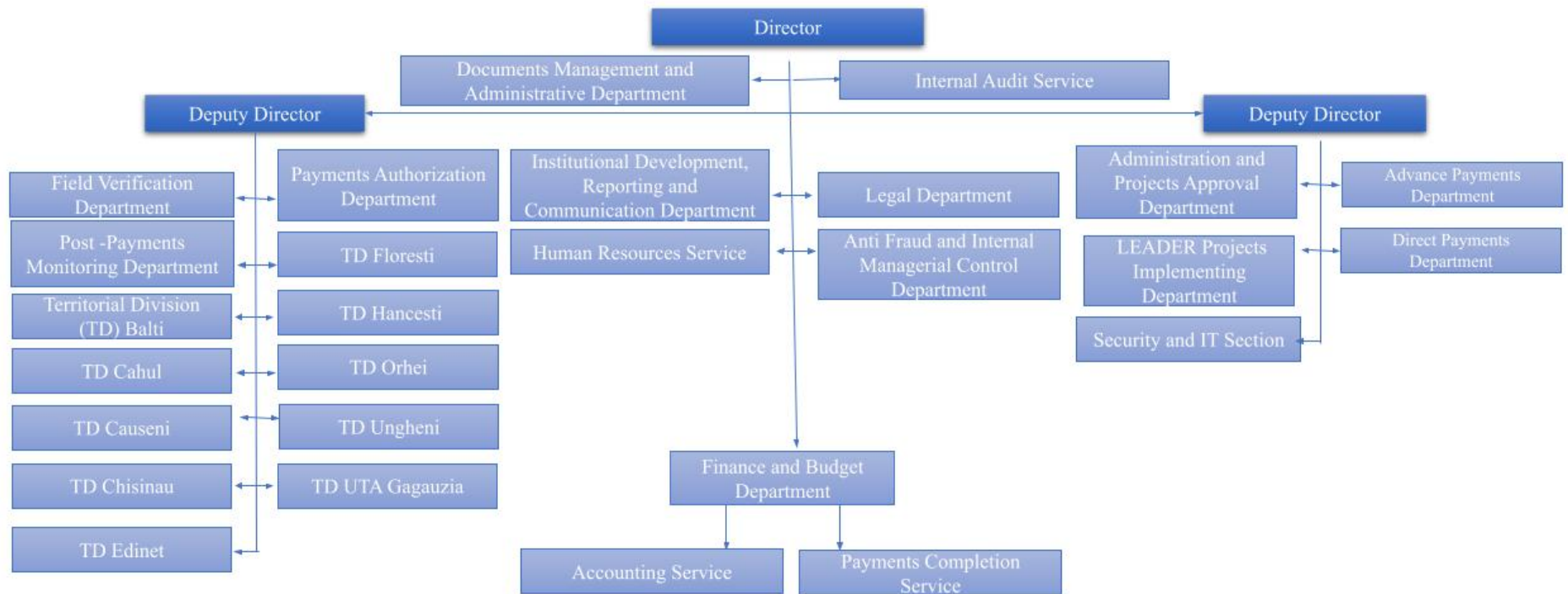
The annual evaluation will be carried out at the end of the year on the basis of the AIPA Annual Plan and will result in the Annual Report for the evaluation of the AIPA activity.

The annual report will indicate both achievements and failures in the implementation of the annual plan and the achievement of annual results (indirectly the SDP Objectives). This will constitute a more detailed analysis than monitoring, as the causes/factors that influenced the success or failure of the implementation to propose more substantial corrective measures for the next year will be identified. At the same time, the evaluation process will identify both the aspects of the objectives achieved in the previous year and the aspects to be planned for the next year. In this respect, the Evaluation Report will present the basis for planning activities for next year. The report will possibly indicate the need to change the SDP Objectives in the event of a change of circumstances.

The final evaluation of the SDP will be carried out at the end of the third year of implementation and will serve as the basis for the elaboration of the next SDP. The purpose of this evaluation is to identify the level of achievement of the SDP Objectives, the impact as a result of their achievement, the changes that occurred in the compartment of problems that the sectoral programs were to solve, and, etc. At the same time, the final evaluation will include the analysis of the overall contribution of AIPA to achieving the (sectoral) programme goal by achieving the SDP objectives and recommendations for the next SDP.

The final evaluation of the SDP will include the outcome of internal and external consultations with a view to obtaining the opinion of those outside, as well as to ensuring a more objective and impartial assessment. External experts will also be involved in the evaluation process if necessary.

**ORGANIZATIONAL CHART**  
**The Agency of Intervention and Payments in Agriculture**



**DEVELOPMENT GOALS OF AIPA**

**Anex nr. 2**

Goals	Results	Initial value of the indicator	Final target of the indicator	Responsible	Implementation period	Instruments/ methods	Note on financing	Necessary for capacity
<b>Program 51.05 „ Improving the system of subsidising agriculture and promoting multiannual programmes ”</b>								
<b>Sub-program 1.1.: Streamlining the subsidy process for agricultural producers (NFDARA)</b>								
1.1.1. Streamlining the management and monitoring of allocated resources from NFDARA	100% of the value of the capitalized fund	2023-96%	2023-100% 2024-100% 2025-100%	SS AIPA	2023-2025	Cooperation with MFA, MF and profile associations	Sources of the national public budget	Need for staff; Organization of specialized training
	Notification by email of agricultural producers about the status of the subsidy file	2022-0%	2023-30% 2024-50% 2025-100%	SITS; FBD	2023-2025	Cooperation with telecommunications operators	Uncovered sources – about 25,0 thousand lei per year	Qualified staff
	Supplier registration system/ dealers for agro-industrial equipment, equipment and equipment	2022-20% (manual maintenance)	2023-50% 2024-75% 2025-100%	AIMCD; PAD; SITS	2023-2025	Discussion with suppliers; Registration of supplies	Uncovered sources – about 400,0 thousand lei; Annual maintenance – 10% of the software value	Creating structures that would monitor/assess/ manage data from the software; Qualified personnel in the field of agricultural mechanization
	Allocation of post-investment grants, complementary but also in	2022-100%	2023-100% 2024-100% 2025-100%	SS AIPA	2023-2025	Cooperation with MFA, MF and profile associations	100% from the NFDARA value	Identification of staff; Qualified personnel; Specialized trainings

**DEVELOPMENT GOALS OF AIPA**
**Anex nr. 2**

Goals	Results	Initial value of the indicator	Final target of the indicator	Responsible	Implementation period	Instruments/ methods	Note on financing	Necessary for capacity
	advance							
	Number of implemented projects allocated for the development of land improvement projects	2022-0 selected projects	Degree of implementation of projects – 100%	TD; APD	2023-2025	Informing potentials benefits Working with MFA, ALRC, NALI, MF	5 mil. lei state budget	Modernized information system; Increasing the number of employees by creating a new subdivision; Employee training
	Execution of direct payments to the livestock sector	2022 – 481 payed application	2022-100% 2023-100% 2024-100%	SS AIPA	2023-2025	Cooperation with MFA, MF and profile associations	10% from NFDARA value	Modernized information system; Increasing the number of employees by creating a new subdivision; Employee training.
	LEADER Projects Implementation	2022-0 selected projects	Degree of implementation of projects – 100%	LEADER PID	2023-2025	Cooperation with LAG, MAIA, MF and final beneficiaries	5% from NFDARA value	Modernized information system; Increasing the number of employees by creating a new subdivision; Employee training.
	Post-payment files monitored	2022 – 40%	2023-40% 2024–50% 2025-70%	PMD	2023-2025	Identification, elaboration, coordination and approval	AIPA budget	Skills to develop criteria for selecting dossiers; Knowledge in the field; Need for external assistance

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Goals	Results	Initial value of the indicator	Final target of the indicator	Responsible	Implementation period	Instruments/ methods	Note on financing	Necessary for capacity
								and expertise.
	Increase staffing for AIPA	2022-0%	2023-50%	MFA; MF; AIPA	2022	Cooperation with MFA, MF	8,0 mil. lei	Discussions with MFA and MF; Qualified and trained staff.
	Identifying an optimal solution to stop staff fluctuation by increasing the salary of employees in the institution	2022-0%	2023-2025 - 100%	MFA; MF; AIPA	2023-2025	Cooperation with MFA, MF	30,0 mil. lei	Discussions with MFA and MF; Qualified and trained staff.
1.1.2. Development of the electronic services platform	Online deposit system developed	2022 – for 4 domains	Continuous increase in areas of action	SITS; SS AIPA	2023-2025	Adjustment of the online submission system based on identified errors; System implementation; Identification of potential applications – information, mediatization of mechanism	around 300,0 thousand lei annually  (uncovered sources)	External expertise in the field; Knowledge in the field of public consultations; Communication and negotiation skills.

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Goals	Results	Initial value of the indicator	Final target of the indicator	Responsible	Implementation period	Instruments/ methods	Note on financing	Necessary for capacity
1.1.3. Development of the electronic services platform	Online completion of applications for financial support	2022-0,5%	2024-5% 2025-20%	SITS	2023-2025	Working with MFA; Organizing training for grant applicants	50,0 thousand lei per year – uncovered sources	Qualified personnel; Departmental acts developed and approved.
	Purchase of administration and maintenance services on the MCloud technology platform	2022-100%	2023 -100% 2024 -100% 2025-100%	SITS; FBD	2023-2025	Governmental Technology Platform MCloud	600,0 thousand lei annually	Identification of financial sources; Insurance with IT personnel.
	„call centre” Service	2022 – 0%	2023 – 0% 2024 – 25% 2025 – 50%	DMAD; SITS	2023-2025	Concept development; Approval and implementation thereof	AIPA budget	Human resources in IT; External expertise in the field; Insufficiency of financial resources for the development and implementation of the service.
	Information Security Management System ISO	2022 – 0%	2023- 20% 2024 –50% 2025-100%	SITS; SS AIPA	2023-2025	Cooperation with AIPA structural subdivisions; Communication;	Unidentified sources	Development skills; Knowledge in the field; Continuous training.

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Goals	Results	Initial value of the indicator	Final target of the indicator	Responsible	Implementation period	Instruments/ methods	Note on financing	Necessary for capacity
	27001:2006					Adapting to the standard requirements; Implementation of the standard; External audit mission; AIPA certification with ISO 27001:2006		
	Licensing of software used by AIPA	2022-0%	2023-0% 2024-20% 2025-30%	SITS; FBD	2023-2025	Organizing public tenders	1500,0 thousand lei - uncovered sources	Negotiation of financial sources; Identification of personnel.
	Working with MFA in developing the Farmers Register concept as part of IACS	2022--0%	2023-0% 2024-20% 2025-30%	MFA; SITS	2023-2025	Working with MAIA representatives; Participation in working group meetings; Identification of the IACS component parts; Implementation of the activity plan developed by	Unidentified sources	Development skills; Knowledge in the field; Continuous training.

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Goals	Results	Initial value of the indicator	Final target of the indicator	Responsible	Implementation period	Instruments/ methods	Note on financing	Necessary for capacity
						external experts		
1.1.4. Implementation of international standards that will streamline the work of AIPA	CIM implemented	2023-100%	2023 -100% 2024 -100% 2025-100%	AIMCD; SS AIPA	2023-2025	Working with SS AIPA; Communication; Adapt to standard requirements	AIPA budget	Monitoring and evaluation skills; Knowledge in the field; Continuous training.
	ISO 9001:2015 functional	2023-100%	2023 -100% 2024 -100% 2025-100%	IDRCD; SS AIPA; IAS	2023-2025			
	ISO 37001:2016 functional	2023-100%	2023 -100% 2024 -100% 2025-100%	IDRCD; SS AIPA; IAS	2023-2025			
1.1.4. Developing and promoting the system for identifying and preventing fraud and irregularities	Implementation of the anti-fraud strategy	2022 – 50%	2023 -100% 2024 -100% 2025-100%	AIMCD; SS AIPA	2023-2025	Working with stakeholders in the process	AIPA budget	Monitoring and evaluation skills; Knowledge in the field.
	Procedure for identifying fraud and irregularities	2022 – 50%	2023 -100%	AIMCD; DJ	2023-2025	Identification, development and promotion	AIPA budget	Development skills; Knowledge in the field; Need for external assistance and expertise.
<b>Under-program: 1.2 <i>Qualitative and quantitative institutional development</i></b>								
1.2.1. Institutional development and strengthening of cooperation with development partners	No. of technical assistance projects developed and applied (min. 4 TAIEX projects = 100%)	2022-0	2023-4 2024-4 2025-4	IDRCD	2023-2025	Meetings, meetings, working meetings; missions	External assistance	Negotiation, communication, collaboration, evaluation, monitoring skills.

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Goals	Results	Initial value of the indicator	Final target of the indicator	Responsible	Implementation period	Instruments/ methods	Note on financing	Necessary for capacity
	Negotiating a new Twinning project	2023-100%	2024-2025-100%	IDRCDC along with SS AIPA	2023-2025	Meetings, meetings, working meetings	External assistance	Negotiation, communication, collaboration, evaluation, monitoring skills.
	Internal and external partnership strategy implemented	2022-20%	2023-50% 2024-100%	IDRCDC along with SS AIPA	2023-2025	Meetings, meetings, working meetings	External assistance ; AIPA budget	Monitoring and evaluation skills; Knowledge in the field.
	Visits/meetings/organised negotiations; External assistance projects implemented	2022-One implemented project	2023 – 2; 2024 – 2; 2025 - 2	AIPA’s Management; IDRCDC	2023-2025	Feasibility studies for support projects/sectors; Collaboration; Identifying potential development partners	Development partners	Analytical skills; Additional staff.
1.2.2. Development of institutional capacities of AIPA	Share of trained AIPA staff	2022 – 50%	2023- 75%; 2024 – 80%; 2025-90%	HRS	2023-2025	Identifying topics; drawing up the plan and its approval	AIPA budget; Sources of external partners	Development skills; Knowledge in the field; Lack of financial resources to implement the plan
	Identified and applied tools for reducing staff	2022-0%	2023 –100% 2024-100% 2025-100%	HRS	2023-2025	Identification and application of levers/tools for	AIPA budget	Development skills; Knowledge in the field; Staff insufficiency in the

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Goals	Results	Initial value of the indicator	Final target of the indicator	Responsible	Implementation period	Instruments/ methods	Note on financing	Necessary for capacity
	turnover					diminishing staff turnover		SRU
	Human resources strategy implemented	2022-50%	2023- 75%; 2024 – 80%; 2025-90%	HRS	2023-2025	Conducting human resources analysis; Strategy development and approval	AIPA budget; Twinning Experts	Development skills; Knowledge in the field; Insufficient staff
1.2.3. Completion of the AIPA heritage by building the headquarters	Modernisation of the AIPA headquarters or identification of the new premises	2022 – 0%	2023 – 0% 2024 –50% 2025-100%	Working group	2023-2025	Identification of the new premises and negotiation of financial resources	Uncovered sources	Unidentified financial resources Knowledge in the field Expertise
1.2.4. Orientation of internal audit to Assurance audit and advice	No. performance audit reports (5 reports = 100%)	2022-75%	2023 –100% 2024-100% 2025-100%	IAS	2023-2025	Conducting audit missions; The audit report	AIPA budget	Expertise in the field; Knowledge of national legislation
	Program to improve the quality of the internal audit activity implemented	2022 - 100%	2023 –100% 2024-100% 2025-100%	IAS	2023-2025	Implementation and monitoring of the Quality improvement programme	AIPA budget	Knowledge relevant to the audit activity; Qualified staff

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Goals	Results	Initial value of the indicator	Final target of the indicator	Responsible	Implementation period	Instruments/ methods	Note on financing	Necessary for capacity
	Strategic plan of the internal audit activity for 2019-2021 implemented	2022-100%	2023 –100% 2024-100% 2025-100%	IAS along with SS AIPA	2023-2025	Implementation and monitoring of the strategic plan of the internal audit activity	AIPA budget	Knowledge relevant to the audit work ; Qualified staff
1.2.6. AIPA image promotion	Coordination of AIPA Gala organization activities	2023-0%	2023 –100% 2024-100% 2025-100%	AIPA’s Management; IDRCDC; Working group	2023-2025	Identification of partners; Communication, Working with partners	Sources of development partners	Identification of financial sources; Insufficient/qualified staff
	Making promotional materials	2023-100%	2023 –100% 2024-100% 2025-100%	AIPA’s Management; IDRCDC; FBD	2023-2025	Identification of partners; Working with partners	Sources of development partners	Identification of financial sources; Insufficient/qualified staff
	Actions to promote AIPA online	2022-100%	2023 –100% 2024-100% 2025-100%	AIPA Management; IDRCDC; SITS	2023-2025	Identification of partners; Working with partners	6,0 thousand lei annually - uncovered sources	Identification of financial sources; Insufficient staff
	Organizing information campaigns	2022-100%	2023 –100% 2024-100% 2025-100%	AIPA’s Management; IDRCDC	2023-2025	Organised training; Communication	AIPA budget	Insufficient staff
	Organizing the participation of AIPA representatives	2022-100%	2023 –100% 2024-100% 2025-100%	AIPA’s Management; IDRCDC	2023-2025	Interviews; Published communications; Radio/TV	AIPA budget	Qualified staff

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Goals	Results	Initial value of the indicator	Final target of the indicator	Responsible	Implementation period	Instruments/ methods	Note on financing	Necessary for capacity
	in the profile TV/radio shows					broadcasts		
	Success stories of agricultural producers	2022-100%	2023 –100% 2024-100% 2025-100%	TD; IDRCD	2023-2025	Communication; Editing successful stories	AIPA budget	Identification of agricultural producers; Personally insufficient
<b>Program 51.02 „Sustainable development of the phytotechnical and horticultural sectors”</b>								
1.1.1. Ensuring the implementation of external assistance projects and their monitoring (MAC-P și AGRR)	Increasing the sales of agri-food products with added value	2023-39 GdP	2023 –100% 2024-100% 2025-100%	APAD; PMD; FBD	2023-2025	Cooperation with AIPA subdivisions; Communication; Briefing	AIPA budget from MAC-P resources	Specialised training; Qualified staff