



BUSINESS CONSULTING INSTITUTE

STUDY

on Evaluation of the Impact of One Stop Shops' Activity in Moldova

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Introduction

The present study has been worked out by the experts of the Institute for Researches and Consulting in Management „Business Consulting Institute” on demand of the project BIZPRO-Moldova „Developing Small and Middle Enterprises in the Republic of Moldova”.

The purpose of the study is to evaluate the activity of the One Stop Shops existent in the Republic of Moldova (RM) in terms of identifying the impact of their operations, improving their performance and sharing accumulated experience for other One Stop Shops (further referred to as OSSs) that may be set up in the current year.

The end beneficiaries of the study are: USAID Project BIZPRO-Moldova, government institutions and local public authorities, entrepreneurial groups, civil society representatives, as well as all those interested of the operations of the One Stop Shops.

The Study has been performed in two stages. In the 1st stage the questioning was performed of the representative of the Local Public Administration units, of other institutions involved in the process of issuing regulatory documents and economic units who benefited of the services of the One Stop Shops from the towns of Cahul and Edinet, as well as from the rayon of Hincesti. In the 2nd stage the study was completed and worked out main conclusions and recommendations.

The analysis performed is based on the data obtained in the survey, from official sources and from the reports of the institutions involved in the regulatory process. Also, working meetings have been held with the office holders directly involved in the process of issuing authorizations. The analysis of costs born by the economic entities related to getting authorizations has been performed based on a survey research.

The Study has been performed during 5 April – 31 May 2006.

Executive summary

The One Stop Shops represent intermediary institutions between the economic agents and the public administration units involved in the process of on-going regulation intended for reducing the financial costs and time spending of the economic units in getting authorizations and authorizations. The international experience shows that supporting the development of entrepreneurship is inconceivable without paying due attention to the problem of raising efficiency of public services supply to the business groups. One of the practices of raising efficiency of supplying such services is the activity of the One Stop Shops. In 2005-2006 based on support of the USAID Project BIZPRO-Moldova 6 One Stop Shops were set up - in Cahul, Hincesti, Edinet, Ungheni, Singerei and Orhei. The One Stop Shops are authorized to receive applications and issue authorizations in constructions, commerce and services at the level of rayons or towns.

Evaluation of the impact of OSSs, performed based on the analysis of their activity of in Cahul, Hincesti, Edinet has unveiled that the actual OSSs represent, on the one hand, efficient institutions that coordinate the activity of the public authorities involved in the regulatory process, and, on the other hand, a rapid manner for the entrepreneurs to get necessary authorizations for initiating and practicing a certain kind of business.

By launching the existent OSSs it made possible for the **public authorities**, involved in regulatory process, to really coordinate their activities. Coordination of activities, by means of OSSs, made possible to: (i) fully inform, and at short notice, about the intentions of potential entrepreneurs in initiating certain kinds of businesses; (ii) a more intense communication; (iii) avail of a full set of initial data and documents submitted by the entrepreneurs; (iv) downsize the financial costs; and (iii) downsize the time spending. Reducing the financial costs for issuing a regulatory document more than 2-fold was possible mostly due to saving time of the public officials of the local public administration units in examining and endorsing the applications received. The time spending that used to be taken for issuing a regulatory document has been downsized on average almost twice.

For the economic agents the activity of the One Stop Shops represent a sure way to save financial resources and time. By asking the Single Stall to get a regulatory required document the entrepreneurs have the possibility to: (i) get in contact only with one institution where they submit an application and where they can get required documents without having to attend 5 to 15 authorities; (ii) save time required for getting authorizations or certificates that has been reduced more than 2-fold; (iii) diminish both formal and non-formal financial costs by about 10%; (iv) benefit of consulting services; (v) get year average revenue of about MDL 10 thou., in the time saved for getting an authorization in constructions, or up to MDL 1,7 thou.,

on the account of time saved for getting an authorization in commerce and in services due to added value generated.

The activity capacities of the actual OSSs to receive requirements, multiply and submit the documents necessary to interested public authorities, to coordinate the authorities are used at a level of 5-10%. The effect of coordination between the authorities is bigger where the works related to issuing regulatory documents are more complicated and where these works involve more public authorities. In order to use the OSSs efficiently it is necessary that the number of requirements of regulatory documents be not less than 4-8 requirements a day. Otherwise, it is not reasonable to use OSSs as separate units, because their activity can entail losses, and the economic agents will suffer due to additional costs collected by the OSSs. Due to these concerns, in small towns it is rationale that the functions of the OSSs be performed on part-time basis by a person from the rayon council or other local public authority.

The general economic effect of the One Stop Shops activity is implied by the obtained total benefit, which includes: revenue of all economic units resulting from producing added value of the time saved for getting the regulatory documents plus the effect caused by the increased number of documents issued and that is estimated to be worth about MDL 5894 thou., for those three administrative-territorial units evaluated. Also, the economic effect is amplified by the: (i) raising degree of responsibility of the entrepreneurs for genuineness of the data they submit; (ii) reducing level of dependence of the entrepreneurial activity towards administrative regulation; (iii) improving the overall business environment.

The total economic effects highlighted by the analysis of the OSSs' activity constitute sound arguments in favor of supporting the activity of the One Stop Shops. The **main recommendations** in this regard are as follows: (i) further support of creation and launching OSSs' activity by means of policies and programs at national level; (ii) approve regulations that would envision creation of OSSs in all cases of regulating the entrepreneurial activity when for issuing a regulatory document will need having joint coordinated decision of 2 or more decision makers; (iii) provide from the respective public authorities budgets financial resources for creating the material basis of the OSSs; (iv) complete working out electronic systems for coordination between the authorities and equipping the new OSSs with these systems; (v) exclude from the activity of the OSSs of regulations that are not stipulated by law; (vi) revise the normative framework that regulates establishing local taxes levied for issuing regulatory documents; (vii) promote mechanisms of association between the authorities in terms of creation and supporting the activity of OSSs; (viii) disseminate information about advantages, opportunities and benefits offered by the OSS's activity.

1 OSS: concept and importance in supporting the entrepreneurship

1.1 The concept of the One Stop Shop

Supporting the entrepreneurship is unconceivable without paying particular attention to the problem of raising efficiency of administrative services to the business environment. The international experience shows that for this purpose a series of projects are financed that address various problems, studies are performed and good practices promoted. One of such practices is the activity of One Stop Shops.

In the Republic of Moldova, by measures undertaken in the period 2004-2005 focused on the working out and implementation of the Concept of Reforming the Regulatory Framework of the Enterprise Operations, particularly of „guillotine approach”, a favorable legal framework was created for the promotion of some radical changes in the regulatory framework. One of the leverages of regulatory procedures optimization are „The One Stop Shops”, which have been conceived as authorized offices whose activity is based on the usage of methods of electronic exchange of data, which contributes to facilitating the entrepreneurial activity by reducing the duration and costs of getting the data or solicited authorization.

It is well known the fact that the economic agent in order to comply with one or several regulations established by the state, as a rule, bears both financial costs and time spending. These costs persist also in cases when the state does not establish certain fixed taxes or payments for passing the respective regulatory procedure, including the cases when the economic agent is just obliged to declare it has complied with the requirements of this regulation. For example, in order to declare compliance with the respective regulation the economic agent has to previously consume several financial resources and a period of time for studying and observing the regulatory requirements. In this case the costs of the economic agent will depend only on the quality of instructions explaining the regulatory requirements and optimization capacities of the optimization of costs for the economic agent itself.

When the regulatory requirements depend on certain changing conditions in terms of both space and time, such as placing some objects in the territory, activity only in a specific geographical area, etc., and need consulting, usually with several public authorities, then the costs of the economic agent depend not only on its optimization capacities, but also of the manner of organization and interaction between the public authorities which need to get consulting from.

Such regulations cannot be realized by declaration of conformity to their requirements. In these cases, in order to reduce the financial costs and time spending of the economic units, the *One Stop Shop* is used.

The One Stop Shop is a system of information of the public authorities involved in running respective regulations (particularly in making decisions with regard to issuing licenses, authorizations, permits, etc.) on the requirement of the economic agent to pass the regulatory procedure and of coordination of the activity of these authorities in the process of examining the procedure and of indicators of compliance of the economic agent with the conforming provisions.

1.2 The specific nature of the OSS activity

The decision to open a One Stop Shop (in order to open authorities for constructions or/and for services business) is taken after the approval of the decision of the board, at local authority level (town or rayon council depending on each case) and all the services and bodies involved (from 5 to 15, depending on the type of the stall) as well as the strategic partner of USAID BIZPRO (coordinator of the regional team).

The consent of the local public authorities is a matter of principle because by provided authorizations by the current legislation they avail of considerable leverages of both direct and indirect influence upon the business environment from the respective regions. Thus, the Local Public Authorities (LPA) draft the budgets of the territorial administrative units, having the right to apply and determine the quantum of local taxes and duties according to legislation. Among the LPAs there are also regulation of operations pertaining to: development and maintenance of infrastructure; communal administration, passenger motor transport, buss stations and stops; market places and other public places; organization of retail commerce; approval of urban plans of the localities from in the composition of the territorial administrative unit (TAU), issues licenses and authorizations as provided by law.

The services and bodies that can be involved: Architectural service; Centre for Preventive Medicine; Emergency Situations Department; Ecology Department; Labor Territorial Inspectorate; State Inspection for Constructions; Police Commissariat; State Veterinary Inspectorate; Fiscal Inspectorate; Local Public Authority involved (Mayoralty or the Rayon Council, depending on each case); Monitoring Body (BIZPRO partner); Water and Sewage Networks; Electrical and Distribution Networks; Telecommunications Networks; Gas Distribution Networks.

The OSSs, as intermediary between the economic agents and public authorities involved in the regulatory process, operate based on self-funding entities. It charges from the economic agents payments for collection of applications and initially needed documents, for photocopying and submission of their copies to each of the public authorities involved in the regulatory process, for coordination of these authorities' activity, collection of regulatory documents (in case of One Stop Shops from Moldova - urbanism authorizations, construction, commerce) issued by the public authority empowered also for their submission to the economic units that required them. The maintenance and operations expenditures of the OSSs are related to certain actions intended to enhancing the activity of all public authorities involved in realization of respective regulations, this is why these expenditures need to be

considered as part and parcel of the total financial costs of these authorities, incurred for realization of regulatory procedures in the conditions of OSSs.

In the OSSs framework one does not raise the question of changing the regulations established by law, including the change of mandatory taxes and duties to the budget, but only problems are resolved of optimization of regulatory procedure (in most cases without amending the laws), that would imply the reduction of financial costs and time spending of both public authorities involved in the regulatory implementation, and expenditures of the economic units required for complying with respective regulation. The mandatory taxes and duties to the budget as a result of the implementation of One Stop Shops are not changed, this is why the expenditures of the economic units related to their payment (they being the same before and after the One Stop Shops implementation) for the evaluation of the impact of the One Stop Shops activity will not be taken into account.

The time spending of the economic units can be calculated both in cash and qualified as missed profits as added value un-obtained by them during the time consumed for complying with respective regulations. The amount of financial costs and of the missed revenues make up the total costs of the economic agents for complying with the respective regulations. In conditions of the OSS's activity with offices based on self-funding the formal payments of the economic units increase. Their revenues can emerge only due to reducing non-formal payments and considerable reductions of the time spending for getting complied with the respective regulations.

1.3 One Stop Shops Models

The international experience shows that organizing the OSS's activity lie on several models. The "Letterbox" model is an interface with the beneficiaries and is authorized with offering only informational services. The "Accompanying Counterpart" model is authorized with responsibilities to coordinate and provide consulting services. The 3rd Model is "Decision-making". The Stall of this type avail of responsibilities to adopt decisions on the received applications after the consulting of the empowered authorities.

In the years of 2005–2006 with the support of the USAID BIZPRO-Moldova Project were opened 6 OSSs – in Cahul, Hincesti, Edinet, Ungheni, Singerei and Orhei. Single Stall Cahul (authorization in commerce and services at the municipality level) was opened the first, on 18 April 2005, Hincesti (authorization in constructions at rayon level) – on 27 October, Edinet (authorization in commerce at the town level) – on 18 November, in Ungheni (authorization in constructions, commerce and services at town level) – on 2 December, in Singerei (authorization in constructions, commerce and services at rayon level) – on 22 December, and the last in Orhei (authorization in constructions, commerce services at rayon level) – on 31 March, 2006.

Until now all the operational One Stop Shops have issued 565 authorizations: in Cahul – 114, in Hincesti – 18 (authorization in constructions and urbanism

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certificates), Ungheni – 230 (of them 8 in constructions), Singerei – 40 and Edinet 143; other 20 as on 31 May 2006 were in operational process.

OSSs Cahul is placed in the framework of the Office Unic-Plus Online, a bureau which collects the applications from the entrepreneurs and convey them on-line the authorities empowered to getting authorization for commercial operations. The Office represents an OSSs of „Accompanying Counterpart” Model, proceeding from the nature of activity and spectrum of consulting services provided.

OSSs Hincesti issues urbanism certificates and authorization in constructions. All the processes, including the circulation of data and making decisions are performed in electronic format, based on a strict algorithm, realized during the meetings of the public authorities involved in the process. By this implemented system, the necessary acts are issued in compliance with a worked out scheme and in terms established. The OSSs represent an intermediary model between the „Accompanying Counterpart” and „Decision-making” models.

OSSs Edinet has been created as an Office for issuing authorizations for commercial operations and services. The Office represents a OSSs of „Accompanying Counterpart” Model with a limited spectrum of consulting.

OSSs Ungheni represents an office for issuing authorizations in Constructions, Urbanism Certificates and related notifications. In the framework of the OSSs the Evaluation Commission is instituted of documents required by the applicant composed of representatives of the empowered authorities. The Evaluation Commission of application documents from applicant examine the applications and materials of the applicants, approve the documents of the applicant, issues notifications, works out certificates and authorizations in compliance with the current legislation and submit them to the Stall. Like in the case of the OSSs Hincesti, OSSs Ungheni is organized in form of an intermediary model, between „Accompanying Counterpart” and „Decision-making” Models.

OSSs Singerei there is an open Office since late 2005 for issuing authorizations for commerce services, urbanism certificates, constructions authorizations and relevant notifications. The OSSs-Singerei is intended for being an “Accompanying Counterpart” model for further development into a “Decision-making” Model.

In 2006 with the support of the USAID BIZPRO will provide assistance for opening 9 more One Stop Shops for issuing authorizations, at short notice, for entrepreneurs: in Telenesti (authorizations in commerce, services and licenses for alcoholic drinks and tobacco products), Soroca (authorizations in constructions), Drochia (authorizations in constructions), Soldanesti (authorizations in commerce services), Straseni (authorizations in commerce services), Rezina (authorizations in commerce services), Falesti (authorizations in commerce services), Calarasi (authorizations in commerce services) and Ceadir Lunga (authorizations in commerce services).

The types of these OSSs will be close to the model applied in Ungheni and Hincesti

1.4 The Role of One Stop Shops

The OSSs in order to provide administrative services to the entrepreneurial groups represents a fast manner of getting registration of enterprises and authorizations required for operating certain types of businesses. The OSS's operations require a big argument on behalf of the public authorities involved in authorization process, for optimizing the necessary information to be submitted by the entrepreneur. Instead of asking repeatedly the same information from the entrepreneur, the authorities communicate among them by making a reciprocal exchange of data they avail of about the respective economic agent. Thus, all the involved authorities, operate in a joint informational network and can monitor the state of the application in any moment. By supporting authorities and applying certain successful practices, the entrepreneur can handle only with one visit, this one consisting in submitting his/her application and initial documents.

Considerable reduction of the economic units' costs for complying with the regulatory requirements (considerable increase of the above mentioned revenue) resulting from the implementation of OSSs improves the business environment and can result in certain general economic effects on the territories where the OSSs operates. The favorable conditions for passing the established regulations can encourage the population and economic agents to a more intensive economic activity. For example, considerable reduction of the time span and non-formal payments for getting urbanism certificates and authorizations for constructions can imply an increased number of constructions and amounts of investments on the respective territory, whereas the mentioned above reductions for getting authorizations in commerce - to increasing number of commercial enterprises and their subsidiaries.

2 Methodology of the evaluation of the impact of One Stop Shops activity

2.1 General provisions

The methodology of the study has been worked for running the evaluation study of the impact of the One Stop Shops activity in Moldova. The purpose of the methodology has been to establish the terms, stages and necessary indicators to be collected for evaluation of the OSS's activity impact.

The specific nature of OSSs activity is to be an intermediary between the economic agents and public authorities involved in regulatory process for reducing the financial costs and time spending of the economic units in getting authorizations and permits. From these reasons the methodology is focused on calculating the indicators *financial costs* and *time spending* performed, on the one hand, by the *public authorities involved* and, on the other hand, by the *economic agents* in process of being issued/getting authorizations and permits. The calculation of these indicators has been performed for the period before the implementation of OSSs and after implementation of OSSs. The difference of total financial expenditures and time spending before the implementation of OSSs and total financial costs and time spending after implementation of OSSs, calculated for the public authorities and for economic agents separately constitute the *Impact Indicator of the OSS's Activity*.

The calculation of the indicators of total financial costs and of total time spending laid on the grounds of estimating the general economic effects on the territory where the OSSs operate. Also, the methodology establishes formulae for estimating the period of investments break-through for creation of OSSs.

The data for the calculation of previously mentioned indicators have been collected from: (1) public authorities involved in regulatory process, (2) OSSs Hincesti, Cahul and Edinet as well as (3) an established number of enterprises based on Questionnaires set forth in Annexes 6-9.

Table 2-1 Number of authorities and enterprises questioned

Cities / Rayons	Questionnaires	
	Authorities	Economic agents
Cahul	5	10
Edinet	5	10
Hincesti	5	20

The list of questioned authorities has been established in compliance with the provisions of the Regulations on OSSs operations where the authorities are specified involved in the regulatory process for each type of act issued. Enterprises that have been questioned have been established from the Registries of authorizations and permits issued by the

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authorities in the year before implementation of OSSs and issued by OSSs in the year of implementation of the OSSs. For each type of act issued by the OSSs, from both the OSSs and authorities, there were required the contact details of 5-6 enterprises. Thus, taking into account the number of types of regulatory acts issued by the OSSs in Questioning took place 40 enterprises.

Collection of information in the framework of the survey has been performed in three stages.

In the **Stage 1** the interviewer visited the OSSs where the following details were specified:

- (i) List of authorities and persons in charge from the authorities that were supposed to be questioned;
- (ii) Addresses and contact details of 5-6 enterprises for each type of act issued according to Register, and
- (iii) The necessary data on the OSS's activity according to the Questionnaire for the OSSs.

In **Stage 2** the interviewer contacted the Mayoralty or rayon Council where:

- (i) Was obtained the required data according to Questionnaire for the Mayoralty of rayon, and
- (ii) Collected contact details of 5-6 enterprises that received the type of acts issued by the OSSs in the year prior to their implementation.

Also, during this stage visits have been made to the other public institutions where there were questioned persons established according to the Questioned for the authorities.

On the **Stage 3** the interviewer visited the enterprises established where the data was collected, as required in compliance with the Questionnaire for enterprises.

2.2 Methods of the evaluation of OSS's impact upon public authorities

The list of public authorities involved in performing the respective regulation and list of carried out regulations has been established from the **One Stop Shops Regulation** approved by the Local Public Authority (LPA). For example, from the internal Regulation of „Single Stall”- Office Regulation for issuing respective notifications, urbanism certificates and authorizations of constructing the rayon Hincesti the following data have been established. By OSSs are issued the following regulatory documents:

- Note on construction design;
- Urbanism certificate;
- Construction authorization.

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In carrying out these regulations take part the following public authorities and enterprises:

1. Services:

- Chief architect of the rayon/depending of the case of the town of Hincesti;
- The centre for preventive medicine of the rayon Hincesti;
- The rayon Emergency Department of Hincesti;
- The rayon Ecological Service of Hincesti;
- Territorial Labor Inspectorate Hincesti;
- State rayon Inspectorate in Constructions of Hincesti;
- The rayon Police Commissariat of Hincesti;
- Rayon Council of Hincesti;

2. Monitoring body – APA „Viitorul” of Hincesti.

3. Services holders of town's networks:

- Municipal Enterprise „Apa-Canal” (Water & Sewage company);
- Electrical networks of distribution „Union Fenosa”;
- Subsidiary of „Moldtelecom”;
- Sector for exploitation of International Cable;
- Gas distribution networks JSC “Hincesti-Gaz”;
- Heat supply municipal company.

For evaluation impact of OSSs' activity upon each authority and above-mentioned services enterprise, the following information was collected:

- a. For each public authority or enterprise taking part in working out the regulations there were collected (in thou. MDL a year) respective indicators **Cgi** – „total general spending for public respective authority **i**” (or „general spending and administrative for respective enterprise”) and **Cmi** – „labor retribution for respective public authority **i**” (or „Maintenance costs of administrative and managerial staff of the enterprise”);
- b. For each type of regulatory document in the public authority or above-mentioned enterprise the list was drawn up of wage-earners who, during the year, have carried out works related to regulation of respective type **j** by indicating the annual revenue of the respective wage-earner (in thou. MDL per year) and the number of days that have been spent by the respective wage-earner during the year for taking part in the respective type regulation.

The data mentioned above have been collected for both the year when OSSs were implemented and for the previous year. The **Cgi** and **Cmi** indicators were collected from the data of financial statements reflected in the form no. 2 of the „Report on execution of public institution budget” or in the Annex 1.6 „General and administrative costs for reporting on the financial results of the enterprise”.

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The data on the annual revenue of each wage-earner has been obtained from the respective book-keeping of the public authority or enterprise participant in regulations execution. The number of days spent by each wage-earner during the year for taking part in the regulation performing of respective type, has been established by their Questioning. For the year of OSSs implementation the number of days was taken into account that were spent by each wage-earner for taking part in the performing regulation of the respective type only during the period of OSSs operations. Number of working days during which the OSSs operated was established by using the data when it was put into operation.

For each authority involved in the regulatory activity the number of days was calculated which were spent by each wage-earner for executing the regulation of this type, as well as the number of days for regulations of each type. These indicators submit the people-days spending for issuing the regulatory documents executed by the respective authority. The amount of people-days for all the authorities represent the resources spent for regulations during the period for which the amount is calculated. The number of people-days divided by the number of regulatory documents of respective type makeup the spending of people-days for issuing a regulatory document of respective type. The comparison of the above mentioned indicators in conditions of issuing regulatory documents without and with implementation of One Stop Shops unveils a saving or waste of time of the public authorities from the implementation of a Single Stall.

For each type of regulatory document with the above mentioned public authority or enterprise there was calculated the wage volume and general costs that account for participation in respective type of regulation this way. The annual revenue of each wage-earner has been multiplied by the number of days spent by him/her for carrying out this type of regulatory work and divided by the number of days worked by the respective wage-earner in the respective year. The amount of results obtained by those who participated in regulation makes up the volume of salaries spent by the public authority, or enterprise, for enforcing the respective regulation in the respective year. The general costs that account for general costs for participation in the respective type regulation are as follows:

$$\mathbf{Crgij = Vij * Cgi / Cmi} \quad \mathbf{(1)}$$

where

Vij - the salary volume spent by the public authority (or enterprise) **i** for carrying out the **j** type regulation in the respective year;

Cgi - total general spending by public authority (or general and administrative costs for an enterprise) **i**;

Cmi - labor retribution for public authority (or maintenance costs of the administrative and managerial staff of the enterprise) **i**.

The general costs of the public authority (or of the enterprise) **i** involved in all types of regulations, taken into account by means of OSSs **Crgi**, amounted to the sum of indicators **Crgij** calculated for all types of regulations.

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The general costs of all public authorities (and of enterprises) involved in all types of regulations **Crg** are equal to the amount of general costs of the public authorities (and of enterprises) involved in all types of regulations.

The annual costs of the public authorities in conditions of a OSSs activity **Crgo**, conventionally equaled to one year of its operations, make up:

$$\mathbf{Crgo = Crg * Pant / Pantgu} \quad (2)$$

where

Pantgu - number of documents of all types (of the same types of as in the conditions of OSSs) issued in the same period as that of a OSSs operations of for the year prior to OSSs implementation (during **To** working days);

Pant - Number of documents of all types (of same types as in conditions of OSSs) issued in the whole year prior to the implementation of OSSs (**Ta** - number of working days in the year of OSSs implementation).

The difference between the general costs of all public authorities (and of enterprises) involved in all types of regulations **Crg** in the year prior to OSSs implementation (increased by multiplying them with the growth coefficient of salaries in the year of OSSs implementation and adjusted to the number of documents issued during an operation year of OSS **Pgu** multiplying by **Pgu** and dividing to **Pant**) and total costs of the public authorities in conditions of OSSs activity **Crgo** makes up the revenues of the public authorities **C** from the implementation of OSSs.

Revenue obtained by the OSSs during its operations in the year of implementation **Vo** makes up:

$$\mathbf{Vo = Io - Cgo} \quad (3)$$

where

Io - the amount of cash collections (in thou. MDL) obtained by the OSSs during its operations in the year of implementation;

Data on the **Io** and **Cgo** indicators have been obtained from the financial statements of the OSSs.

The total revenues of the public authorities together with the OSSs from its implementation, conventionally equaled a year of its operations **Ct**, make up:

$$\mathbf{Ct = Vo * Pant / Pantgu + C} \quad (4)$$

2.3 Methods of evaluating the impact of OSSs' activity upon economic units

Information required for evaluation of the impact of One Stop Shops activity on economic units has been obtained by their Questioning, of those who get complied with the regulatory requirements before and after the implementation of One Stop Shops.

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The list of economic units (name, mailing address, business telephone numbers) that obtained the notes, certificates and respective authorizations in the last year before the implementation of the OSSs in the respective rayon (territory) has been obtained from the registry of documents issued by the local public authority, and for the economic units for which also documents have been obtained in conditions of OSSs operations – from the registry of documents issued by the OSSs.

For calculation of revenues of the economic units from the OSSs' activity it was necessary to obtain from them, for each type of regulatory document **j**, information about the financial costs (in terms of both formal and non-formal payments) and time spent, for obtaining this type of document before and after implementation of OSSs.

The economic agent was asked to answer the following questions related to financial costs (in MDL) and of time spent (in days) for getting regulatory document of type **j**, which it obtained in the year prior to, or in the year of, OSSs implementation:

- a. Costs for implementing in some cases of measures of complying with the requirements of this regulation (for example implementation of sanitation and anti-fire in case of preparing for getting commerce authorization and for services) financial (formal payments – **Cacoj**, non-formal payments – **Cacnj**) and of time spending **Tacj**;
- b. Costs for preparation, photocopying and notary authentication of required financial documents (formal payments – **Capoj**, non-formal - **Capnj**) and of time spending **Tapj**;
- c. Costs for coordination of initial documents and/or getting a preliminary document (note or certificate) from each public authority or enterprise, involved in the respective type regulation, for getting final regulatory financial document (formal payments – **Cacroj**, non-formal payments – **Cacrnj**) and of time spending **Tacrj**.
- d. Costs for getting regulatory financial document from the OSSs (formal payments for the OSSs services – **Caguoj**, non-formal payments for OSSs services – **Cagunj**) and of time spending **Taguj**. In case when the regulatory document has been obtained before the implementation of OSSs these indicators are equaled to zero.

Spending of time is considered the time expired from the moment of applying to the public authority or respective enterprise before getting the expected result. Formal payments are the payments established by law (taxes and mandatory payments) or by respective enterprise for carrying out the works or services required and performed against a payment receipt. Non-formal payments are the illegal payments for stimulating the respective person to perform certain activity/ies in urgency, or not to pay attention to certain shortcomings.

As mentioned in the 1st Chapter, the implementation of OSSs does not imply modification of mandatory taxes and duties established by the legislation, that needs to be paid by the economic agents for getting regulatory documents, and they do not have to be included in the costs of OSSs impact evaluation. More over, some taxes, such as taxes for getting urbanism certificates, authorizations for constructions are variables that depend on the cost of construction. Inclusion of payments of these

taxes in the calculation of the revenues mentioned above might considerably limit the questioning of only economic units with the costs equal to constructions.

Thus, in calculations were not taken into account the financial costs of the economic units related to payment of taxes and mandatory duties established by law. The formal payments **Caoj** made by the economic agent in total for getting a regulatory document of respective type (without paying taxes and mandatory duties established by law) make up the formal payments for the implementation of conforming measures **Cacoj** plus formal payments for preparation, photocopying and notary authentication of the necessary documents **Capoj** plus formal payments for services of the OSSs **Caguj**.

Non-formal payments **Canj** made by the economic agents in total for getting a regulatory document of respective type make up the non-formal payments for implementation of conformation measures **Cacnj** plus non-formal payments for preparation, photocopying and notary authentication of necessary documents **Capnj** plus amount of non-formal payments for coordinating initial documents and/or getting a preliminary document carried out for each public authority or enterprise, involved in regulation of respective type, for getting a final regulatory document **Cacrnj** plus non-formal payments for services of the OSSs **Cagunj**.

Total spending of time of the economic agent for getting the regulatory document of this type **Taj** is equal to the time spent for implementation of conformation measures **Tacj** plus time spent for preparation, photocopying and notary authentication of the necessary documents **Tapj** plus amount of time spent for coordination and/or getting preliminary documents from all the public authorities or enterprises, involved in regulation of the respective type **Tacrj** plus time spent for getting a regulatory document from the OSSs **Taguj**.

Based on the above mentioned data, calculated from the information obtained from more economic agents (for example from the **m** economic agents who have obtained a document of type **j** before or after implementation of OSSs), have been calculated the average values of the formal payments **MCaoj** or **MgCaoj**, non-formal payments **MCanj** or **MgCanj** and of time spending **MTaj** or **MgTaj** of year economic agent for getting a regulatory document of type **j** before or after implementation of OSSs by dividing the amount of respective indicators of all **m** economic agents by figure **m**.

The average revenues of an economic agent for getting a regulatory document of type **j**, caused by the implementation of OSSs, make up:

- In cash as formal payments
$$MV_{aoj} = MC_{aoj} - Mg_{caoj} \quad (5)$$

- In cash as non-formal payments
$$MV_{anj} = MC_{anj} - Mg_{canj} \quad (6)$$

- In time
$$Md_{taj} = MT_{aj} - Mg_{taj} \quad (7)$$

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For evaluation of economic revenues resulting from the saving time for getting regulatory documents it was necessary to avail of the following additional information obtained from the questioned economic agent, who obtained the respective document of type **j**, increased the average number of employees **N_{aj}** on the construction site in case of obtaining the permit for project construction, of urbanism certificate, constructions authorization or at the enterprise that is in the early beginning of activity, and for which commercial authorization is demanded or for service providing (this increase will be equal to the average number of workers at the respective construction which is supposed to commence or of all commercial or service enterprise that will start activity after getting authorization). In case when the commerce or services authorization is required repeatedly from the economic agent who already operates and increases the average number of employees in most cases is equal with zero. It can increase when the authorization is required for setting up a new subsidiary of the enterprise.

The average value of increasing the number of employees that account for one regulatory document of respective type **MN_{aj}** has been calculated by dividing the sum of indicators **N_{aj}** obtained by questioning all the economic agents **m** who obtained the regulatory document of type **j** with the figure **m**. From the number **m** of the questioned economic units the number of those who obtain document of type **j** repeatedly and, for the first time, is established the total proportional number of these documents issued repeatedly, and for the first time during one year. If the period of operations of a OSSs is smaller than one year, then this proportion is obtained from the information of the previous year prior to the implementation of OSSs.

Economic revenues resulting from the time saving for getting regulatory documents of type **j** make up:

$$MV_{atj} = M_d T_{aj} * (MN_{aj} + 0,25) * VA_j \quad (8)$$

where

VA_j – is the average added value, which can be produced by an employee a day on the object for which it is required to get the regulatory documents of type **j**. For construction objects, according to statistical data, in 2005 the added value made up MDL 96 per worker a day; in commerce and service enterprises – about MDL 94 per worker a day. It is considered that the individual requiring the respective regulatory document, in the period of time required for obtaining a document, about 0,25 of this time does not perform its basic activity. This is why the average added value on increasing number of employees which accounts for one regulatory document of respective **MN_{aj}** from the formula (8) increases by 0,25.

Total average economic revenues of an economic agent caused by the implementation of OSSs in case of obtaining the regulatory document of type **j** constitutes:

$$MV_{aj} = MV_{atj} + MV_{aoj} + MV_{anj} \quad (9)$$

The revenues of all economic units that obtained regulatory documents of j type by means of OSSs is equal to:

$$MV_j = MV_{aj} * P_{guj} * Pant_j / Pant_{guj} \quad (10)$$

where

P_{guj} - is the number of regulatory documents of type j which have been issued by means of OSSs during its operations period in the year of implementation.

$Pant_{guj}$ - Number of documents of type j (of the same types as in conditions of OSSs) issued in the same period as in that of OSSs operations of the year prior to the implementation of OSSs (within T_o working days of operations);

$Pant_j$ - Number of documents of type j (of the same types as in conditions of OSSs) issued in the whole year prior to the implementation of OSSs (within T_a working days of the year of OSSs implementation).

The amount of revenues for all types of regulatory documents constitute the total revenues of the economic units since the implementation of OSSs MV .

2.4 Methods of evaluation of general economic effects since the implementation of OSSs

As mentioned in the **Chapter 1**, the considerable downsizing of the period of time and of non-formal payments for getting urbanism certificates and of constructions authorizations can imply an increase of the number of constructions and of the value of investments on the respective territory, whereas the above mentioned downsize for getting commerce authorizations - an increase of the number of commercial enterprises and their subsidiaries. The value of the general economic effects due to increasing volumes of investments and of the number of commercial enterprises will be expressed by increasing size of the added value produced on the respective territory in these fields of activity.

For the approximate estimate of this effect one can use the increased number of documents of each type j issued in conditions of OSSs operations, versus the number of documents of the same type, issued in the year prior to the implementation of OSSs is equal with:

$$dP_j = P_{guj} * Pant_j / Pant_{guj} - Pant_j \quad (11)$$

where

$Pant_j$ - number of documents of the same type j issued in the year prior to implementation of OSSs.

Information about the number of documents of type j issued in conditions mentioned above have been obtained respectively from the registry of documents issued by the local public authority in the year prior to implementation of OSSs and from the registry of documents issued by the OSSs.

The overall economic effect (in MDL/year) caused by the increasing number of documents of type j issued in conditions of OSSs operations constitute:

$$MV_{egj} = dP_j * MN_{aj} * VA_j * Ta \quad (12)$$

The overall economic effect (in MDL/year) caused by the increased number of documents of all types MV_{eg} issued in conditions of OSSs operations make up the sum of all MV_{egj} .

The overall economic effect total from the implementation of OSSs make up:

$$MV_{tot} = MV_{eg} + MV \quad (13)$$

The revenue obtained by enterprises in total in the RM make up about $VIR = 0,18$ of the added value produced.

The period of regaining the investments in creation of OSSs has been calculated as follows:

$$T_{rec} = I_{gu} / (MV_{tot} * VIR), \quad (14)$$

where:

I_{gu} – the volume of investments in creation of OSSs (in MDL). The Volume of these investments make up the sum of one time expenditures for working out operational regulations, purchase and installation of computer engineering, working out the necessary soft, purchase and installation of office equipment, installation of telecommunications, furniture and other objects at a cost higher than MDL 1000 and with a operations time span longer than a year. The information about the volume of made investments has been obtained from the organization that funded these expenditures.

3. Evaluation impact One Stop Shops activity

3.1. The impact of One Stop Shops activity concerning public authorities.

In their relationships with the economic agents who requested some regulatory documents of public authorizations, before implementation of One Stop Shops were actually autonomous. Only one document that sets up the impression of common activity of these authorities was the *list of public authorities* with which economic agents ought to coordinate with everyone in part to obtain respective authorization for necessary documents.

Involved in carrying out the regulation implementation of OSSs, created for public authorities possibilities to really coordinate the activities in the sphere of regulation. Looking to the lower data on coordination, carried out by the One Stop Shops offices, implies a decrease of the financial costs and the time saving of the public authorities, involved in regulatory process. But the overall costs of the public authorities and OSSs in particular cases, are higher than those supported by the public authorities for such purpose, without One Stop Shops.

The calculation regarding financial expenses and the time spent by local public authorities for the accomplishment of the regulatory works of the enterprise activity, both with and without OSSs function are represented in detail in the table of the first annex, and generalized in Table 3.1.

These calculation are carried out based on data obtained through the public authorities questionnaire, involved in accomplishment of regulation and OSSs from Hincesti rayon, Edinet and Cahul.

In Table 3.1 the result the expenses are represented in people-day and in MDL of public authorities from Hincesti, Edinet and Cahul, to issue the certificates and authorization for 2004, in comparison with 2005, in conditions with and without OSSs activity.

The analyzed data denotes that in 2004 public authorities of the Hincesti rayon for issuing an urbanism certificate of a construction authorization spent about 5.32 people-days, but in 2004 with OSSs - about 3,69 people-day. So, the sum in this rayon the expenses of people-days in 2005 were reduced by about 1,4 times, versus 2004.

In Cahul the expenses of people-days spent in 2004 were 1,03 people-days for issuing commerce and services authorizations, and in 2005, in condition of OSSs operations - 0,74 people-days. Another situation was noticed in Edinet where the issuing commerce authorization in 2004 was 2,49 people-day but in 2005 OSSs spent 5,72 people-day. So the expenses in people-day in Edinet increased about 2,3 times.

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Such deviations can be explained by some errors in data from questionnaires, the minimum effect from the public authorities coordination involved in the regulatory activity also through low efficiency of the OSSs utilization.

The effect of the coordination is higher there where the works are in connection with the regulatory documents and more complicated, and where public authorizations are involved in these works.

As one can see from these data mentioned above, the most effect of coordination is noticed in Hincesti where certificates were issued of urbanism and construction authorizations. The issuing of these documents require most complex work.

The data from Table 3.1 shows that a bigger quota of the people-days expenses is necessary to issue regulatory documents, making up the costs of the OSSs and the higher is the number of regulatory documents, the less is the quota.

In such a way OSSs from Hincesti was required only one issue of regulatory documents in about 5 days; for Edinet and Cahul - a requirement to issue a regulatory document in about 5,4 days and 2,5 days.

Otherwise the *capacity of OSSs* to receive the requirements of the regulatory documents for photocopying and presentation of the necessary documents interested by local public authorization for coordination of these authorities are utilized at 5-10% level.

So, for effective utilization of OSSs it is required that the number of regulatory documents be not lower than 4-8 applications a day. Otherwise it is not rationale to use OSSs as a separate unit, its function ought to be accomplished part-timely with the basic activity or wit a worker of the Department Council or of another rayon department.

Table 3-1 Public authorities expenses for issuing regulatory acts

Indicators	Cahul		Edinet		Hincesti	
	2004	2005	2004	2005	2004	2005
No. of days of the OSSs activity		184		27		46
No. of issued documents	238	337	216	5	50	26
Urbanism certificates					34	14
Construction authorization					16	12
Commerce and services authorization	238	337	216	5		
The overall expenses, people-days	246	250,1	538,2	28,6	266	96
Total expenses, MDL	28230	45820	33520	660	36800	8590
Total expenses per act, people-days	1,03	135,96	155,19	132,00	736,00	330,38
Total expenses per document, MDL	118,61	135,96	155,19	132,00	736,00	330,38

The result of the calculation regarding the costs in MDL of the local public authorization from Hincesti, Edinet and Cahul rayons to issue the certificates and

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authorizations mentioned above, in 2004 versus 2005 without OSSs activity are represented in the second Annex and generalized in Table 3-1.

The calculations of the expenses in money repeats the tendencies of the expenses in time. In Hincesti the average costs for issuing regulatory acts supported by the public authorities together with the OSSs were MDL 330, and in 2004 (without OSSs) made up only MDL 736. According to the obtained data after the accomplishment of the review of financial costs for issuing a regulatory document were double, in comparison with 2004.

The costs for issuing authorizations in commerce in Edinet were reduced from MDL 155 in 2004 to MDL 132 in 2005. But in Cahul these costs were increased from MDL 119 in 2004 to 136 in 2005. Decrease of the costs for issuing of some regulatory documents in 2005, versus 2004, was due to the essential decrease of time spending of public authorizations, as a result of their activity coordination by OSSs, with financial expenses for their maintenance at a time higher than OSSs maintenance.

The money spent increased because of the additional costs for maintenance of OSSs used at a lower efficiency, though only public authorities costs were reduced but not as much as to result in a decrease of total costs. As a result of the costs calculation in people-days the costs show that local public authorities jointly with OSSs can obtain regulatory act issuing for lower costs than in conditions without OSSs, in case of using OSSs with higher efficiency.

The comparison of the index of annual costs of activity for issuing regulatory acts in 2004 with those of 2005 are difficult because of OSSs from the rayons mentioned above in 2005 did not functioned the whole year but only the last day of the year and namely - 46 days in Hincesti, 27 days in Edinet and 184 days in Cahul. In this situation the number of regulatory documents issued in this period of activity of the OSSs made up 26 documents in Hincesti, 5 documents in Edinet and 33 in Cahul.

However, in all mentioned rayons the number of regulatory documents complied with methodology study in a year of OSSs operations in 2005, increased versus the number issued in 2004. For example, in Hincesti in 2004 there were issued 50 regulatory documents (urban certificates and construction authorizations), and in 2005 the function of OSSs could issue 70 regulatory documents in a year (See the Table 3-2).

Table 3-2 Estimation of the issued documents number by OSSs in a year

Cities/Rayons	2004	2005	
		Effective	Estimated
Cahul	238	337	517
Edinet	216	5	339
Hincesti	50	26	70

The total general expenses supported by public authorities involved in issuing the overall number of regulatory documents (of similar types issued through OSSs) in 2004 in Hincesti, Edinet and Cahul made up (look at the Annex 2) respectively 36,8 thou. MDL, 33,52 thou. MDL and 28,23 MDL in 2005, provided the OSSs has

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functioned for a year these costs made up 19,55 thou MDL 70,66 thou MDL and 70,36 thou MDL, the lower relative costs from Hincesti rayon explained by increasing of quota number of construction authorizations and decreasing quota of urbanism certificates.

The differences between the costs for 2004 (the number of the issued documents approached to the number of documents issued during a year of OSSs functioning) and the expenses in 20056, make up the earning of the public authorization from OSSs implementation.

This revenues for Hincesti was estimated at 31,97 thou. MDL, for Edinet 13,14 thou. MDL and for Cahul - 9.4 thou. MDL. Totally these 3 administrative-territorial unities since the OSSs implementation would have earned 36.07 thou. MDL.

Due to the cash of OSSs of the 100 MDL payment for its coordinating services and 30 MDL for consulting services from each applicant the overall revenues of public authorities from these territorial units together with OSSs equals 119,9 MDL per year, but in case of these cash the revenues from Cahul is insignificant.

Additionally, one should mentioned that for exploitation of OSSs were made capital investments (mostly within USAID BIZPRO-Moldova project) in Hincesti 126,5 thou. MDL, Edinet - 100 thou. MDL, and Cahul - 139,9 thou. MDL.

Proceeding from the presented calculations one can note that in OSSs used with low efficiency, because of absence of the necessary number of applications (of 4-8 a day), the activity in some cases imply wastes, and the economic agents suffer because of additional payments collected by OSSs.

In rayons and small towns is rational that OSSs functions to be carried out on part-time basis by a person from Rayon Council or by another local public authority. OSSs can function separately only in large towns where the number of applications is enough for offices to work with a high efficiency, by decreasing the payments for its services by 1,5-2 times as the payment was established.

3.2. The OSS's activity impact over economic units

Revenues of the economic units since the OSSs implementation is manifested through the decrease of the official and unofficial payments, and also, through the decrease of the necessary time to obtain any kind of regulatory documents. The results of he calculations regarding OSSs impact over economic units are presented in the Annex no. 3.

According to the date of Table 3-3 the average income of an economic agent, in terms of official payments for regulatory documents, in the result of OSSs implementation, was insignificant. For an authorization in commerce and services in Cahul was 204 MDL, for an authorization in commerce in Edinet - 49 MDL, and for an authorization in constructions in Hincesti, were registered losses worth about 160

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MDL (losses related to additional payments of OSSs for its services). The average revenues was insignificant in terms of unofficial payments; it made up to 100 MDL.

Table 3-3 Evaluation of economic effects since OSSs implementation

#	Indicators	Cahul	Edinet	Hincesti
1.	Initial data utilized for efficient evaluation			
1.1.	The number of effective authorizations in 2004	238	216	16
1.2.	The number of estimated authorizations in 2005	517	339	48
1.3.	The average revenues in time and days	19,4	18	24,8
1.4.	The average no. of the employees involved in this activity	0,6	0,4	4
1.5.	The average value added per employee–day, MDL	94	94	96
1.6.	Total investments to create OSSs ,thou. MDL	140	100	127
1.7.	The average revenues from official payments	204	49	-160
1.8.	The average revenues from unofficial payments	-10	20	100
2.	Efficiency indicators			
2.1.	The economic profit of the economic agent caused by the profit in time to get an act	1550	1100	10118
2.2.	The total economic revenue of an economic agent to get a document, MDL	1744	1169	10058
2.3.	The annual profit of the economic units to get regular documents, thou. MDL	902	396	483
2.4.	The general economic effect caused by increasing of the issued documents, thou. MDL	1983	583	1548
2.5.	The total economic effect from the OSSs implementation	2884	979	2031

An imposing revenue is related to the reduction of time necessary to obtain a regulatory act. The necessary time to obtain a regulatory document in 2005 reduced twice, versus 2004. The average saving of time of an economic agent constitutes 24,8 days to get a regulatory act in Hincesti, and 18-19,4 days to get an authorization in commerce and granting services. According to questionnaire results (look at the table 3.3) the economic agent may assure the production of an additional amount of 10,1 thou. MDL in the time gained, for getting a constructing authorization, from 1,2 thou. MDL to 1,7 thou. MDL in the saved time, when getting authorization in commerce and in grating services. The sum of the above mentioned revenue (in terms of both formal and non-formal payments and in additional amount production) makes up the average economic sum of an economic agent, for obtaining regulatory documents of a respective type, through OSSs agency.

The total revenue obtained by regulatory documents multiplied by the number of such document, that can be issued in a year of OSSs functioning, make up the annual revenue of the economic units in getting regulatory documents of such type. The revenue of all types of regulatory documents make up the revenue of all economic units that have been obtained through OSSs agency regulatory documents. In 2005 these revenues made up 483 thou. MDL in Hincesti, 396 in Edinet and 902 in Cahul. Totally these 3 administrative territorial units make up a revenue of 1781 thou. MDL, a higher sum than the increasing in some rayons of the possible expenses of public authorities involved in the issuing regulatory documents commonly with OSSs.

So, even if the OSSs activity incurs additional costs, the effect of future budget cash are higher than these losses.

3.3. The general economic effect of OSSs implementation

The economic effect mentioned above (look at the data in Table 3.3) can be amplified also by the increase of the number of economic agents that start an activity in a favorable condition created by OSSs, that generates a higher number of a requested documents. These effect is a general economic effect that manifests through average capacity of a newly created economic unit to produce an additional amount during a year, where the increase shows a manifestation of requested document.

The total revenue on an administrative - territorial unit is caused by the increase of number of authorization to whom the economy time is added and the economy to the payments done by the economic agents.

The general revenue attached by the number of authorization is estimated through additional amount produced at an authorization multiplied to a number of authorizations issued in a respective period. The additional amount of an authorization is estimated as the average number of employees for issuing an authorization multiplied with the additional amount produced by an employee in 126 working days per year, that represents the average activity period of an enterprise, for the years that were calculated the increase of authorizations.

The total revenue of economic units make up the revenue from the formal and non-formal payments (about 204 MDL minus 160 for an authorization) plus the revenue of a day multiplied by the number of saved days as a result of OSSs implementation, that is about 20 days.

The revenue of a day is equal with the average number of workers multiplied by the additional amount produced by an employee, that makes up about 96 MDL a day.

The total economic effect of the OSSs implementation is equal with the sum of total economic effect on each administrative-territorial unit, which makes-up 5894 thou. MDL in total or 2884 thou. MDL, and 2031 thou. MDL for Cahul, Edinet and Hincesti, and it must be taken into account that general economic effect does not totally depend on the factors mentioned above and in a special way by the increase of number of authorizations. The amount of economic effects can be influenced by the increase or decrease of the investments volume and may be correlated with either improving and worsening of another economic conditions from a territory. Thus, the general economic effect can be caused only by OSSs activity for an reduced period of time (not more than a year) with the condition that other economic conditions were not changed. Also, general economic effect is amplified by other indirect aspects. They comprise:

1. *The increase of the level of responsibility of entrepreneurs for a genuineness of submitted information.* The entrepreneur submits to the OSSs a necessary set of documents and takes a responsibility only for genuineness of submitted information. If before starting OSSs activity the entrepreneurs were firstly

checked by inspectors, for their corresponding to the requirement for getting authorizations, in present the control takes place hind. In the case of tracing out of the submitted demands the authorization can be taken back.

2. *The diminution of the dependence grade of an entrepreneurial activity towards the administrative regulation.* The OSSs is a service for optimizing the interaction between entrepreneurs and public authorities through the fact that the entrepreneur does not appeal to everyone from authorities involved in regulatory process. This fact reduces the dependence on formal administrative regulation and reduces the need to appeal to workers to accelerate the procedure of obtaining requested documents.
3. *The improvement of business environment.* There are consultative services in the OSSs, including the guides for beginners that include necessary information, looking further, obligations that results from an activity by enterprises and the group of public administration authorities with whom the entrepreneur will interact in the future. Through its services, and favorable conditions created for entrepreneurs, the OSSs contributes a lot to bettering of business environment. These effects are strong stimuli for OSSs implementation.

The investments in the creation of OSSs in Hincesti rayon in volume of 126 thou. MDL, in Edinet - of 100 thou. MDL and in Cahul - of 136,9 thou. MDL., resulted from the effects mentioned above will retrieve respectively in 0,34 years, 0,57 and 0,26 years respectively.

4. Conclusions and recommendations

The typical of activity of OSSs is to promote small and medium business. Large enterprises usually have a number of qualified number of lawyers and specialists that can assure resolving problems dealing with the issuing of authorizations. When such possibility is absent in small and average enterprises, it implies an increase of the adherent risks of a business and to creation of important barrier, in many cases unavoidable barrier. The main problem that is solved by OSSs is reducing of necessary time to obtain an authorizations, from 45-50 days to 13-19, in cases when they obtain authorizations for commercial activity. Actually the authorizations used in 5-6 working days. In case of getting construction authorizations, that could take up to a year, it is obtained during 18-19 days. Consequently, the process of issuing authorization was accelerated twice.

Another advantage is that the procedure of obtaining the authorizations through the OSSs it removes the direct contact between applicant and public authorization that ought to approve its issue, decreasing this way the temptation to request various "tokens of attention" from entrepreneurs. And the last, but not least, its material aspect. If according to traditional procedure its cost about 900 MDL for photocopying and transportation, in case of OSSs the payment in only 100 MDL, in case of authorizations for commercial activity and 130 MDL for authorizations in construction. To that is added the tax levied by the Ecologic inspector and Medicine Services and the projection and transportation of an institution and authorities involved in constructions. Any application to OSSs without taxes and the costs mentioned above, to obtain the authorization in constructions, the costs can be increased to 900-1000 depending of case (for photocopying of documents of authorization issuance, transportation costs for each organization and authority involved for visits on the site and the waste of time for persons involved, from respective enterprises). These estimates do not contain the evaluation of business opportunities and the additional risks of doing business.

The OSSs implementation imply significant economic revenues for economic agents, increase of cash to the overall budget because of increasing additional value produced by economic agents. OSSs in rayons and small towns incur losses and it is recommended that their function be implemented by an employee from other local public authority in on part-time basis with the main function. OSSs lucrateness could be increased by raising some types of regulatory documents that exist in the territories to be issued through the through OSSs, by utilization of office spaces of requirement spending to obtain the regulatory documents at the regional or republican levels. The local public authorities involved in regulation of enterprise activity in most cases do not gain much "comfort" and saving of time from the coordinating the activity of OSSs, and due to this, they are not interested in creation and supporting the OSSs' activity. However these institutions give a lot of economic effects for economic agents and create conditions of increasing the budget collections.

That is why the Local Public Authorities must be obligated by law to create and maintain the OSSs operational. As a result of the study, the authors make the following recommendations:

Recommendation 1: To support in continuation the creation and launching of OSSs activity by polities and programs at both national and local levels.

Argumentation: The main principles of OECD in regulations of enterprise activities for each country (OECD GUINDIG principles for regulatory quality and performance, June, 2005) consists in utilization of political levels of some regulatory programs of enterprise activities, where it is in which clear cut goals are established and framework of implementation to reach these purposes. As a component part of regulatory programs it can be considered more administrative authorities invested with regulatory rights for establishment of some integrated regulations and exemption of enterprises to visit each administrative body, by settling OSSs institutions at both central and local public authorities levels. The administrative bodies invested with regulatory rights are not predisposed to coordinate their activity among themselves and prefer to activate autonomously. Because of this the economic agent are compelled to obtain different coordinated documents from many administrative organs by incurring additional financial costs and time, to obtain local public authorities. The study has proved that implementation of OSSs implies considerable economic gains for the economic agents, the increasing of overall budget due to additional value produced by economic agents. From these reasons their activity ought to be supported in continuation.

Effect: Ensure getting benefits of OSSs services by entrepreneurs of the whole country.

Recommendation 2: Approve regulations that stipulate creation of OSSs in all regulatory cases of entrepreneurial activity when a coordinated decision it is needed of 2 or more decision makers.

Argumentation: Creation of OSSs for issuing regulatory documents, collection of obligatory payments for these documents and sustainable activities of OSSs may be possible only in legal conditions. This fact it well admitted in the European Union states where the creations of OSSs at the national and local levels is imposed by law or by presidential decree (See the One Stop Shop: implementation study, February, 2005, Centre of Economical, Social and Political Analysis and Studies). Thus, the issue of registration documents, the coordination of bodies' activity involved through the OSSs may take place only in the cases when it can be stipulated by law, is issuance of registration documents is provided to be made by a concrete public authority (for ex. The local public authority), and the administrative organs are assigned which ought to take part in issuing this document.

Effect: Insure legality and sustainability of OSSs activity.

Recommendation 3: Provide for inclusion in public budgets approved by law of financial resources for creation of OSSs material base.

Argumentation: Local public authorities may and have the right to coordinate the activity of administrative bodies from territory (vertically coordinated) with a view to establishing some integrated regulations, but for this additional efforts are needed of organizational nature and one-time significant financial costs for planning and equipping SSOs. Without any allocation of necessary financial resources and obligation of local public authorities to introduce and maintain the OSSs in the good conditions, a constant progress cannot be expected in this regard.

Effect: The financial insurance of SSOs creation.

Recommendation 4: Improve the electronic system of coordination between authorities and equip new OSSs with these system.

Argumentation: The OSSs is a unique system with a single entrance point based on coordination and optimization of interaction between all the authorities involved, in compliance with legal provisions in issuing one more registration document, having the goal of reducing the financial costs and the time of economic units for getting these documents. This interaction may be organized effectively in conditions of a computerized informational system, with a single point of entrance, that permits the reception of economic units for being issued registration documents, exchange of information and common activity in the process of getting decisions of authorities involved in the respective regulation.

Effect: Provide respective technical equipments of OSSs with coordinated systems between the authorities.

Recommendation 5: To exclude from the activity of the One Stop Shops offices of the regulations that are not stipulated by law.

Argumentation: Article 42 of the law no. 835 dated 17 May 1995 on the principle of urbanism and arrangements of the territory, stipulating that the certificates of the town planning and authorizations for constructions issued by the local public authorities, and the procedure of issuing them is established by the Government. This procedure was established by the Government Resolution no. 360 dated 18 April 1997 On the approving of the Regulation regarding the certificate of town planning and building authorizations, and development of building and arrangements.

Proceeding from the stipulations of the second line of the article no. 7 of the law no. 749 dated 23 Feb. 1996 On the internal commerce, "the commercial activities without registration and license are prohibited, also without the authorization issued by the local public authorities".

Articles 34 and 60 of the law no. 123 dated 18 March, 2003 regarding local public administration, stipulates that the mayor of the administrative-territorial units of the first level and president of the rayon have privileges to liberate licenses

and authorization stipulated by law. Local public authorities personally have legal right mandates to issuing town planning certificates, building authorizations and internal commercial authorizations.

The legislation does not stipulate the issuing by the local public authorities of licenses for the activity of granting services, such kind of authorization issuance is unlawful and should not be included in the Single Stall activity.

Result: The display of the Single Stall activity in accordance with the legislation provisions that are enforced.

Recommendation 6: The revision and the modification of the standard framework that settles the local taxes for the issuing the documents regarding the Single Stall.

Argumentation: Article no. 9 of the law no. 123 from 18.03.2003 regarding local public administration stipulates that in order to insure the local autonomy, the authorities of the local public administration work out and approve the budgets of the Administrative Territorial Units, that have the right to apply and determine the amount of the local taxes stipulated by law. In the Law no. 835 dated 17 May, 1996 regarding the principles of the town planning and arrangements of the territory and no. 749 dated 23 February, 1996 regarding internal commerce, also the Fiscal Code that does not stipulate any taxes for issuing of urbanism certificates, building authorizations and internal commercial authorizations, but the Government has no mandate to establish these taxes. The second papa. of 297 article of the Fiscal Code stipulates that "deliberate authority of the local public administration has no right to apply other local taxes than those stipulated by the legal base, or to establish quotas bigger than those established by them".

From this point of view the local taxes for issuing documents, mentioned above are unlawful.

This is why the Government needs to cancel the local taxes for urbanism certificates and constructions or termination authorizations from the Annex 12 to the Regulation on urbanism certificate and authorization of constructing and running constructions and arrangements, approved by its Resolution no. 360 dated 18 April 1997. The fact of establishing these taxes runs against the provisions of the Letter f) of the Article 2 of the Law no. 424-XV dated 16 December 2004 on revising and optimization of the regulatory normative framework of the entrepreneurial activity, because the taxes need to be „adopted in compliance with the legal provisions“.

Proceeding from the mentioned above, the local public authorities are entitled and obliged by law to work out urbanism certificates, construction authorizations and internal commerce authorizations. The local taxes, collected for issuing these documents, are illegal, they need to be legalized by their modification and their introduction into the Fiscal Code.

Effect: Optimization and providing for legality of local taxes collection for issuing the regulatory documents.

Recommendation 7. Promote the mechanisms of association between the authorities on creating and supporting the One Stop Shops activity .

Argumentation: Letters b) and p) from the para. (1) of the Article 49 of the Law on Local Public Administration establish respectively, that the rayon councils „organize public services of rayon level interest and approve their regulations”, „decide, in legal conditions, their association with other authorities of the local public administration, including the trans-border cooperation, for carrying out certain works and services of public interest, promotion and protection of the interests of the local public administration, as well as collaboration with the economic agents and social associations in the country and from abroad, with a view to carry out certain actions or works of joint interest”. Thus, the rayon councils are entitled to create public services of rayon interest, to get associated with other local public authorities, to collaborate with the economic agents and NGOs in resolving the local problems.

As a public service of rayon interest one can consider the Single Stall. It represents a public service of local level for issuing urbanism certificates, construction authorizations and internal commerce authorizations, as provided by the empowerment of the Rayon council, which comprises local public authorities on benevolent principles, economic agents and NGOs. This service needs to be capable to jointly evaluate the degree of conformity of the economic units requirements for getting respective regulatory documents. The involvement of the representatives of the economic units and NGOs in resolving public problems makes the activity of the public authorities more efficient, more transparent and corresponding to best governing practices.

At the same time, by insuring a volume of work bigger for the OSSs their higher productivity will be made possible.

Effect: Increasing productivity and efficiency of the One Stop Shops activity. Providing the entrepreneurs with effective instruments of support in developing the businesses. Development of cooperation and collaboration between the authorities.

Recommendation 8. Dissemination of information on the advantages and opportunities and benefits offered by the One Stop Shops activity.

Argumentation: Lack of knowledge about legislation and advantages of the One Stop Shops activity contribute to raising corruption and creates impediments in entrepreneurship development. Due to these reasons the One Stop Shops activity needs to be promoted and disseminated for knowing their advantages and benefits by the economic agents and authorities.

Effect: Taking over the experience and good practices of optimization and operations of the One Stop Shops.

Annex

Annex 1. Public authorities expenses for issuing regulatory documents

Table 1. Hancesti public authority's expenses for delivering regulatory documents (Y2004, man - day)

Name of involved authorities	Man day expenses for issuance		
	Urbanism Certificate	Construction Authorization	Total for all types of documents
District Chief Architect	51	51	102
District Centre of Preventive Medicine	28		28
District Direction of Exceptional Circumstances	18		18
District Ecology Service	58		58
District State Inspection of Constructions		60	60
Total public authorities expenses, man - day	155	111	266
Number of documents issued during the year	34	16	50
Total public authorities expenses, man - day for issuing a type of document	4,56	6,94	5,32

Table 2. Cahul and Edinet public authorities' expenses for delivering regulatory documents (Y2004, man - day)

Name of involved authorities	Man day expenses for issuance			
	Trade services authorization		Total for all types of documents	
	Edinet	Cahul	Edinet	Cahul
Tax Inspectorate	10,5	10	10,5	10
District Centre of Preventive Medicine	450	15	450	15
District Direction of Exceptional Circumstances	69	30	69	30
District Police Department	5	120	5	120
Mayoralty	3,7	70	3,7	70
Total public authorities expenses, man - day	538,2	245	538,2	245
Number of documents issued during the year	216	238	216	238
Total public authorities expenses, man - day for issuing one type of document	2,49	1,03	2,49	1,03

Table 3. Hancesti public authority's expenses for delivering regulatory documents by OSS (Y2005, man - day)

Name of involved authorities	Man day expenses for issuance		
	Urbanism Certificate	Construction Authorization	Total for all types of documents
District Chief Architect	8	8	16
District Centre of Preventive Medicine	11		11
District Direction of Exceptional Circumstances	8		8
District Ecology Service	9		9
District State Inspection of Constructions		6	6
Monitoring Body of One-Stop-Shop	23	23	46
Total public authorities expenses, man - day	59	37	96
Number of documents issued during the OSS operation	14	12	26
Total public authorities expenses, man - day for issuing one type of document	4,21	3,08	3,69

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Table 4. Cahul and Edinet public authorities' expenses for delivering regulatory documents by OSS (Y2005, man - day)

Name of involved authorities	Man day expenses for issuance			
	Trade service authorization		Total for all types of documents	
	Edinet	Cahul	Edinet	Cahul
Tax Inspectorate	0,07	4,5	0,07	4,5
District Centre of Preventive Medicine	0,14	4,50	0,14	4,50
District Direction of Exceptional Circumstances	1,05	9	1,05	9
District Police department	0,26	34,4	0,26	34,4
Mayoralty	0,06	13,7	0,06	13,7
Monitoring Body of One-Stop-Shop	27	184	27	184
Total public authorities expenses, man - day	28,6	250,1	28,6	250,1
Number of documents issued during the OSS activity	5	337	5	337
Total public authorities expenses, man - day for issuing one type of document	5,72	0,74	5,72	0,74

Table 5. Hancesti public authority's expenses for delivering regulatory documents (2004 year, thousands Lei)

Name of involved authorities	General expenses for issuance		
	Urbanism Certificate	Construction Authorization	Total for all types of documents
District Chief Architect	9,04	9,04	18,1
District Centre of Preventive Medicine	7,36		7,4
District Direction of Exceptional Circumstances	1,46		1,5
District Ecology Service	5,14		5,1
District State Inspection of Constructions		4,8	4,8
Total public authorities expenses, man - day	23	13,8	36,8
Number of documents issued during the year	34	16	50
Total public authorities expenses, man - day for issuing one type of document	0,68	0,86	0,74

Table 6. Cahul and Edinet public authorities expenses for delivering regulatory documents (Y2004, thou lei)

Name of involved authorities	General expenses for issuance			
	Trade service authorization		Total for all types of documents	
	Edinet	Cahul	Edinet	Cahul
Tax Inspectorate	1,6	0,6	1,6	0,6
District Centre of Preventive Medicine	24,6	1,2	24,6	1,2
District Direction of Exceptional Circumstances	6,7	2,1	6,7	2,1
District Police Department	0,3	13,2	0,3	13,2
Mayoralty	0,38	11,2	0,38	11,2
Total public authorities expenses, man - day	33,5	28,2	33,5	28,2
Number of documents issued during the year	216	238	216	238
Total public authorities expenses, man - day for issuing one type of document	0,16	0,12	0,16	0,12

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Table 7. Hancesti public authority's expenses for delivering regulatory documents by OSS (Y2005, thou lei)

Name of involved authorities	General expenses for issuance		
	Urbanism Certificate	Construction Authorization	Total for all types of documents
District Chief Architect	1,8	1,8	3,5
District Centre of Preventive Medicine	2,8		2,8
District Direction of Exceptional Circumstances	0,7		0,7
District Ecology Service	0,6		0,6
District State Inspection of Constructions		0,6	0,6
Monitoring Body of One-Stop-Shop	0,1	0,2	0,3
Total public authorities expenses, man - day	6,1	2,6	8,6
Number of documents issued during the OSS operation	14	12	26
Total public authorities expenses, man - day for issuing one type of document	0,43	0,21	0,33

Table 8. Cahul and Edinet public authorities expenses for delivering regulatory documents by OSS (Y2005, thou lei)

Name of involved authorities	General expenses for issuance			
	Trade service authorization		Total for all types of documents	
	Edinet	Cahul	Edinet	Cahul
Tax Inspectorate	0,01	0,4	0,01	0,4
District Centre of Preventive Medicine	0,01	0,4	0,01	0,4
District Direction of Exceptional Circumstances	0,2	0,9	0,2	0,9
District Police Department	0,02	4,4	0,02	4,4
Mayoralty	0,01	1,5	0,01	1,5
Monitoring Body of One-Stop-Shop	0,4	38,3	0,4	38,3
Total public authorities expenses, man - day	0,7	45,8	0,7	45,8
Number of documents issued during the OSS operation	5	337	5	337
Total public authorities expenses, man - day for issuing one type of document	0,13	0,14	0,13	0,14

Annex 2. Data regarding One Stop Shop activity in a number of districts from the Republic of Moldova

Indicators	Unit of measure	District / Towns			Total per district/town
		Hancesti	Edinet	Cahul	
2004 year indicators regarding regulatory documents issue without One Stop Shop					
Number of regulatory documents issued during the year, total	units	50	216	238	504
Including: permissions for construction projects	units				0
Urbanism Certificates	units	34			34
Construction Authorizations	units	16			16
Trade Authorizations	units		216		216
Service Rendering Authorizations	units			238	238
Total public authorities general expenses for issuing all types of regulatory documents during the year 2004	thou lei	36.80	33.52	28.23	98.55
Total public authorities general expenses for issuing all types of regulatory documents during 2004 year adjusted to salary level of the year 2005	thou lei	51.52	83.80	61.32	196.64
2005 year indicators regarding regulatory documents issue by One Stop Shop					
OSS opening date	Date, month, year	28/10/05	23/11/05	18/04/05	
Number of regulatory documents issued during OSS activity - total	units	26.00	5.00	337.00	368.00
Including: permissions for construction projects	units				0.00
Urbanism Certificates	units	14.00			14.00
Construction Authorizations	units	12.00			12.00
Trade Authorizations	units		5.00		5.00
Service Rendering Authorizations	units			337.00	337.00
Total public authorities general expenses for issuing all types of regulatory documents during OSS activity	thou lei	8.59	0.66	45.82	55.07
Total public authorities general expenses for issuing all types of regulatory documents during OSS activity conventionally adjusted to an operation year of OSS	thou lei	19.55	70.66	70.36	160.57
Public authorities profit gained from OSS implementation	thou lei	31.97	13.14	-9.04	36.07
Income gained by OSS during its activity	thou lei	0.65	0.45	7.68	8.78
Income gained by OSS conventionally adjusted to an operation year of OSS	thou lei	1.83	70.20	11.80	83.83
Total revenue of public authorities from the OSS implementation registered in common with OSS Office	thou lei	33.80	83.34	2.76	119.90

Annex 3. Data regarding the impact of One Stop Shop activity on the economic agents, 2004

Indicators	Unit of measure	District / Town			Total per district/ town
		Hancesti	Edinet	Cahul	
2004 year indicators regarding the issuance of regulation documents without One-Stop-Shop					
Number of regulatory documents obtained by the economic agents during the year - total,	units	50	216	238	504
inclusively:					
Urbanism Certificates	units	34			34
Construction Authorizations	units	16			16
Trade Authorizations	units		216		216
Service Rendering Authorizations	units			238	238
Average official payments (except for mandatory taxes and payments stipulated by the legislation) made by the economic agent to obtain a unit of:					
Trade Authorizations	thou lei		0.18		0.18
Service Rendering Authorizations	thou lei			0.352	0.352
Average unofficial payments made by the economic agent to obtain a unit of:					
Urbanism Certificates	thou lei	0.05			0.05
Construction Authorizations	thou lei	0.05			0.05
Trade Authorizations	thou lei		0.02		0.02
Time spent by the economic agent to obtain a unit of:					
Urbanism Certificates	days	28			28
Construction Authorizations	days	35			35
Trade Authorizations	days		23		23
Service Rendering Authorizations	days			29.8	29.8

Annex 4. Data regarding the impact of One Stop Shop activity on the economic agents, 2005

Indicators	Unit of measure	District / Towns			Total per district / towns
		Hancesti	Edinet	Cahul	
2005 year indicators regarding the issue of regulatory documents by OSS					
Number of regulatory document obtained by the economic agents by OSS - total,	units	26	5	337	368
Urbanism Certificates	units	14			14
Construction Authorizations	units	12			12
Trade Authorizations	units		5		5
Service Rendering Authorizations	units			337	337
Number of regulatory document that could be obtained from OSS, if this would operate for a year - total,	units	70	540	517	1127
Urbanism Certificates	units	22			22
Construction Authorizations	units	48			48
Trade Authorizations	units		540		540
Service Rendering Authorizations	units			517	517
Average official payments (except for mandatory taxes and payments stipulated by the legislation) made by the economic agent to obtain a:					
Construction Authorizations	thou lei	0.16			0.16
Trade Authorizations	thou lei		0.131		0.131
Service Rendering Authorizations	thou lei			0.01	0.01
Average unofficial payments made by the economic agent to obtain:					
Service Rendering Authorizations	thou lei			0.01	0.01
Time spent by the economic agent to obtain:					
Urbanism Certificates	days	14.4			14.4
Construction Authorizations	days	10.2			10.2
Trade Authorizations	days		5		5
Service Rendering Authorizations	days			10.4	10.4
Average revenue as official payments of an economic agent in the conditions of OSS operation with respect to conditions without the OSS activity to obtain a:					
Construction Authorizations	thou lei	-0.16			-0.16
Trade Authorizations	thou lei		0.048		0.048
Service Rendering Authorizations	thou lei			0.204	0.204
Average revenue as unofficial payments of an economic agent in conditions of OSI operation with respect to conditions without the OSS activity to obtain a:					
Urbanism Certificates	thou lei	0.05			0.05
Construction Authorizations	thou lei	0.05			0.05
Trade Authorizations	thou lei		0.02		0.02
Service Rendering Authorizations	thou lei			-0.01	-0.01
Average time saving of an economic agent in conditions of OSS existence with respect to conditions without OSS operation to obtain a:					
Urbanism Certificates	thou lei	13.6			13.6
Construction Authorizations	thou lei	24.8			24.8

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Indicators	Unit of measure	District / Towns			Total per district / towns
		Hancesti	Edinet	Cahul	
Trade Authorizations	thou lei		18		18
Service Rendering Authorizations	thou lei			19.4	19.4
Average economic revenue of an economic agent generated by the time saving in conditions of OSS existence to obtain a:					
Construction Authorizations	thou lei	10.118			10.118
Trade Authorizations	thou lei		1.1		1.1
Service Rendering Authorizations	thou lei			1.55	1.55
Average economic benefit of an economic agent generated by the OSS implementation in case it obtains:		10.058	1.168	1.744	
Urbanism Certificates	thou lei	0.05			0.05
Construction Authorizations	thou lei	10.008			10.008
Trade Authorizations	thou lei		1.168		1.168
Service Rendering Authorizations	thou lei			1.744	1.744
All economic agents revenue (adjusted to an operational year of OSS), which obtained regulatory documents by OSS - total,	thou lei	483	396	902	1780
Urbanism Certificates	thou lei	2			2
Construction Authorizations	thou lei	480			480
Trade Authorizations	thou lei		396		396
Service Rendering Authorizations	thou lei			902	902
Increase of the regulatory documents number issued in conditions of OSS existence with respect to the number of regulatory documents issued in the year prior to OSS implementation total,	units	20	324	280	624
Urbanism Certificates	units	-12			-12
Construction Authorizations	units	32			32
Trade Authorizations	units		324		324
Service Rendering Authorizations	units			280	280
General economic effect (in Lei/year) generated by the increase of the number of regulatory documents issued in conditions of OSS functioning	thou lei	1548	583	1983	4114
Construction Authorizations	thou lei	1548			1548
Trade Authorizations	thou lei		583		583
Service Rendering Authorizations	thou lei			1983	1983
Total economic effect from OSS implementation	thou lei	2031	979	2885	5894
Urbanism Certificates	thou lei	2			2
Construction Authorizations	thou lei	2028			2028
Trade Authorizations	thou lei		979		979
Service Rendering Authorizations	thou lei			2885	2885
Reimbursement period of investments in OSS foundation	years	0.34	0.57	0.26	

Annex 5. Regulation-model on One-stop-shop activity

Annex nr. ____
To decision nr. ____ from _____

REGULATION

regarding the operation of „One-Stop-Shop" - Public Office that issues construction authorizations, urbanism certificates and corresponding permissions

I. GENERAL PROVISIONS

1. The given Regulation is elaborated for the establishment of „One-Stop-Shop" - Public Office that issues authorization for trade and service activities, construction authorizations, urbanism certificates and permissions, on the unification of the procedure including application receipt and issuance of construction and renovation authorizations.
2. The One-Stop-Shop is a go-between system for applicants of regulation documents, mentioned above, on one hand, and a public authority signatory party of this Regulation empowered to issue them, on the other hand, and is aimed to facilitate the access of applicants to respective public services, by assigning One-Stop-Shop to receive requests and issue appropriate documents.
3. The signatory parts of the given Regulation are the representatives of:
 - Architecture Service;
 - Centre of Preventive Medicine;
 - Direction of Exceptional Circumstances;
 - Ecology Service;
 - State Inspection of Labour Protection;
 - State Inspection of Constructions;
 - Police Department;
 - Organization _____ „Apa-Canal";
 - CT „Moldtelecom", _____ ,

which form the Commission of Appraisalment of request documents submitted by the Applicant, hereinafter referred to as - “the Commission".

4. The Monitoring Body of the One-Stop-Shop is _____

II. RESPONSIBILITIES OF „ONE-STOP-SHOP"

5. The operation of One-Stop-Shop aims to:
 - Increase the quality of public services provided to clients, considered at the issuance of documents stipulated in paragraph 1:
 - Reduce the time for the applicant to identify the competent authority, to issue the documents and the time necessary to arrive to authority headquarter
 - Diminish the bureaucratization degree of procedures necessary to be fulfilled by the applicants, so as to receive the said documents.
6. The one-Stop-Shop is arranged and endowed with space, as well is provided with all necessary conditions to develop specific activities by the:.....

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7. The One-Stop-Shop must receive requests from applicants (legal and natural persons), concerning the issuance of corresponding authorizations.
8. The activity of One-Stop-Shop will be coordinated by a responsible person (_____) together with the Monitoring Commission and Body;
9. The One-Stop-Shop will operate on the basis of the following activity program:
 - a) collection of applications submitted by requesters;
 - b) completing requests for each concerned Service;
 - c) registration of requests and recording of beneficiaries;
 - d) insurance; cashing payments and handing in receipt for delivered services;
 - e) managing the circulation of dossiers between Services and One-Stop-Shop;
 - f) notification of involved offices about the request submission;
 - g) multiplication of requests and related materials, sending them to offices.
 - h) convoking the session of the Commission of Appraisalment for requests (once in 2 weeks for 1 working day);
 - i) issuance of certificates, authorizations and permissions approved by the Commission under the law.
10. The One-Stop-Shop elaborates its procedural-functional activity system and the catering and cooperation mechanisms with the Commission of Appraisalment.
11. For a more efficient and for the adjustment of One-Stop-Shop activity to corresponding terms, the Coordinator has the right to modify the Activity Program and the procedures of One-Stop-Shop together with the Commission of Appraisalment under the law in force.
12. The One-Stop-Shop and the Commission must study the request and the corresponding documents within 10-14 working days.
13. The One-Stop-Shop shall have in view for the space to be permanently kept tidy and to correspond with the size of specific activity volume, as well the number of One-Stop-Shops to permit the separation of the flow of request receipt and of documents issuance, also the fluency of these activities.
14. The One-Stop-Shop must post (acquaint the applicant with) the official acts, on the bases of which concerned Offices, when issuing the inquired document, formulate their requirements envisaging details on:
 - the documents to be submitted along with the requests;
 - the ways to obtain documents accompanying the requests, if is the case;
 - the list of competent authorities dealing with submitted requests, as well as contact information regarding these authorities;
 - reception hours of competent authorities dealing with requests;
 - terms for settling requests;
 - the destination and conditions for the use of issued documents;
15. The One-Stop-Shop staff shall meet the requirements:
 - attendance to correspond with working program
 - the number of active staff to ensure the fluency and the achievement of specific activities;
 - to show willingness in communicating with applicants
 - proficiency in own field of activity and competence in public services
 - to deal with requests
 - to issue documents accompanying requests,
 - to fully inform applicants

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- to be competent in providing all necessary information regarding the way of filling in requests for the issuance of inquired documents, as well as regarding the terms to be met in this regard;
- to be a proper guide for applicants in settling certain issues occurred during the requests' submission or the issue of inquired documents;
- to support actively and legally the applicants in proceeding with the necessary formalities
- to show respect towards the applicants, tactful communication and a decent look and language.

III. ASSISTANCE CATEGORIES OF ONE-STOP-SHOP

16. The One-Stop-Shop, as provided, shall assist the construction authorization process for the next stages and namely:
 - a) Territory selection, according to the right on territory and business idea (the applicant must possess and present necessary documents which attest the right on territory, real estate).
 - b) Request submission to the Commission for getting authorization to place the inquired object. Special request submission and getting the Urbanism certificate.
 - c) Elaboration of construction plan for the object, which is afterwards tested by experts in the field.
 - d) Request submission for getting authorization of the plan.
 - e) Request submission for getting Construction Authorization (CA), which includes the attached project.
 - f) Obtaining CA, registering the object at the Construction State Inspection (CSI) and supervising the construction process (building site stage).
 - g) Request submission to the Commission for getting authorization regarding object receipt (putting into operation).
 - h) Request submission and obtaining authorization for trade activity.

IV. RESPONSIBILITIES OF THE COMMISSION OF APPRAISEMENT

17. To study applicants' requests and materials in due time, as stipulated.
18. To approve the applicant documents.
19. To issue permission, certificates, authorization, provided to One-Stop-Shops.
20. If the Commission identifies erroneous or fake acts, it enjoys full right to reject the request with a written notification.
21. If the Applicant request and documents are approved, the Commission issues construction authorizations, certificates and corresponding permissions, as previously stipulated.
22. To provide the One-Stop-Shop with models of request form, other necessary acts for service rendering.
23. To support the activities of the One-Stop-Shop in the locality.

V. THE MONITORING BODY OF THE ONE-STOP-SHOP

- 24. Monitors the good operation of the One-Stop-Shop.
- 25. Promotes the activities of the One-Stop-Shop in the region.

Note: The transportation costs of competent bodies, to select the territory in the region, are covered by the beneficiary.

Secretary of District Council _____

**Comments on the Draft Regulation – operation form of the One-Stop-Shop (OSS)
under the local authorities.
(on the bases of elaborated acts for Cahul, Hancesti, Edinet OSS)**

Decision of District Council – To indicate correctly in preamble the laws depending on the type of issued authorizations.

The terms settled by respective authorities for the issuance of permissions or authorizations, certificates, must be accessible to applicant.

The documents given to OSS, intended to different OSS bodies, do not have to be doubled or illegitimate.

For example: The request of Cahul Police Department regarding the Agreement with the National Security Service to provide security to the enterprise requiring authorization lies beyond law. Other terms of the concerned body must be at free will.

The hygiene notification must be merged with the sanitary authorization. Moreover, projection documents, Urbanism Certificate and Construction Authorization, are being examined for more times, practically by the same local authority. This is why the number of necessary requests and documents must be optimized by the Monitoring Body jointly with the Secretary of District Council.

Sanitary authorization may be issued once with the trade activity authorization, due to the doubling of required documents.

If the Construction Authorization is offered, the trade activity Authorization issued by the local authorities is useless (it can be issued automatically once the receipt of payment is presented), because all permissions are doubling.

Tax Inspectorate must be removed from authorities concerned with OSS. Also the presence of State Inspection of Labour Protection is a knotty matter;

Trade authorization is issued apart, additionally, only for the case of rent or sale-purchase agreement, because all necessary documents were checked up when the Construction Authorization was issued.

Annex 6. Questionnaire for collecting information - OSS

1. Which of the documents listed below are issued to economic agents by OSS?

Order number j	Name
1	Permission to building project
2	Urbanism Certificate
3	Construction Authorization
4	Trade Authorization
5	Service Rendering Authorization

2. Please point out the number of regulatory documents, of every type, issued by One-Stop-Shop during the implementation year:

Order number j	Name	Number of documents, units
1	Permission to building project	
2	Urbanism Certificate	
3	Construction Authorization	
4	Trade Authorization	
5	Service Rendering Authorization	

3. Please fill in the List of institutions involved in issuing regulatory documents for economic agents

Order number i	Name
1	

4. Indicate the number of working days in which the One-Stop-Shop office operated during the implementation year

5. Indicate the amount of cashing (in thou Lei) registered by the One-Stop-Shop office in its activity process during the implementation year _____

6. Please state the investment volume for the One-Stop-Shop foundation (in Lei)

7. What are general expenses and labour remuneration of your institution for the issuance of regulatory documents in the implementation year of One-Stop-Shop

Order number i	Name	Total general expenses Cgi	Labour remuneration Cmi

8. Indicate Addresses and contact telephone numbers of 5-6 economic agents that received regulatory document type j from One-Stop-Shop:

#	Full name	Postal address	Family name, surname of the person that obtained the document	Contact telephone number
1				

Current position: _____ Telephone number: _____
 Company name: _____
 E-mail: _____
 Company address: _____
 Date of interview: _____
 Name of interviewer: _____

Annex 7. Questionnaire for collecting information – Mayoralty/ District Council

1. Please indicate the number of regulatory documents, of every type, issued by District Council during the year prior to One-Stop-Shop implementation:

Order number j	Name	Number of documents, units
1		

2. Indicate Addresses and contact telephones of 4-5 economic agents, which received the regulatory document type j in the year previous to One-Stop-Shop implementation:

Order number	Full name	Postal address	Family name, surname of the person, which received the document	Contact telephone

3. Please fill in the list of persons, which participated at the issuance of regulatory documents in the year previous to One-stop-Shop implementation

Order number	Family name, surname	Participated at documents issue (days during the year)				
		Permission to building project J = 1	Urbanism Certificate J = 2	Construction Authorization J = 3	Trade Authorization J = 4	Service Rendering Authorization J = 5
1						

4. What is the annual revenue of persons, which participated at the regulatory documents issue in the year prior to One-Stop-Shop implementation

Order number	Family name, surname	Annual revenue, Lei
1		

5. What are general expenses and labour remuneration of your institution* in the year prior to One-Stop-Shop implementation

Name	Thou Lei
Total general expenses Cgi	
Labour remuneration Cmi	

* For all institution

6. Please fill in the list of persons, which participated at the issuance of regulatory documents in the year of One-Stop-Shop implementation

Order number	Family name, surname	Participated at documents issue (days during the year)				
		Permission to building project J = 1	Urbanism Certificate J = 2	Construction Authorization J = 3	Trade Authorization J = 4	Service Rendering Authorization J = 5
1						

7. What is the annual revenue of persons, which participated at the regulatory documents issue in the year of One-Stop-Shop implementation

Order number	Family name, surname	Annual revenue, Lei
1		

8. What are general expenses and labour remuneration of your institution* for the issuance of regulatory documents in the year of One-Stop-Shop implementation

Name	Thou Lei
Total general expenses Cgi	
Labour remuneration Cmi	

* For all institution

Annex 8. Questionnaire for collecting information - public authorities

1. Please name which of the documents listed below are issued to economic agents by you institution.

Name	Order number j
Permission to building project	1
Urbanism Certificate	2
Construction Authorization	3
Trade Authorization	4
Service Rendering Authorization	5

2. Please fill in the list of persons, which participated at the regulatory documents issue in the year prior to One-Stop-Shop implementation

Order number	Family name, surname	Participated at documents issue (days during the year)				
		Permission to building project J = 1	Urbanism Certificate J = 2	Construction Authorization J = 3	Trade Authorization J = 4	Service Rendering Authorization J = 5
1						

3. What is the annual revenue of persons, which participated at the regulatory documents issue in the year prior to One-Stop-Shop implementation

Order number	Family name, surname	Annual revenue, Lei
1		

4. What are general expenses and labour remuneration of your institution in the year prior to One-Stop-Shop implementation*

Name	Thou Lei
Total general expenses Cgi	
Labour remuneration Cmi	

* For all institution

5. Please fill in the list of persons, which participated at the issuance of regulatory documents in the year of One-Stop-Shop implementation, during its operational period

Order number	Family name, surname	Participated at documents issue (days during the year)				
		Permission to building project J = 1	Urbanism Certificate J = 2	Construction Authorization J = 3	Trade Authorization J = 4	Service Rendering Authorization J = 5
1						

6. What is the annual revenue of persons, which participated at the regulatory documents issue in the year of One-Stop-Shop implementation, during its operational period

Order number	Family name, surname	Annual revenue, Lei
1		

7. What are general expenses and labour remuneration of your institution*

Name	Annual, Lei
Total general expenses Cgi	
Labour remuneration Cmi	

* For all institution

Annex 9. Questionnaire for collecting information – economic agents

1. Which of the documents listed below were requested and received by your enterprise from the corresponding authorities?

Name	Order number j
Permission to building project	1
Urbanism Certificate	2
Construction Authorization	3
Trade Authorization	4
Service Rendering Authorization	5

2. Please indicate financial expenses and time spending incurred to obtain the regulatory document indicated hereinafter?

Actions	Payments, Lei		Time spending, days
	Official	Unofficial	
Implementation of measures to conform to this regulation terms (sanitary, fire-prevention, etc.)			
Preparation, multiplication and notary's certificate for the necessary documents			
Coordination of initial documents / or receipt of a preliminary document from:			
1. Chief-Architect of district			
2. Chief-Architect of town			
3. Centre of Preventive Medicine of district			
4. Direction of Exceptional Situation of district			
5. Ecological Control Service of districts			
6. Territorial Labour Inspectorate			
7. Stat Inspection for Construction of district			
8. District Police Department			
9. District Council			
10. Municipal Enterprise „Apa-Canal”;			
11. Distribution electrical networks „Union Fenosa”;			
12. „Moldtelecom” branch			
13. Exploration Sector of International Cable			
14. Gas Distribution Network			
15. Municipal Thermal Enterprise			
16. Monitoring Body of One-Stop-Shop office			

3. The regulation document is received:

- a) first time
- b) repeatedly

4. if the regulatory document was received the first time, please indicate the number of additional workers involved in the activity of:

 construction _____ men,
 trade _____ men,
 service rendering _____ men.

Name of interviewer: _____

Position: _____

Date of interviews: _____

The questionnaire came to end. Thank you for cooperation!