



MINISTRY OF AGRICULTURE AND FOOD INDUSTRY OF THE REPUBLIC OF MOLDOVA

CONSOLIDATED UNIT FOR IMPLEMENTING AND MONITORING  
THE WINE SECTOR RESTRUCTURING PROGRAM



# WINE SECTOR RESTRUCTURING PROGRAM

## 2011 ANNUAL REPORT

Prepared by:

*Consolidated Unit for Implementing and Monitoring of Wine Sector Restructuring Program*



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Company	Consolidated Unit for Implementation and Monitoring Of Vine-growing and Wine-making Sector Restructuring Program (PIU)
Contact person	Iurie BRUMAREL
Title	Executive Director of Moldovan Vine-growing and Wine-making Sector Restructuring Program
Address	162, Stefan cel Mare Boulevard, Chisinau, Republic of Moldova <i>(mail address: 18, Calea Basarabiei str., Chisinau, Republic of Moldova)</i>
Contact Phones	Cell: + 373 691 76 027 Office: + 373 22 260901
Emails	<a href="mailto:iurie.brumarel@winemoldova.md">iurie.brumarel@winemoldova.md</a> <a href="mailto:iurie.brumarel@yahoo.com">iurie.brumarel@yahoo.com</a> <a href="mailto:ucimprsvv@yahoo.com">ucimprsvv@yahoo.com</a>

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## Abbreviations

ASC&PI	Associazione Culturale & Promozione Italianita
BD	Beneficiaries Dossier
CLD	Credit Line Directorate
CO	Program Council of Observers
EBRD	European Bank for Reconstruction and Development
EIB	European Investment Bank
EUR	Euro
LPAs	Local Public Authorities
LLC	Limited Liability Company
M&E	Monitoring and Evaluation
MIS	Management Information System
MoAFI	Ministry of Agriculture and Food Industry
MoF	Ministry of Finance
MDL	Moldovan Lei
OM	Operations Manual of the Program
PDO	Protected Designation of Origin
PED	Program Executive Director
PFI	Participating Financial Institution
PGI	Protected Geographical Indication
PIU	Program Implementation Unit
PP	Program Procurement Plan
UNDP	United Nations Development Program
USAID	United States Agency for International Development
WB	The World Bank
WSRP	Wine Sector Restructuring Program

## INTRODUCTION

The Wine Sector Restructuring Program (WSRP) has been launched on the 23rd of November, 2010 and is expected to be finalized on the 31<sup>st</sup> of March 2016. From EIB sources EUR 75 million has been allocated for the implementation of activities envisaged under the Program being operational for almost 4 years.

The WSRP aims to contribute to wine sector recovery and develop the production of bottled wines of “Protected Designation of Origin” (PDO) and/or “Protected Geographical Indication” (PGI), by (i) restructuring the wine industry, (ii) improving the quality and consistency of wine produced in Moldova from the quality of vineyards to the final packaging and dispatch of products, and (iii) diversifying the country’s export markets.

In order to achieve the Program’s goal and objectives Program Implementation Unit (PIU) will act through **5 Program components**:

- i. **Winemaking enterprises development** - upgrade the equipment and facilities, establish new winemaking enterprises, or expand the activities of the existing ones;
- ii. **Viticulture sector development** - restructure and revitalize the old and un-productive vineyards, introduce new growing technologies (drip irrigation, other protection systems) and upgrade the viticulture equipment at the farm level;
- iii. **Associated industries enterprises development** - upgrade the equipment and facilities;
- iv. **Promote quality control bodies, education and research** - acting through:
  - a. National Laboratories Network Development – establishment / development of the relevant control bodies and testing wine quality at national level;
  - b. Promotion of pro-wine policies and institutions – support the introduction of the system of PDO and PGI for Moldovan wines; organize trainings for students; create working laboratories or update the equipment in the existing laboratories in four affiliated educational institutions.
- v. **Program management** – PIU operations undertaken for the Program implementation.

The Program Components will be financed through four ***financial instruments***, which are the Credit line, Leasing, Loan guarantees, and Capital investments.

This Report reflects the evolution of Program’s performance during November 23, 2010 – December 31, 2011.

## I. PROGRAM PERFORMANCE EVOLUTION

The 2011, the first year of WSRP implementation, was dedicated to the start-up activities. Work was done for elaboration and approval of different procedures and policies. During 2011 were finalized all the start-up procedures, by creating the Program Implementation Unit (PIU), by ratifying the Finance Contract, by elaborating and finalizing the Operations Manual of the Program, with Annex A (Credit Line Component) that regulates the sub-loans allocation mechanism, and not less important, by endowing the PIU with office premises, equipment and services necessary for making PIU fully operational and by staffing the PIU with consultants.

In December 2011 was launched the Credit Line instrument and till the end of the year, first 9 applications for loan allocation were registered.

### A. Physical Progress Summary

During the first year of implementation the following progress has been attained:

(i) Credit Line development: of total of 191 big wine entrepreneurs, PIU informed via telephone 100 beneficiaries on conditions of sub-loans allocation. PIU had direct informative meetings with 25 beneficiaries and provided more detailed information concerning the crediting mechanism. PIU had an informative meeting with representatives of the 14 Producers Associations from the wine sector. 9 beneficiaries have expressed interest in participation that represents 4.7 % of the total number of wine entrepreneurs.

(ii) Program Management: PIU continued to fulfill its responsibility for the technical and developmental issues of the Program; as well as supervision of the operations, work planning and budgeting; procurement and contracting of service providers and suppliers, financial management and flow of funds, and progress reporting.

### B. Financial Progress Summary

During the first year of implementation, the PIU major activity is featured by proceeds foreseen for operational activities that represent 100% of the Program expenditures during the year under reporting. The Government of Republic of Moldova has allocated the amount of about 4 000 thousands MDL ( $\approx$  245 000 Euro) for PIU operational cost and the amount was fully utilized as envisaged in the PIU "Estimates of expenditures for 2011". The EIB allocations were not received yet, due to the recent launching of the credit line.

## II. DETAILED IMPLEMENTATION PROGRESS BY FINANCIAL INSTRUMENTS

In the reported year, PIU activities were based on developing the following financial instruments:

- (i) Credit Line;
- (ii) Leasing operations;

During 2011 PIU managed to launch the credit line and to start the elaboration of the operation procedures for leasing. The **Credit Line** became operational on December 2<sup>nd</sup>, after the Ministry of Finance (MoF) determined the rate of sub-financing for commercial banks participating within the Program. Final Beneficiaries started to prepare the documents needed for sub-loans disbursement. PIU is continuously registering participation forms and consults beneficiaries in business plan elaboration.

For defining the **Leasing instrument** PIU started the elaboration of the leasing SWOT analysis that will allow determining the most advantageous type of leasing to be implemented.

### A. CREDIT LINE

**EIB funds:** 9 applications were submitted to PIU with the total sub-projects requested amount of EUR 20,000.0 thousands and with a total sub-projects cost of EUR 40,000.0 thousands.

**5 applicants** with total investment sub-projects requested amount of **EUR 13,800.00 thousands** : “Euroalco” LLC, “DK Intertrade” LLC, “Alianta Vin” LLC, “Asconi” LLC, “Fautor” LLC, are in the phase of finalizing the business plan and receiving PIU approval and CLD request for financing.

Other **4 applicants**, entrepreneurs from the wine sector expressed desire to participate at the Credit Line and they are in the phase of preparing the necessary documents for sub-loans contracting.

The activities undertaken within this financial instrument can be classified as follows:

- 1) PIU developed a database of all Moldovan companies ( $\approx$  300 entrepreneurs) specialized in winemaking and vineyards cultivation in order to have full information on our potential clients/ beneficiaries;
- 2) PIU elaborated the **Beneficiary’s Dossier (BD)** for the Credit Line in order to help Program applicants to have consolidated information on Program conditions and to facilitate the process of applying for loans. The BD includes:
  - a) **Beneficiary’s Guide** that states the general information regarding the Program (eligible and non-eligible beneficiaries and activities, loan conditions, steps to follow to take a loan);

- b) Annex 1. *Participation Form* that reflects applicant's desire to take a loan;
  - c) Annex 2. *Agreement for provision and access to financial and economic information in the pre and post loan period*;
  - d) Annex 3. *Questionnaire that consolidates applicant's baseline information regarding his entrepreneurial activity in winemaking and viticulture*;
  - e) Annex 4. *List of commercial banks* accepted for participation within the Credit Line;
  - f) Annex 5. *Recommended Business Plan*;
  - g) Annex 6. *List of potential co-financers* (local commercial banks and micro-finance institution);
  - h) Annex 7. *Procurement Arrangements* for Final Beneficiaries.
- 3) PIU provided consultancy via telephone to around 100 potential Beneficiaries on crediting conditions, eligible expenditures, procurement aspects and other general requirements on the credit line;
  - 4) PIU organized several meetings with PFI's (CB"Energbank"JSC, CB"Moldindconbank"JSC, CB"Banca Socială" JSC and CB"Mobiasbanca" JSC) in order to inform and explain all provisions and lending conditions based on Finance Contract, OM, Side Letter and Sub-Financing Agreement;
  - 5) PIU organized meetings with 25 potential Final Beneficiaries, in order to inform and explain all provisions and lending conditions based on Finance Contract, OM, Side Letter and Sub-Financing Agreement;
  - 6) PIU elaborated and signed on December 28, 2011 the Contract of Collaboration with Information Service of Financial Reports under the National Bureau of Statistics, in order to receive from them statistical information about potential Final Beneficiaries.

## **B. LEASING OPERATIONS**

During the 4<sup>th</sup> quarter 2011 PIU started the work on developing the operations procedures and the elaboration of the supporting documents for the Leasing instrument, and has done the following:

- PIU started to study the Moldovan regulations on leasing activities, legal and fiscal aspects of the finance leasing in order to understand actual Moldovan regulations on leasing operations, all advantages, obstacles and risks of this financial instrument;
- PIU started to prepare the SWOT Analysis for leasing operations and select the most advantageous option from those two considered: *implementing leasing activity directly by PIU versus local leasing companies which are specialized on finance leasing*;
- PIU started to develop a list of proposals for amending the PIU statute in order to include provisions related to leasing operations.

### **C. TECHNICAL ASSISTANCE**

During the 4<sup>th</sup> quarter 2011 PIU started to work with the Ministry of Agriculture and Food Industry (MoAFI) in identifying necessities of the educational institutions and research regarding updating the educational curriculum, improving the teaching methods and educate/train competitive specialists in winemaking and viticulture. In this sense, PIU along with MoAFI met with representatives of the below mentioned institutions:

- 1) State Agrarian University;
- 2) Technical University;
- 3) Scientific and Practical Institute of Horticulture and Food Technologies;
- 4) Viticulture and Winemaking College from Chisinau.

During the meeting, PIU informed participants about the available possibilities within the Program and requested from each institution to identify necessities regarding curriculum revision, staff training and laboratories/workshops updating and renovation. Each educational institution has to present in a written form their concrete needs, with cost estimates.

## **D. PROGRAM MANAGEMENT**

In accordance with the Finance Contract signed with EIB, the entire management, coordination and responsibility for Program implementation lies with the following institutions:

- Ministry of Agriculture and Food Industry (Promoter);
- Council of Observers for Consolidated Unit for Implementing and Monitoring the Wine Sector Restructuring Program;
- Consolidated Unit for Implementing and Monitoring the Wine Sector Restructuring Program (PIU);
- Credit Line Directorate under Ministry of Finance.

The MoAFI, being Promoter due to the provisions of the Finance Contract, has the overall responsibility for the Program implementation.

Council of Observers for Consolidated Unit for Implementing and Monitoring the Wine Sector Restructuring Program, established by the Government Decision and chaired by the Minister of Agriculture and Food Industry, represents the body of approval of the overall Program operations in the country.

The main responsibilities thereof are as follows:

- To approve Regulation of procedures for selection of beneficiaries;
- To attract additional resources to ensure the institution's activity;
- To establish the maximum amount of credits to be granted without prior coordination with the Council.

The overall management of the Program lies within the responsibility of the PIU, established by the Government Decree, entrusted with the responsibility for the implementation activities, coordination, including financial management.

### **1. PIU operational activities**

PIU, after its creation, together with MoAFI, had continuous negotiations with development partners in Moldova for identifying financial resources (a grant) for PIU staffing and operational needs. Continuous discussions were held with Ministry of Finance, Mrs. Kaarina Immonen – Resident Representative of UN in Moldova, representatives of State Chancellery in order to identify possible financing solutions for PIU operation.

After approval in June by the MoAFI and coordination with MoF of the PIU operational budget (with staffing/equipment/other costs needs) for the remaining 2011 year, the funds for PIU from state budget became available (about EUR 245 thousand).

On June 30, 2011 was signed a Memorandum for Contribution agreement between Ministry of Agriculture and Food Industry of the Republic of Moldova and Associazione Culturale & Promozione Italianita (ASC&PI) of the Italian Republic. According to the provisions

of signed Memorandum ASC&PI will contribute to finance partially the operation costs of the project during almost 3 years of the its implementation.

During 2011, Associazione Culturale & Promozione Italianita (ASC&PI) allocated the amount of EUR 40 thousands to PIU account within the State Treasury out of planned EUR 450 000 thousands. The ASC&PI is not respecting the Memorandum previsions.

During 2011, for PIU operational costs was sufficient the state contribution that is why the additional funds from the Italian part are kept on the PIU currency account to be used during 2012 for PIU operational costs.

**Table 1.** PIU operational costs for 2011

(EUR '000)

Program Component	GRM		ASC&PI		Total	
	Plan	Actual	Plan	Actual	Plan	Actual
PIU management	245	245	450	(40)	695	245
<i>Share</i>	<i>100 %</i>	<i>100%</i>	<i>100%</i>	<i>8.9%</i>	<i>100%</i>	<i>35%</i>

Starting with June, the PIU began to competitively select necessary local consultants according to the below mentioned schedule. The PIU organizational structure was defined (Annex 1).

**Table 2.** Employment schedule of PIU Staff

No	Position within PIU	Date of employment
1	Program Executive Director	01.11.2010
2	Program Procurement Officer	01.01.2011
3	Finance Assistant / Accountant	27.06.2011
4	Driver / Courier	01.07.2011
5	Finance Officer	14.07.2011
6	Credit and Leasing Officer	05.09.2011
7	Monitoring and Evaluation Expert	05.09.2011
8	Credit Specialist	03.10.2011
9	Administrative Officer	01.11.2011
10	Leasing Specialist	15.11.2011
11	Winemaking Expert	01.12.2011
12	Translator 1 (part-time)	04.11.2011
13	Translator 2 (part-time)	04.11.2011

## **2. Budgeting and reporting**

1. PIU developed and submitted the **Program Procurement Plan (PP)** for project lifetime to EIB, after being approved by the PIU CO.
2. PIU developed the **PIU operational budget** (with staffing/equipment/other costs needs) for the 1<sup>st</sup> and 2<sup>nd</sup> years of operation;
3. PIU identified all types of reports that have to be presented to Local Public Authorities and EIB during the year. According to the national legislation PIU has to present reports to State Tax Service (monthly, quarterly, and annually), National Insurance Authority (quarterly), National Bureau of statistics (quarterly, annually), MoF (monthly, quarterly, annually) (Annex 2);
4. PIU kept the accounting system to date and presented corresponding reports to all local Public Authorities, according to the national legislation;
5. PIU developed quarterly Program progress reports and submitted to the EIB and PIU CO;
6. PIU developed and submitted the “Program Estimates of expenditures for 2012” to MoF, according to the MoF’s requirements established for projects financed from external funds;
7. PIU developed and submitted Annual Work Plan and Budget for 2012 to PIU Council of Observers and afterwards to EIB for review and approval;
8. PIU revised the “Estimates of expenditures for 2011”, according to MoF requirements.

## **3. PIU operational policies**

PIU developed several policies needed for accounting bookkeeping and for monitoring and evaluation of PIU activities, which are:

- “Accounting policy” that regulates the general accounting bookkeeping of the PIU;
- “Internal regulation on inventories” that stipulates the scope, procedure of performing the inventory, periodicity and responsible person, inventory formulas and the accounting of the inventory results;
- “Internal regulation for fuel consumption” for PIU vehicles.
- “Draft of the Operation Manual for the PIU Monitoring and Evaluation System”, which includes information on each program component, indicators for measuring program inputs, outputs, results and impacts and the means for verifying and measuring these indicators.

## **4. Management Information System elaboration**

PIU started the elaboration of the Management Information System (MIS) in order to have appropriate software with accounting and financial reporting system, a comprehensive final

beneficiaries database on Credit-Line Instrument, including statistic information on each final beneficiary, database for measuring program inputs, outputs, results and impacts in order to monitor and measure the impact of implementing the program on the wine sector. PIU developed an internal action plan for creating the MIS and arranged several meetings with its external provider of software development service (Noi TI & Service LLC) for the purpose of starting to implement the plan.

During the reported period the PIU together with contracted ICT service provider (“Noi TI & Service” LLC) worked on improving the accounting component of the Program Management Information System (MIS), i.e. the formats of the existing accounting documents, the report on usage of donor funds and other partners’ funds, the report on expenses in dynamic.

## **5. Procurement activities**

As requested by the Finance Contract (*Article 6.08 – to have a PIU established with terms of reference and staffing and resources acceptable to the EIB and which is fully operational*) during July 01 - December 31, 2011 the PIU procurement operations were oriented towards endowing the Program office with goods and services necessary for making PIU fully operational.

- a) ICT and office equipment (with server equipment), furniture was procured via shopping procedure (including accounting software). Also, were procured goods/services like: office supplies, Internet connection, phone services, banking services, digital copy machine, fuel for project car, repair services for project car, security system for office premises etc. (Annex 3). Effectively, first payments under Program were made starting with July month.
- b) During 2011 have been elaborated and coordinated with EIB TORs for selecting 16 local consultants on diverse domains. Effectively, during 2011 have been competitively selected 11 local consultants.

In total during the period July 01 - December 31, 2011, the PIU spent about **245,000 EUR** for goods, services (including salaries for PIU staff).

## **6. PR actions**

PIU organized and met with similar project teams (2KR; IFAD, Road Project, Water Project) in order to get familiarized and share experience on institutional arrangements, project documents (Operations Manuals, Procurement/Finance Plans) that are used with International Financial Institutions like: EIB, WB, EBRD, UNDP, USAID, etc.

PIU contracted a publishing house that developed and elaborated promotional materials such as: mobile banners (2 pieces), booklets (3000 pieces), maps, notebooks, pens (500 pieces

of each) to be used by PIU at exhibitions, fairs, seminars from the viticulture and winemaking sector that can be attended by potential beneficiaries, equipment suppliers.

During 2011 the Program web page domain name was identified ([www.winemoldova.md](http://www.winemoldova.md)) and formally booked by sending a formal request to state agency responsible for domain names – Molddata. PIU began working on the creation of the Program website. It was elaborated the draft version of the site map and the technical specifications required for subsequent selection of Program's website developer and was initiated a tender for identifying the potential website developer and designer.

In the 2011, Program information was disseminated through different channels: seminars, exhibitions, forums, and internet portals. 2150 pieces of booklets were distributed in the reported period.

A general seminar was organized with wine makers and vine growers (in May), at the National Viticulture and Winemaking College from Stauceni, at which to the potential project Beneficiaries was presented general conditions of the Filiere du Vin Finance Contract between Moldova and EIB, being discussed as well the necessity of producing wines with PGI and/or PDO.

During 2011 the PIU Team participated at the below mentioned **exhibitions** in order to:

- *"Moldovan Wine Festival" and "Farmer's Day"* – inform Potential Beneficiaries with the scope, objectives and financial instruments of the Program, with eligible and ineligible activities / beneficiaries of the Program;
- *"MoldAgroTech" and "Farmer"* - collect information and get acquainted with suppliers of viticulture machines and winemaking equipment and distribute brochures about financing the viticulture industry through Program instruments;
- *"SIMEI 2011"* (wine industry international exhibition) - get acquainted with newest trends in production of wine laboratory equipment, wine-making and viticulture equipment manufactured by European companies.

The PIU representatives attended the following **forums** in order to:

- *"International Wine Industry Forum"* – inform Potential Beneficiaries with the scope, objectives and financial instruments of the Program, with eligible and ineligible activities and beneficiaries of the Program;
- *"Moldovan German Forum for SME's financing"* – identify financial institutions for co-financing the Program applicants.

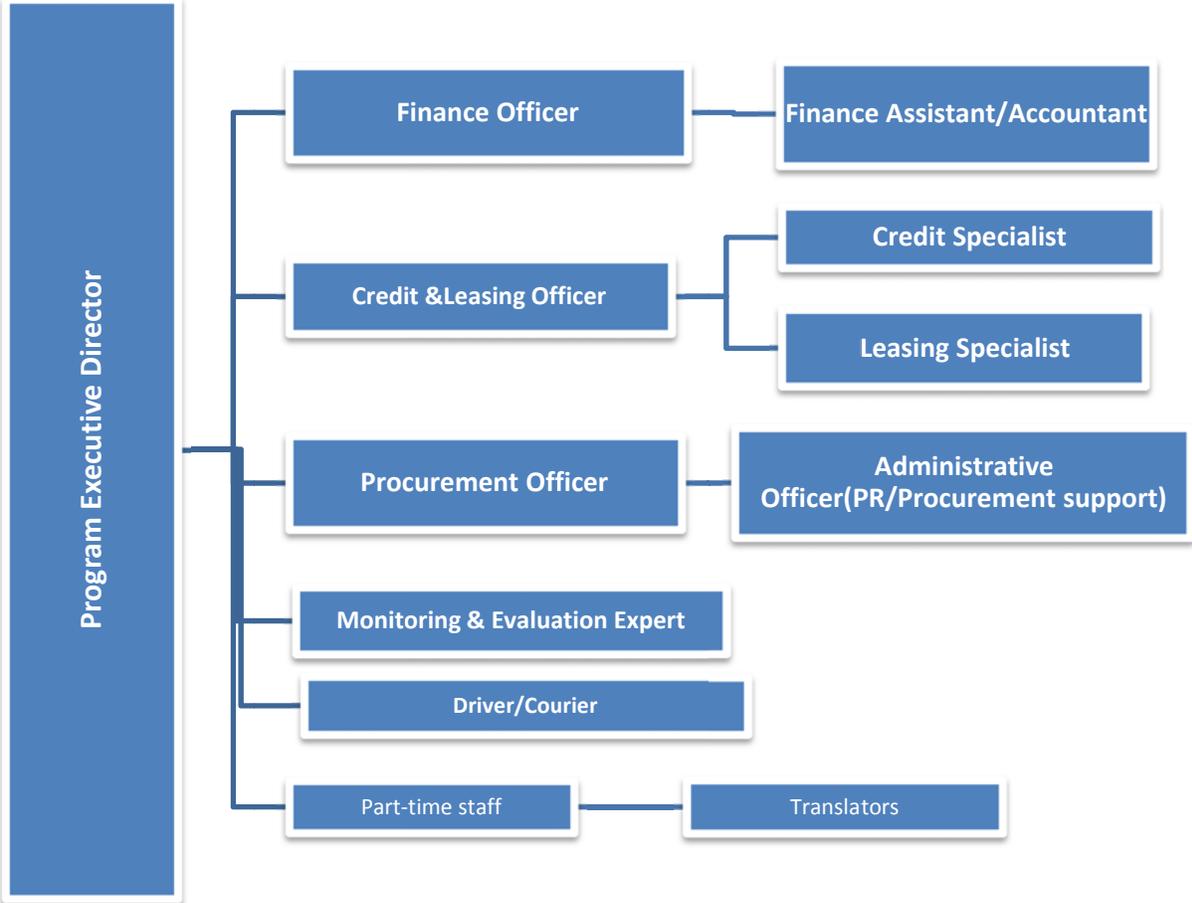
An informative article about WSRP was placed on the [www.businessportal.md](http://www.businessportal.md), the electronic portal for small and medium enterprises from Moldova.

**Table 3.** PIU consolidated PR actions for 2011

	Type of Activity	Location	Period	Participant
<b>1</b>	<b>Seminar</b>			
	Informative seminar for wine makers and vine growers	Stauceni, Republic of Moldova	May	PED
<b>2</b>	<b>National Newspaper</b>			
	Logospress	Chisinau, Republic of Moldova	April 01 <sup>st</sup>	PED
<b>3</b>	<b>Exhibition</b>			
a	Moldovan Wine Festival	Chisinau, Republic of Moldova	October 08 <sup>th</sup> - 09 <sup>th</sup>	PIU Team
b	MoldAgroTech	Chisinau, Republic of Moldova	October 19 <sup>th</sup>	PIU Team
c	Farmer	Chisinau, Republic of Moldova	October 19 <sup>th</sup>	Credit Specialist
d	SIMEI 2011	Milan, Italy	November 22 <sup>th</sup> - 26 <sup>th</sup>	Procurement Officer
e	Farmer's Day	Chisinau, Republic of Moldova	November 26 <sup>th</sup>	Administrative Officer, Credit Specialist
<b>4</b>	<b>Forum</b>			
a	International Wine Industry Forum	Chisinau, Republic of Moldova	October 7 <sup>th</sup>	Credit and Leasing Officer
b	Moldovan German Forum for SME's Financing	Chisinau, Republic of Moldova	October 25 <sup>th</sup>	Credit and Leasing Officer, M&E Expert
<b>5</b>	<b>Internet portal</b>			
a	www.businessportal.md	Chisinau, Republic of Moldova	November	Administrative Officer

PIU elaborated an article about the Program and the specific conditions of the Credit line, including eligibility criteria, financing terms and conditions to be posted on the websites of the PFIs according to the undertakings described in Article 6, paragraph 6.03 (e) of the Finance Contract.

**Annex 1. PIU Organizational Structure**





MINISTRY OF AGRICULTURE AND FOOD INDUSTRY OF THE REPUBLIC OF MOLDOVA

CONSOLIDATED UNIT FOR IMPLEMENTING AND MONITORING  
THE WINE SECTOR RESTRUCTURING PROGRAM



## Annex 2. Reports that have been presented by PIU to Local Public Authorities during 2011

No	Periodicity	Title	Submitted to	Responsible persons
1	monthly	Report on use of external loan and grant funds for programs financed from external funds	MoF	Finance Officer /Finance Assistant / Accountant / Program Executive Director
2	monthly	Disbursement report	MoF	Finance Officer /Finance Assistant / Accountant / Program Executive Director
3	quartely	Information on execution of PIU operational annual plan	MoF	Finance Officer /Finance Assistant / Accountant / Program Executive Director
4	quartely	Summary budget control report on all sources	MoF	Finance Officer /Finance Assistant / Accountant / Program Executive Director
5	quartely	Budget control expenditures report	MoF	Finance Officer /Finance Assistant / Accountant / Program Executive Director
6	annualy	Fixed assets report	MoF	Finance Officer /Finance Assistant / Accountant / Program Executive Director

7	annually	Current assets report	MoF	Finance Officer /Finance Assistant / Accountant / Program Executive Director
8	monthly	Salary detailed income tax report	State tax service	Finance Assistant / Accountant / Program Executive Director
9	annually	Summary Salary income tax report	State tax service	Finance Assistant / Accountant / Program Executive Director
10	quarterly	Health insurance tax report	State tax service	Finance Assistant / Accountant / Program Executive Director
11	quarterly	Statistic report (Form 5-CON)	National bureau of statistics	Finance Assistant / Accountant / Program Executive Director
12	quarterly	Social tax report	National insurance authority	Finance Assistant / Accountant / Program Executive Director
13	quarterly	Program Progress Report	EIB / ASC&PI / MoF	PIU staff / Program Executive Director



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**Annex 3. PIU Procured Goods and Services in 2011**

Supplier's Name	Procurement via	What was procured
Mobigrup Anturaj LLC	Shopping	Furniture for Program office
Noi TI & Service LLC	Shopping	ICT equipment for Program office
Aproservice-X LLC	Shopping	Copying machine
Daac-Auto LLC	Shopping	Launch shopping for procurement of one 4x4 vehicle for project
BEMOL RETAIL LLC	Shopping	Fuel for program car
„AXINT - LUX” LLC	Shopping	2 Air Conditioners for Program office
Birovits LLC	Shopping	Office supplies
Moldcell JSC	Shopping	Cell phone communication services for program staff
Orange Moldova JSC	Shopping	Internet communication services for program office
“Media Security” LLC	Shopping	Install office security/monitoring equipment
SC "Aquastart Grup" LLC	Shopping	Drinking water for Program office
"SERGIU PLUS NICOLAE" LLC	Incremental Operating Costs	DHL postal services
Agrofermotech LLC	Incremental Operating Costs	Program car washing services
Anodilia LLC	Incremental Operating Costs	Written translation services
ARASEIF LLC	Incremental Operating Costs	Procurement of metal 1 safe for program
Arta Curateniei LLC	Incremental Operating Costs	Office cleaning
Asito JSC	Incremental Operating Costs	Program assets insurance
AUTOFORTA LLC	Incremental Operating Costs	Program car technical testing
Dedal Business Travel LLC	Incremental Operating Costs	Green card for 1 year for program car
Editura Statistica IS	Incremental Operating Costs	Accounting forms
Giganet LLC	Incremental Operating Costs	Cabling of internet/phone within program office
JECARS LLC	Incremental Operating Costs	Repairing services for program car
Melitax-Grup LLC	Incremental Operating Costs	Inventory printing device

Metro Cash & Carry Moldova LLC	Incremental Operating Costs	Supplies (office/cleaning etc.) for program
MoldData LLC	Incremental Operating Costs	Program web page domain name
Profdesign LLC	Incremental Operating Costs	Program office window blinds
Revista economica Logos-Pres JSC	Incremental Operating Costs	Advertising of hiring in the newspaper
SC"MAX-EXPRES" LLC	Incremental Operating Costs	Newspapers for program
Service Centru JSB JSC	Incremental Operating Costs	Procurement of 1 Air Conditioner
Uniunea Conducatorilor Auto din RM	Incremental Operating Costs	Parking needs for program car
Vitasbenefic LLC	Incremental Operating Costs	Change all locks for program office doors
"Nova-Imprim" LLC	Incremental Operating Costs	Project promotional materials (posters, folders, pens, booklets)
"Iurie Varlan" IE	Incremental Operating Costs	PR services during the Wine Festival (photo/video shooting)
"Dedal Business Travel" LLC	Incremental Operating Costs	International Air Travel – tickets (+ CASCO insurance for project car)
"Rexart" LLC	Incremental Operating Costs	Project promotional materials (agendas, greeting cards, etc)
Centrul de Perfecționare în Domeniul Mecanizării Agriculturii	Incremental Operating Costs	Program office utilities contract