

Moldova Country Partnership Strategy FY14-17

**Stakeholders Consultations
November-December 2012**



Preamble: About this Consultation

Why Your Inputs Count

- Consultations help capture the experience and knowledge of multiple audiences—Government, CSO, Youth, Women, academia and think tanks, media and the private sector—to enable greater participation of partners and stakeholders in operations supported by the World Bank Group.
- We benefit from tapping into a broad range of perspectives from those involved or affected by development programs. We aim to integrate comments and new ideas into our operations, policies and final documents.
- WBG consults with development partners to ensure greater collaboration and coherence across institutions and strengthen the strategic selectivity of the program.

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1. About the World Bank Group

- In July 1944 at the **Breton Woods** Conference (New Hampshire), Economists, Historians, World leaders gathered to answer two questions – how to pick up from the chaotic situation brought upon by the second World War, and how to make sure this never happens again.
- The Conference came up with two institutions – the International Monetary Fund, and the International Bank for Reconstruction and Development (which became the World Bank).

1. About the World Bank Group



International
Bank for
Reconstruction
& Development
(1944)



International
Development
Association
(1960)



International
Finance
Corporation
(1956)



Multilateral
Investment
Guarantee
Agency
(1988)



International
Center for the
Settlement of
Investment
Disputes (1966)

- 1) IBRD—Loans to Middle Income Countries
- 2) IDA— Concessional Financing (Zero or low interest rates) to the poorest Countries.
- 3) IFC—Financing for the private sector in developing countries.
- 4) MIGA—Insurance for investors.
- 5) ICSIS —Mechanism to settle international investment disputes

1. About the World Bank Group

...More than a Bank

- Development Agency (grants, credits, knowledge)
- Hub for Global Partnerships (Global Environment Facility, Consultative Group to Assist the Poor, Global Partnership for Education etc.)
- Think-Tank
- School
- Catalyst of Learning and Interactions
 - Cash Conditions Transfers – Mexico, Brazil, NY
 - Colombia's urban Transport – Over 20 countries
- Advocate for the Poor

1. About the World Bank Group ..in Moldova

- Moldova joined the World Bank in 1992
- IDA and IBRD: 13 investment operations today with net commitments USD285.8 million
- IDA and IBRD have financed 45 operations for a total commitments of USD910 million since 1992
 - 9 IBRD operations; USD303 million
 - 36 IDA operations; USD606 million
- IFC has committed USD206 million in 19 investments since 1995.
- MIGA has issued guarantees for 7 projects, totaling USD[88.8] million
- The World Bank in Moldova also manages a Trust Funds portfolio of over USD80 million.

2. What is a Country Partnership Strategy?

- World Bank Group's indicative Business Plan in support of a country's development goals.
- Summary Assessment and Diagnostic of a Country Development Challenges.
- Description of development results to be influenced by the WBG.
- Accountability tool to ensure that the WBG delivers the results it committed to achieve.
- Instrument for communicating the WBG's role.
- Vehicle for consultations with partners and stakeholders.

2. What is a Country Partnership Strategy?

- WBG's financial, advisory, and technical support to a country, based on country's priorities, other partners' support and WBG's comparative advantages.
- The CPS is Result-oriented
 - Results Matrix defining CPS outcomes & indicators, and contributions to countries developments objectives
 - Achievements assessed through a CPS Completion Report (with Independent Verification by IEG)
 - Independent Evaluation of CPS impact (by IEG)
- The CPS is Indicative and Flexible
 - Adaptable to changing circumstances
 - Opportunity to revise the strategy at midpoint (CPS Progress Report)

3. Diagnostic








Country Context : Political Context

- **Polarization** between ruling Alliance and Communist opposition, and **competition within the ruling Alliance** slow the reform pace.
- **Transnistria**: a frozen conflict and key geopolitical factor in the development trajectory of the Country.
- An **Association Agreement and DCFTA with the EU** are realistic prospects for 2013, and they drive the reform agenda.
- Election of a President in March 2012 sets the calendar for **next parliamentary elections at end 2014**.

Moldova has in sight the prospects of closer integration with the EU, but while reforms are likely to move along, entrenched divisions, geopolitical factors, and lack of civic identity make political competition fierce, result in a tepid and incremental pace rather than in reform leaps.

3. Diagnostic Country Context : Social Context

Moldova is likely to meet several MDGs and is faring better than its income group....

 1 ERADICATE EXTREME POVERTY AND HUNGER	Y	 5 IMPROVE MATERNAL HEALTH	L
 2 ACHIEVE UNIVERSAL PRIMARY EDUCATION	U	 6 COMBAT HIV/AIDS, MALARIA AND OTHER DISEASES	U
 3 PROMOTE GENDER EQUALITY AND EMPOWER WOMEN	L	 7 ENSURE ENVIRONMENTAL SUSTAINABILITY	U
 4 REDUCE CHILD MORTALITY	Y	 8 GLOBAL PARTNERSHIP FOR DEVELOPMENT	L

Y: Yes; L: Likely; U: Unlikely

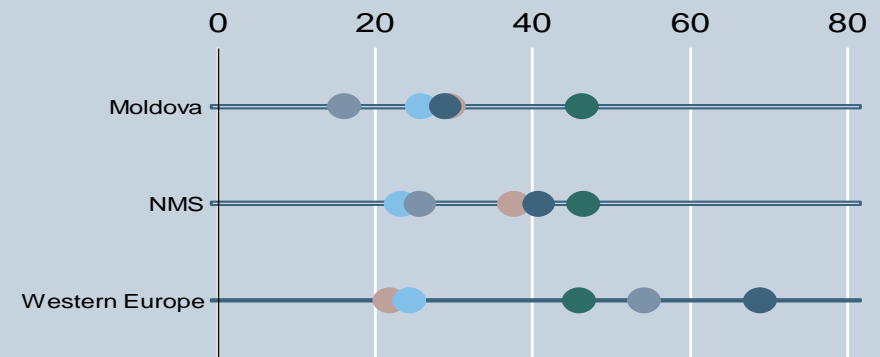
But it remains the poorest country in Europe and lags its neighbors in the EU on social achievements...

- Life expectancy is 10 years lower than in EU27.
- Gross primary enrollment: 10% below the EU average.
- By age 15, pupils in Moldova have lost the equivalence of 2 years of education compared to peers in OECD countries.

Overall life satisfaction in 2010

(% of adults who agree or strongly agree)

- All things considered, I'm satisfied with my life now
- All things considered, I'm satisfied with my financial situation as a whole
- My household is better off nowadays than 4 years ago
- I have done better in life than my parents
- Children born now will have a better life than my generation



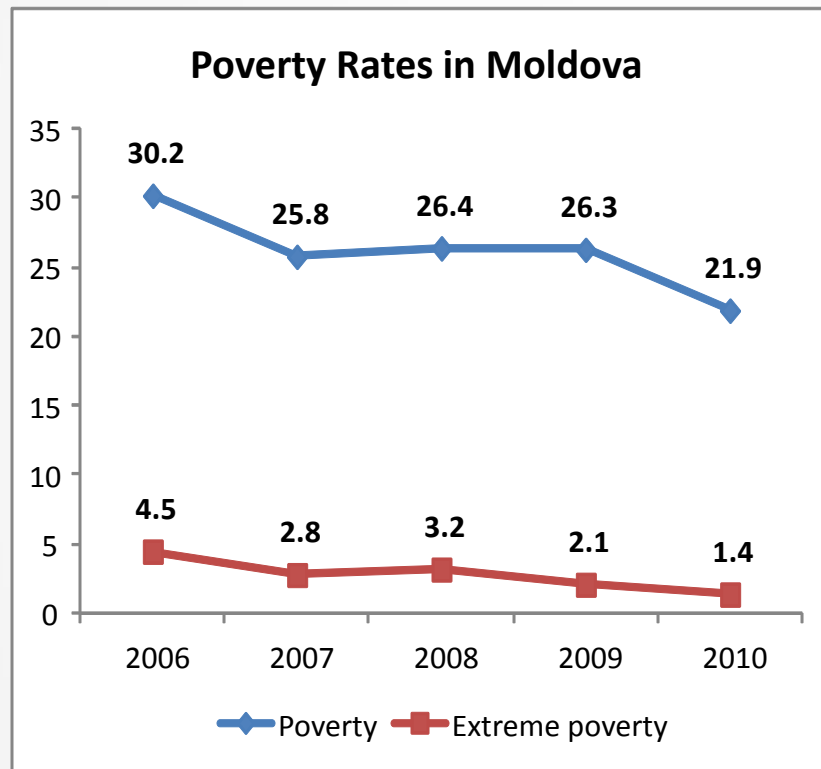
Source: LITS II, 2010.

NMS: New Member States

3. Diagnostic

Country Context : Poverty trends and profile

Poverty is declining....



But not for everyone...

- Chronic poverty is 50% of the total.
- Poverty rate is:*
- 44% for those with **low education**
- 30.3% for **Rural households**
- 29% for **Elderly**
- 26% for **Pensioners**
- 24% for **Large families with Children**
- 28% for **Self-employed.**

3. Diagnostic

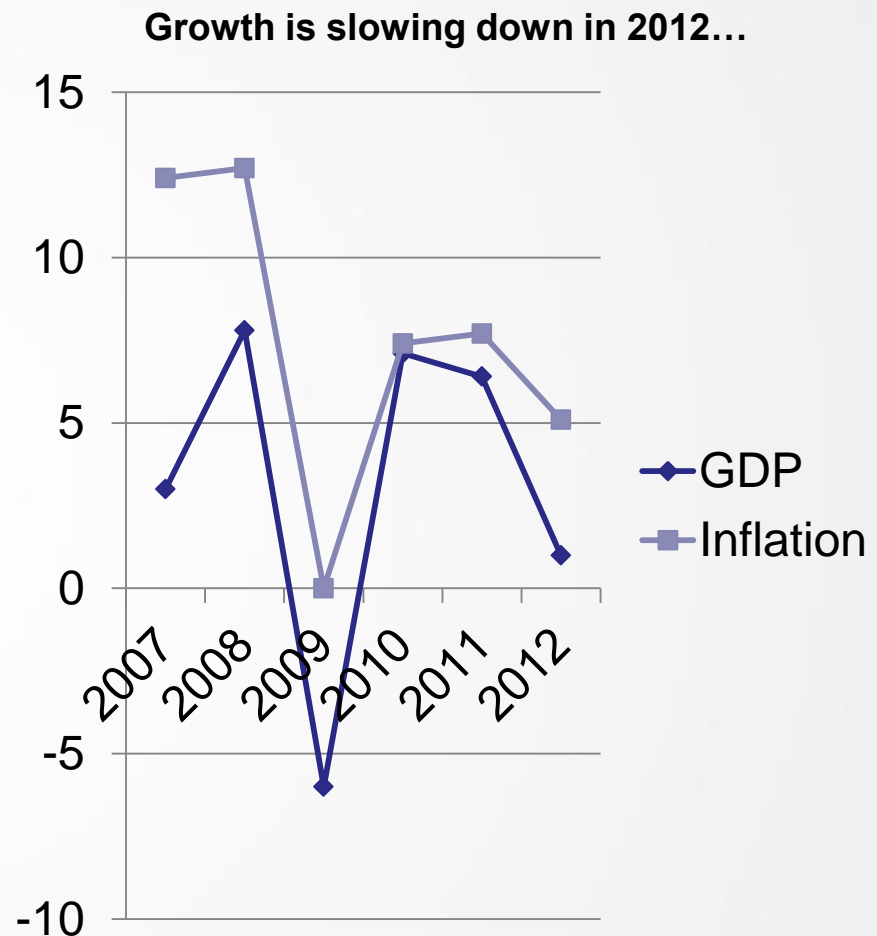
Country Context : Gender Assessment

- Gender Inequality Index of 0.298 ranks Moldova between high and very high human development according to UN benchmarks.
- Women outrank men in school gross enrollment.
- Men suffer more from lifestyle-associated health problems. Life expectancy at birth is 4 years higher for women.
- Persistent gender gap in favor of men in the labor market. Average female salary was 74.4% of male salary in 2011.
- Women are less successful in establishing businesses, run smaller businesses, and are more likely to use informal financial services.
- Women hold 19.8% of MP seats and 18.5% of mayoralities in 2012.
- Violence against women is one of the most frequent forms of human rights violations and seems to be widely accepted.

3. Diagnostic

Country Context: Recent Economic Developments

- Moldova weathered well the global crisis of 2008, but renewed headwinds from the Eurozone are bringing pressures through remittances and trade channels.
- EU represents half of exports and remittances.
- In 2009, remittances fell by 37%. Remittances are now 23% of GDP, down from a peak of 36% in 2008.
- Fiscal consolidation is being pursued: deficit was 2.4% of GDP in 2011, down from 6.3% in 2009.
- Current Account deficit remains high: 12.6 % of GDP in 2011.
- Banking system is generally sound, but one systemic bank needs recapitalization.



3. Diagnostic

Country Context : Economic Outlook

- Economic outlook will be defined by the situation in the EU/EZ and Russia. Growth likely subdued in the first years of the CPS period.
- Fiscal deficits projected at less than 1% in the medium term, but long-term risks loom.
- Inflation to stay within the target of 5% (+/-1%).
- Large current account deficit (10% of GDP in the medium term) is a concern. At present, it is mostly a private imbalance (S-I), but long-term fiscal risks may compound the issue.
- Real Exchange Rate rate overvaluation (up to 15%) is a drag on competitiveness, and requires strengthened management of large remittances inflows.
- Banking sector is generally stable with few linkages to global finance. Risks to monitor are undercapitalization of one or two banks, un-hedged FX-loans, and corporate governance.
- Public and Publicly Guaranteed Debt was 28% of GDP in 2011. Moldova will remain at low risk of debt distress if long term fiscal risks are dealt with.

3. Development Challenges and Opportunities Overview

- *Moldova is a small State*, the size of Maryland or a third of Portugal.
- *Smallness comes with challenges* such as a small domestic market, small labor force, small resources base, limited competition and therefore weaker innovation drive, and vulnerability to external factors and natural disasters.
- *Openness is a necessity* for Moldova to overcome the penalty of smallness, reach to the larger exports markets and accelerate wellbeing-convergence to its wealthier neighbors.
- Moldova's unique *location at the door step of two large regional markets make a necessary policy also a virtue.*
- Moldova's development gains of recent years is a vivid illustration of the benefits of openness.
- Moldova has reaped the benefits of integration with the labor markets of its two largest neighbors, with remittances exceeding USD1.5 billion a year (about 23% of GDP in 2011)
- Why Moldova has remained a lagging country in the region has to do with the relatively shallow integration to regional finance markets, and goods and services markets.
- What is unique about Moldova's location? Why Moldova has failed to capture the full benefits of integration?

3. Development Challenges and Opportunities

The country's location brings both pluses and minuses, but the opportunities are plenty..

- EU27: 500 million consumers
- Per capita income of USD34,000
- DCFTA in 2013?
- Association Agreement in 2013?
- About 50% of exports and remittances

- Large as 1/3 of Portugal
- Openness is key to overcome the penalty of smallness
- Possible Gateway between East and West
- Multilingual

- Party to the 5+2 talks on Transnistria
- Trade Partner
- Transit to Russian Market

- Important source of FDI
- DCFTA to precede DCFTA with EU
- Trade Partner

- 142 million consumers
- Per capita income of USD10,000
- about 50 % percent or more of exports and remittances
- Labor Mobility
- Party to the 5+2 talks on Transnistria

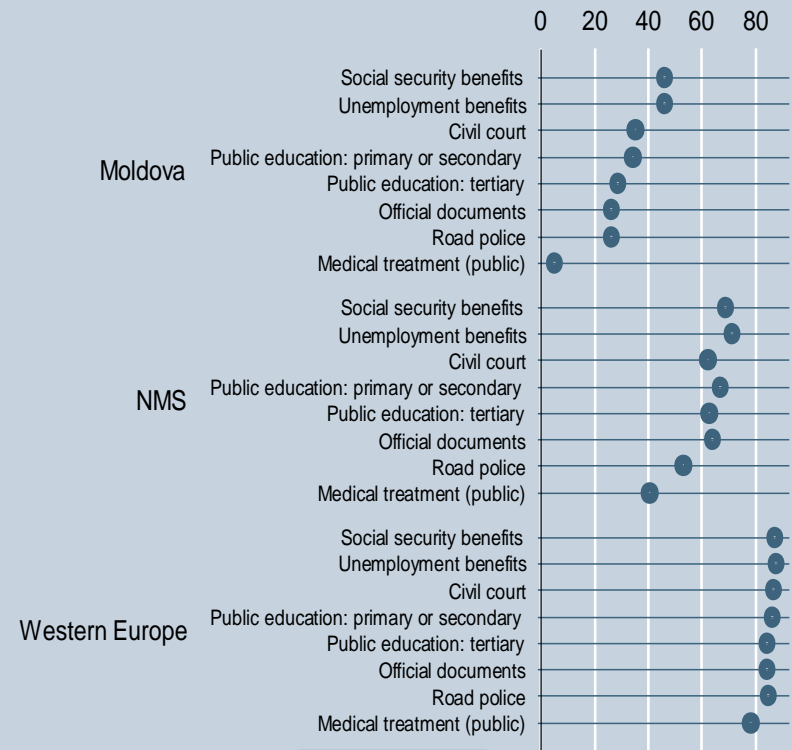
3. Development Challenges Overview

- Governance, particularly a corrupt justice sector and poor protection of property rights are a deterrent to Foreign Direct Investment.
- While international migration has served Moldova well, its benefit could be enhanced by addressing the REER appreciation pressures of large remittances inflows.
- Business climate reform is an unfinished agenda: Moldova was the median world country in the Doing Business Indicator in 2011, and it ranks 132 out of 155 countries in the 2012 Logistics Performance Index.
- Poor business climate and land fragmentation did not allow Moldova to take advantage of Chernozem, a fertile soil ideal for agriculture that covers 75% of the country.
- Favorable wage differentials, relative to the region, do not offset a large and increasing *human capital gap*.
- Population is declining and ageing, creating additional challenges in the labor markets.
- *Climate change* has a debilitating effect on the agricultural sector and rural livelihoods.
- Transnistria compounds the smallness of the country. It worsens governance perception of the country, and business climate by increasing uncertainties. It brings frictional costs in eastbound trade and transit. Its geopolitical status is a factor in the negotiations with EU.

3. Development Challenges Governance

- CPIA score for quality of Public Administration is low (3) at central and local levels.
- Moldova's CPIA score is **3** for "State capture by narrow vested interests" and "Accountability of the Executive".
- It ranks 112 out of 183 in the Corruption Perception Index by TI in 2011.
- The Anti-Corruption Body is vested with significant powers, but has a modest record to show, and there is a public perception of an agency over-reaching itself in fighting petty crimes or used for political purposes.
- Informal payments in education and health sectors are widespread, and are a factor of exclusion for the poor, also discrediting the current health insurance system and the Government's stated commitment to education.

The need for unofficial payments for public services
(% of adults reporting that unofficial payments are never needed)



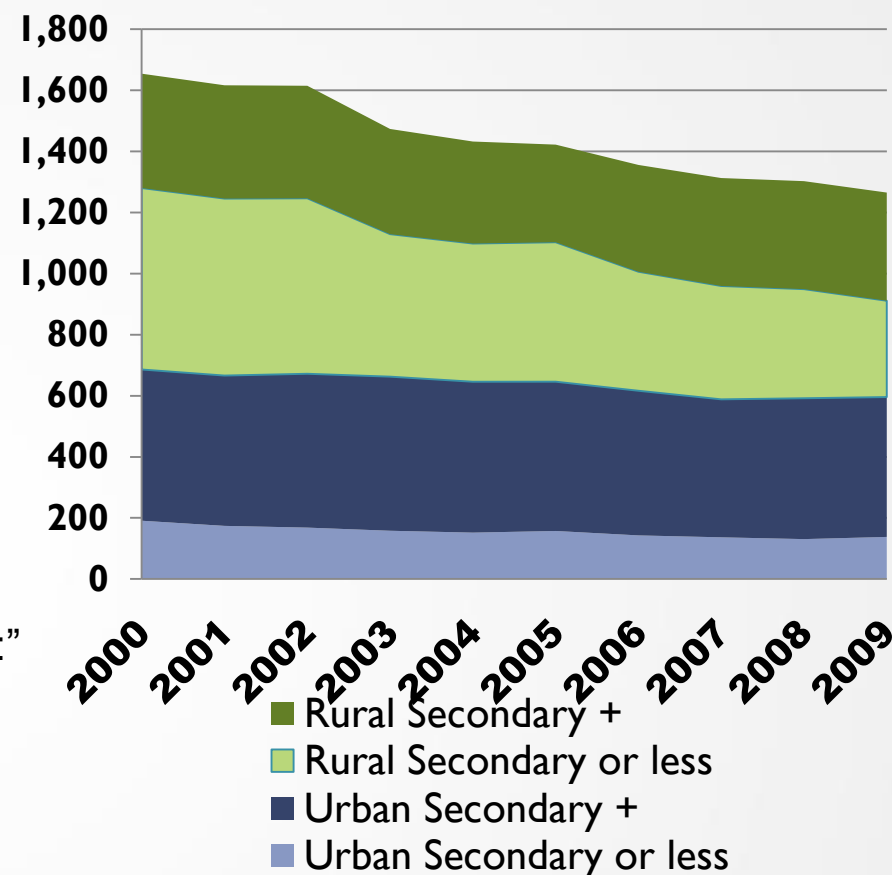
Source: LITS II, 2010.

3. Development Challenges : migration and labor markets



“Picking up the trillion dollar bill on the sidewalk.”
Romanian Consulate in Chisinau...

Trends in labor force in 2000-2009



Remittances have been the largest and most resilient financial inflows. Migration has also provided job opportunities to idle workforce in the rural areas. Concerns on labor shortage will be addressed as Moldova moves to improve business climate and the environment for exports.

3. Development Challenges

Poor Business Climate

- Highest start-up costs in the region
- Burdensome business regulations
- Low access to finance
- Lack of competition
- High costs of transport and trade across borders
- High cost of utility services, including ICT
- Inefficient public sector, including SOEs
- Poor Tax and Customs Administration

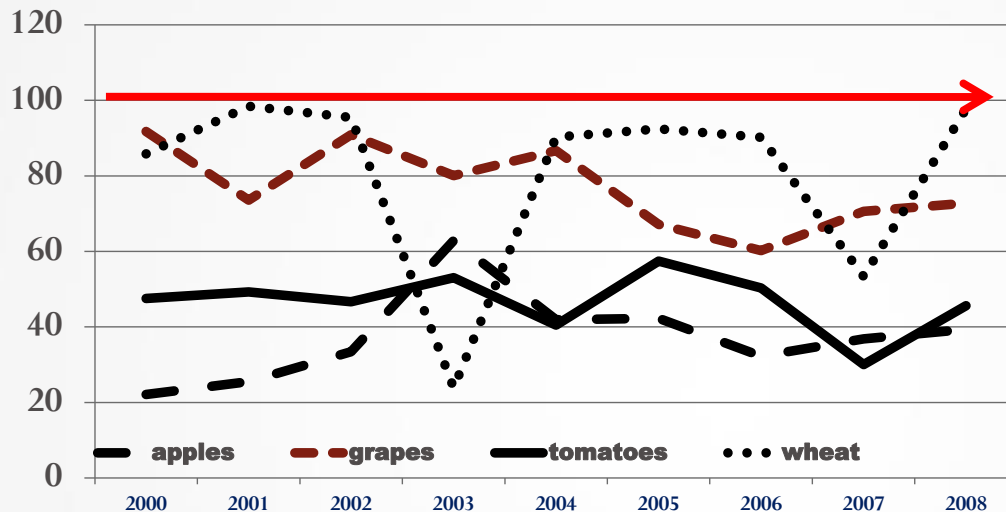
3. Development Challenges Demography, the Third Transition

- Population is declining: 1% annually, highest rate in the world, driven by low fertility, net outmigration, and mortality (NCD).
- Population is ageing: 64+ old are 10% in 2011, projected 17% in 2025 and 24% in 2050 (of which 61% will be women).
- Shrinking population and graying bring significant development challenges: health care costs, pensions, manpower, productivity, low savings and skills.
- Workforce to shrink by 11% by 2020, and by 37% by 2050, if current trends persist in the future.
- Ageing population and shrinking work force, coupled with uneven pension entitlements, threaten fiscal sustainability. Pension spending is high at 9.1% of GDP, while the replacement rate is low. Parametric reforms of the PAYG system are essential to restore fiscal sustainability.
- Poverty of elderly (29%) and pensioners (26%) should be addressed.

3. Development Challenges

Agriculture is not modernized

Moldova's crop yields as % average regional yields*



- Land is fragmented
- Farmers' access to seeds, seedlings, fertilizers and pesticides in use in EU are restricted
- Monopolist practices and import restriction are prevalent

* Average regional crop yields calculated on the basis of yields of 5 countries: Ukraine, Romania, Russia, Poland and Turkey.

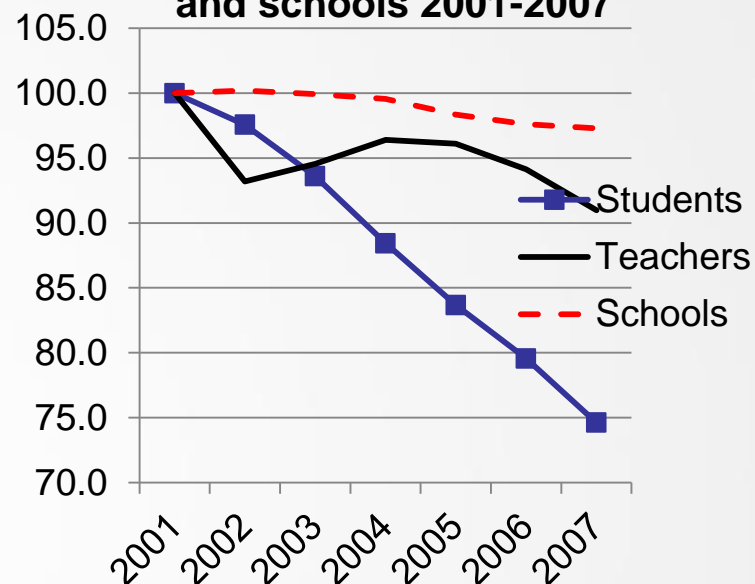
Average regional crop yields calculated on the basis of yields of 5 countries: Ukraine, Romania, Russia, Poland and Turkey.

3. Development Challenges

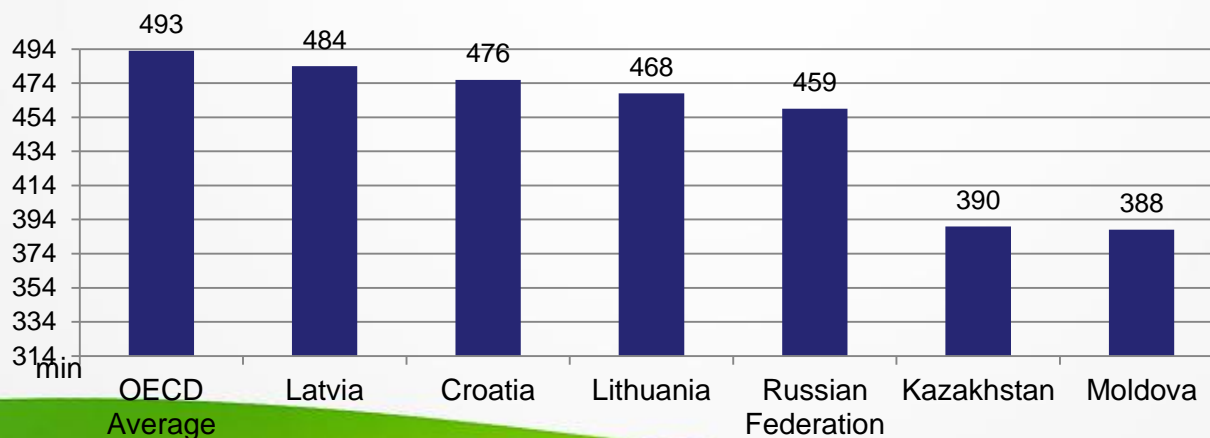
Human Capital

- Education and health systems should adjust to demographic transition and increasing mismatch (skill supply-labor demand in education, and emergence of NCD as the key health concern). Need to increase efficiency and quality, which entails the rationalization of the infrastructure network.
- Revitalize prevention and cost-effective treatment of non-communicable diseases, and support development of long-term health care.
- Address residual maternal and infant mortality and tackle the incentives for low fertility.

Moldova, students, teachers and schools 2001-2007



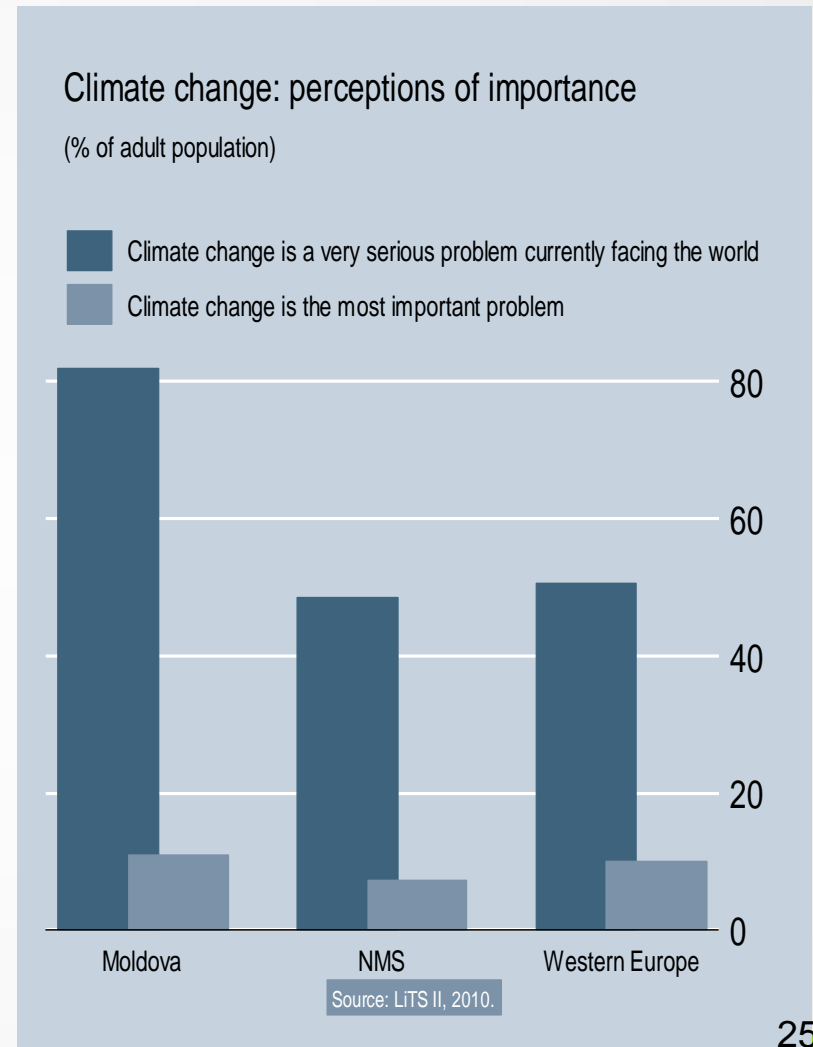
PISA 2009 plus: mean performance on the overall reading scale



3. Development Challenges

Climate Change

- Climate projections indicate a 3.4 C increase in mean annual temperature, a decline in mean annual rainfall by 6.8%, with a larger drop in summer (19.3%) and fall (16%), for the 2040-69 period.
- Moldova is not prepared to face these challenges, the frequency and severity of which are already overwhelming.
- Moldova ranked 23 out of 28 ECA countries on Adaptive Capacity to Climate Change.
- Between 1994 and February 2012, the top ten natural disasters averaged economic damage costs equivalent to 2% of GDP, and affected 8% of the population.
- Energy inefficiency is high, and risks on District Heating are significant.



3. Government Program

National Development Strategy Moldova 2020

- ▶ Setting priorities:
 - Growth diagnostics undertaken
 - Fix problems and not sectors
 - Seek externalities
- ▶ 7 national priorities
- ▶ Expected impact: poverty down to 12.7% in 2020 from 21% in 2010.

Education

Better Roads

Access to finance

Business climate

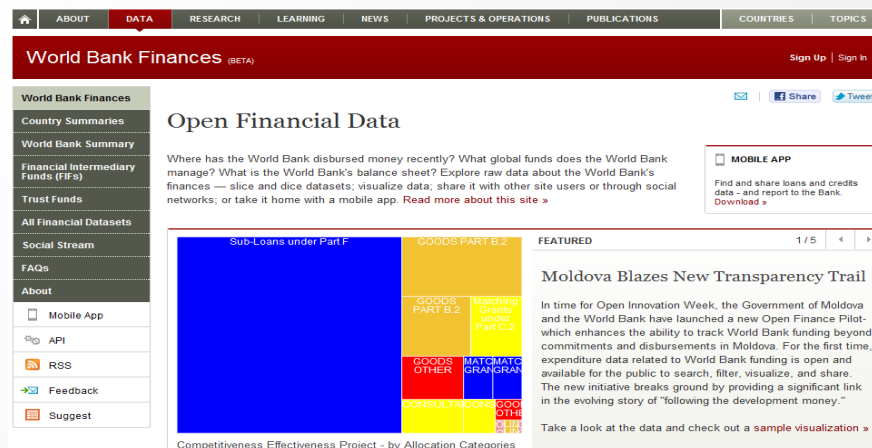
Energy efficiency

Pension reform

Rule of law

3. Government Program Open Development Agenda

- Open Data:
www.data.gov.md
- Budget transparency:
www.moldova.wb-boost.org
- E-services (G2C, G2B, G2G)
- Moldova breaks ground: first World Bank client to public expenditure data at the category level...

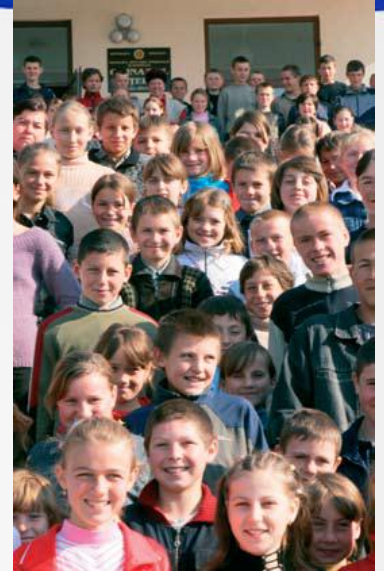


4. The last CPS

Period: June 2008- June 2013

Three Pillars:

- Improving Economic competitiveness
- Minimizing social and environmental risks, building human capital, and promoting social inclusion
- Improving public sector governance



4. The last CPS

In the context of economic uncertainties and political transition, the CPS (2008-2013) emphasized flexibility, along with timely support for the new government's response to the emerging global economic crisis.

- **The World Bank support was rooted in the strengths of the long-term partnership** with the country, and the well-performing portfolio provided a basis for additional support to five operations. IDA also provided an Economic Recovery DPO with co-financing from the Pilot Crisis Response Window. In addition, IDA was joined by other development partners in the launch of *Ajutor Social*, a means-tested social assistance program that helped to meet immediate needs while providing a new example for targeted social protection in the country.
- **IFC strengthened its support for the private sector.** IFC significantly ramped up its activities over the CPS period, with a total US\$113.7 million committed in nine projects, and mobilized an additional US\$12.6 million. IFC's committed portfolio grew from US\$29.8 million in FY08 to US\$83.5 million at the end of FY12.
- **MIGA has two guarantees** in the energy and financial sectors, with a total value of US\$68.4 million.

4. The last CPS

Legacy portfolio to be carried over into the next CPS...

	Pillar I	Pillar II	Pillar III
World Bank	<ul style="list-style-type: none"> •Ag. Competitiveness 	<ul style="list-style-type: none"> •Health SSA •Education Reform •Social Safety Nets 	<ul style="list-style-type: none"> •Disaster Climate Risk Management •Soil Conservation
TFs	Governance e-Transformation		
	<ul style="list-style-type: none"> •GEF Ag. Competitiveness •FIRST (Finance Sector) •STAR/EP 	<ul style="list-style-type: none"> •GPE •IDF Health IMS 	<ul style="list-style-type: none"> •Community Forestry •Biogas from manure •Carbon Fund • Forest and ICT
	<ul style="list-style-type: none"> •Central Public Administration Reform TA •Procurement IDF 		
IFC	<ul style="list-style-type: none"> • FM Crisis Response Advisory • IC Reform Advisory • Direct investment • Wholesale finance via banks 	<ul style="list-style-type: none"> •Healthcare PPP Advisory 	<ul style="list-style-type: none"> •Chisinau water/wastewater management
MIGA	<ul style="list-style-type: none"> Two guarantees in the energy and financial sectors 		

5. Proposed WBG Partnership Strategy

Overview

The overarching objective of the proposed Strategy is to *boost prosperity and reduce poverty*.

3 pillars are proposed:

- *Increase Competitiveness*
- *Build Human Capital*
- *Support a Green, Clean, Resilient Moldova*

The Strategy will have a gender lens (with gender-linked result indicators), and Governance will be a cross cutting theme (including the consideration of a Governance filter in all operations).

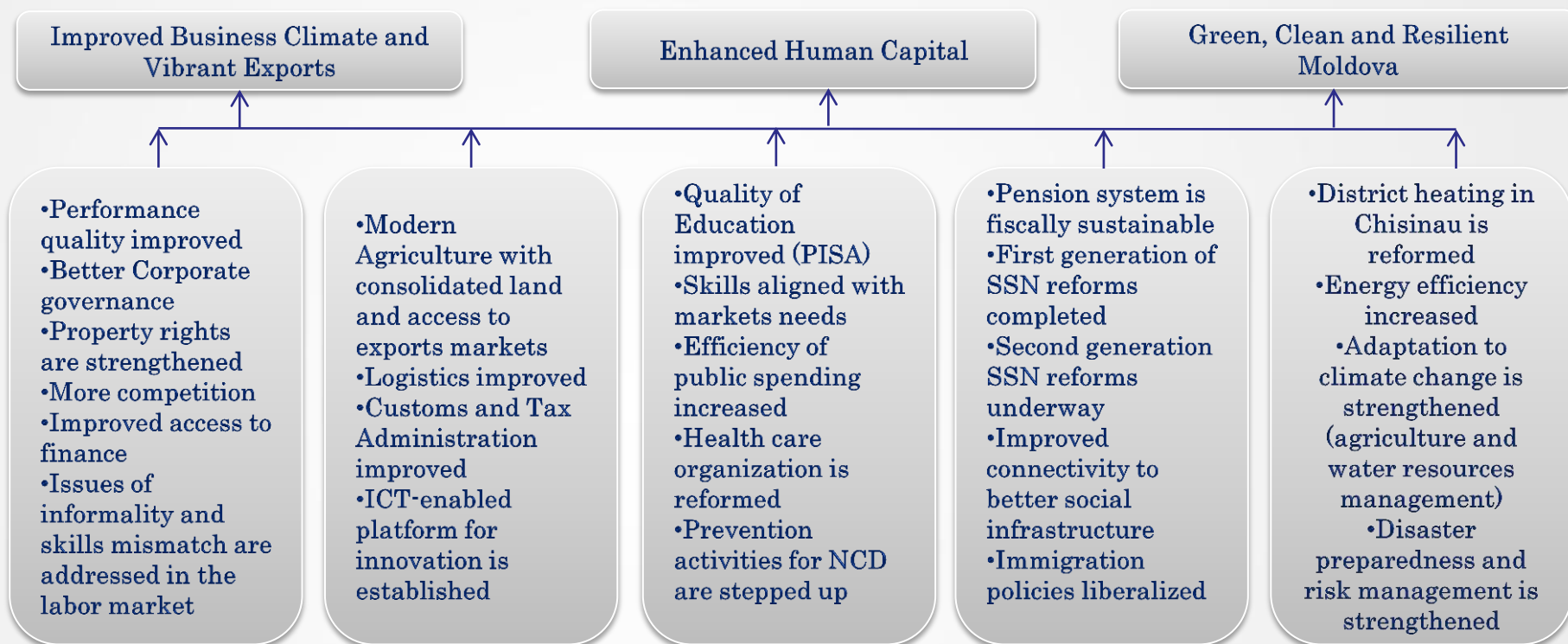
The World Bank will also step up engagement in Transnistria across the pillars of the Strategy.

Hereafter is a long list of results consistent with the diagnostic above, but the WBG alone cannot achieve all these results, and we seek feedback from this consultation to achieve strategic selectivity, and retain a core set of results, taking into account existing programs and our comparative advantage.

Long list of Results the CPS would like to draw from:
Boost Prosperity and Reduce Poverty...

By Sustaining High Economic Growth...

While ensuring inclusion and sustainability



Governance: (i) Public Administration Reform is implemented and capacity strengthened, personnel management is improved through greater accountability and performance-linked reward; (ii) Open Government Initiative is implemented and demand-side governance improved; (iii) Less State capture and improved executive accountability; (iv) Governance of out-of-pockets payments to schools and health care centers is improved.

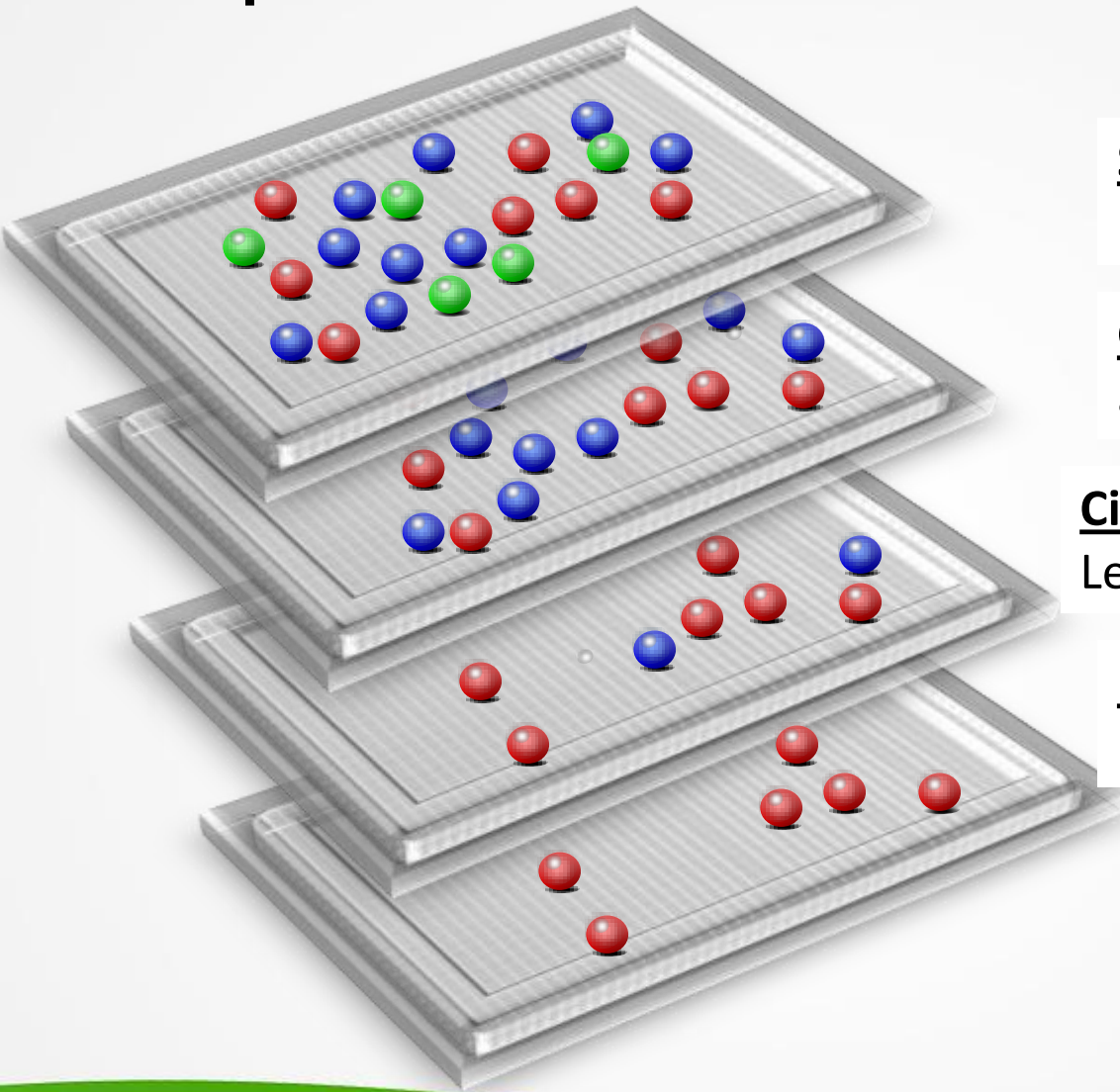
Gender: (i) Gender lenses in all operations; (ii) increased participation of women in the labor force and entrepreneurship; (iii) curbed male mortality rate linked to hazardous lifestyle.

Transnistria: (i) Transnistria-lenses across the 3 pillars of the CPS; (ii) contribution to confidence-building measures.

5. Proposed World Bank Group Partnership Strategy Engage in Transnistria to support the 3 CPS results

- Partnership is critical and should guide the engagement
- Keep the strategic link with existing portfolio
- Re-launch the Moldova Youth Voices Group with Transnistria Representation
- Technical Assistance to Settlement Working Groups
- Analytical work, specifically in the context of DCFTA and overall economic reforms
- Confidence-Building Pilot Grants

5. Proposed Country Partnership Strategy Implementation – Governance Anti-Corruption Filter



Sectoral factors: GAC issues?
Political Economy factors.

Government factors: Capacity
and track record; INT cases?

Civil Society Organization factors:
Leveraging champions for GAC.

Partners factors: Potential for
leverage. Complementarity?

5. Proposed Country Partnership Strategy

Implementation – Partnerships and Donor Coordination

- **Development Partnership Principles are in place:** signed between the Government and 22 major donors.
- **The World Bank is a party to the UNDAF**
- **IFC and the World Bank will strengthen internal partnerships, including with MIGA, for enhanced country-level impact.**
- **The World Bank will use its analytical expertise (AAA) to engage other development partners in informing the country's reform program.**
- **The World Bank will seek to use Trust Fund resources more strategically to support core objectives,** emphasizing a more programmatic approach and reduced portfolio fragmentation and administration costs.

5. Proposed Country Partnership Strategy Implementation – Monitoring and Evaluation

- **Results Monitoring.** Results-based monitoring system, which will be used to measure progress in the Bank's contributions towards achieving the country outcomes defined in the CPS results framework.
- **CPS reviews.** Mid-term CPS implementation review to assess progress under the CPS, which will serve as an input for the CPS Progress Report, tentatively planned for early FY16.
- **Monitoring Tools.** The team will use the CPS Progress Report, regular CPPRs and the RIMSsys to monitor results and progress.

5. Proposed Country Partnership Strategy Implementation – Consultations

- ***When?*** November –December 2012
- ***Where?*** Chisinau and 6 representative raions.
- ***Who?*** Central and Local Governments – Donors – Political Parties – CSO/NGOs – Academia – Think-tanks – Associations (Business, Trade, Agriculture, Syndicate) – Women groups – Youth groups
- ***How?*** Face to Face and online consultations (WB Moldova website and Facebook).
- ***Target?*** 500-700 key stakeholders.
- ***Incorporating Inputs:*** Notes from each meeting, as well as online feedback will be analyzed and taken into consideration in finalizing the CPS.

5. Proposed Country Partnership Strategy Implementation - Managing Risks

- **Euro Zone crisis or Global slowdown.** The CPS is supporting competitiveness reforms and strengthening of social safety nets. If needed, we will coordinate with the IMF and other partners (EU) the provision of BOP and Budget Support.
- **Reforms stale at the approach of the next elections or because of vested interests.** We will engage all parties across the political spectrum. All operations will be underpinned by a political economy assessment, identifying losers and winners, quantifying the reforms' pay-off, and informing a solid communication campaign.
- **Fiduciary risks.** Improve Public Finance Management and Procurement capacity (through IDF grants and in-country training activities). Set-up third-party monitoring on procurement. Use of country systems for PFM (SAI), and possibly for procurement once the IDF on e-procurement help rollout a system acceptable to the Bank.
- **Public Sector Capacity.** Implementation of Public Administration Reforms, emphasizing accountability (demand-side Governance) and capacity building.
- **Capacity of private contractors.** The relatively small size of the contracts in Moldova has neither attracted the strongest contractors nor brought up their best services. Mitigation will involve greater involvement in contract management.

5. Timeline



6. We want to hear from you

- Do the proposed CPS pillars capture the development challenges and priorities of Moldova?
 - What are we missing?
- What role do you see the World Bank Group playing in helping Moldova meet these challenges?
 - What are the core results (say 3-6) the WBG should be contributing to?
 - What is in your view the optimal mix of financing, technical assistance, and knowledge sharing?
- How do you think the WBG can ensure that it delivers real benefits to the people of Moldova?

6. We want to hear from you

- How should the WBG support the Governance and Anti-Corruption (GAC) agenda in Moldova?
- What is your advice for ensuring that the CPS has Gender lens?
- What is your advice regarding the proposed engagement in Transnistria?

6. We want to hear from you

- If one of the topics below is your primary interest and specialty, we would appreciate an in-depth discussions on the ways the WBG could best support progress in these areas?
 - Business Climate
 - Governance and Anti-Corruption
 - Gender
 - Agriculture
 - Education
 - Health
 - Climate Change
- What are the risks you see regarding implementation of development programs in Moldova?

6. We want to hear from you

How you can reach us...

- Mail: The World Bank, 20/1 Pushkin Street MD-2012, Chisinau, Republic of Moldova
- E-mail: moldova_contact@worldbank.org
- Web: www.worldbank.org.md
- Web (Romanian): www.worldbank.org/ro/country/Moldova
- Web (English): www.worldbank.org/en/country/Moldova
- Facebook: www.facebook.com/pages/World-Bank-in-Moldova
- Fax: (373 22) 237-053
- Tel: (373 22) 200-706

Thank you!!

Glossary

- BOP: Balance of Payments
- CPPR: Country Portfolio Performance Review
- CPS: Country Partnership Strategy
- DCFTA: Deep and Comprehensive Free Trade Area
- EZ: Euro Zone
- FIRST: Financial Sector Reform and Strengthening Initiative
- GAC: Governance Anti-Corruption
- I-S: Investment Savings Balance
- IC: Investment Climate
- ICT: Information and Communications Technologies
- IEG: Independent Evaluation Group
- INT: Integrity Department at the World Bank
- MDG: Millennium Development Goals
- PFM: Public Financial Management
- OECD: Organization for Economic Cooperation and Development
- SAI: Supreme Audit Institution
- START/EP: Strengthening Auditing and Reporting in Countries of the Eastern Partnership
- UNDAF: United Nations Development Assistance Framework
- World Bank: IBRD and IDA
- WBG: World Bank Group (World Bank + IFC + MIGA + ICSID)