



Progress report No.8

on the implementation of

'Modernization of Local Public Services in the Republic of Moldova' project

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Acronyms and abbreviations

ACAP	Association of Professional Accountants and Auditors of the Republic of Moldova
AMAC	Moldovan Water Supply Association
APA	Academy of Public Administration
ATU Gagauzia	Autonomous Territorial Unit Gagauzia
BMZ	German Ministry of Economic Cooperation and Development
CCI	Chamber of Commerce and Industry
CSO	Civil society organization
EE	Energy Efficiency
EEA	Energy Efficiency Agency
EEF	Energy Efficiency Fund
EU	European Union
FA	Finance agreement
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
ICEWSS	Institute for Continuous Education in the Water Supply and Sanitation Sector
CCEEPB	Centre for Continuous Education in the Energy Efficiency in Public Buildings
IMC	Inter-Municipal Cooperation
LCC	Local Citizens Committee
LPA	Local Public Administration
LSC	Local Steering Committee
MARDE	Ministry of Agriculture, Regional Development and Environment
MDL	Moldovan Leu
MEI	Ministry of Economy and Infrastructure
MIn	Million
MLPS	Modernization of Local Public Services in the Republic of Moldova
MoU	Memorandum of Understanding
NEF	National Ecological Fund
NFRD	National Fund for Regional Development
PCERD	Parliamentary Committee for Environment and Regional Development
OECD	Organisation for Economic Co-operation and Development
QMS	Quality management system
RBM	Results-based monitoring
RD	Regional Development

RDA	Regional Development Agency
RDC	Regional Development Council
RDS	Regional Development Strategy
RLR	Regional and Local Roads
RSC	Regional Sector Commission
SDC	Swiss Agency for Development and Cooperation
SEDS	Socio-Economic Development Strategy
SWM	Solid Waste Management
TA	Technical assistance
ToR	Terms of Reference
ToT	Training of Trainers
TUM	Technical University of Moldova
UN	United Nations
WSS	Water Supply and Sanitation

1. Executive summary

Project title	Modernization of Local Public Services in the Republic of Moldova
Project duration	March 2016 – December 2021
Reported period	January - December 2018
Project objective	The framework conditions for a citizen-oriented implementation of regional development policy in priority sectors of local public service provision are improved
Intervention area specific objectives	<p>MARDE puts in place a coherent framework for the effective implementation of national regional development policy in priority sectors;</p> <p>RDCs are enabled to coordinate the implementation of regional development strategies;</p> <p>Capacities of the RDAs to implement regional development strategies (developed by them) have improved;</p> <p>Representatives of raions, municipalities and local service providers benefit from demand-oriented trainings for the modernization of local public services in the priority sectors.</p>
Project partners, stakeholders and target groups	<p>The target group of the development measure is the population in selected Local Public Authorities from the four Development Regions North, Centre, South and ATU Gagauzia. Key partners of the project include the Ministry of Agriculture, Regional Development and environment, Regional Development Councils, Regional Development Agencies and LPAs from the aforementioned regions.</p> <p>In addition to the key partners, the project cooperates closely with Academy of Public Administration; Technical University of Moldova, Association 'Moldova Apa-Canal' (Water Utilities Association), Energy Efficiency Agency, Chamber of Commerce and Industry as well as State Chancellery, Ministry of Economy and Infrastructure.</p>
Key achievements for reported period	<p>Draft Government decision and Regulation on the new national agency that will manage the National Ecologic Fund and National Regional Development Fund consulted with relevant stakeholders and prepared for Government's approval.</p> <p>Draft Policy on Urban Development Centres is developed and prepared for public consultations.</p> <p>Work plans of regional sector commissions for 2018 in WSS and SWM sectors developed as result of consultations with LPAs and service operators, and presented for endorsement by the regional development councils.</p> <p>ATU Gagauzia development region developed the regional sector programmes for WSS, EE and RLR, including list of possible project concepts.</p> <p>6 WSS chapters from social and economic development strategies (LPA II level) and 9 local plans (LPA I level) were updated in participatory way and adequately reflect social and gender aspects. 6 Energy Efficiency programs/action plans in</p>

	<p>public buildings were developed in accordance with Energy Efficiency Agency methodology.</p> <p>RDAs capacitated to organize and carry out processes for procurement of design services in line with EU procedures and awarded contracts to 18 investment projects funded by EU.</p> <p>The technical design for the SDC financed WSS project in Cahul-Lebedenco is completed and construction was successfully contracted by the RDA South.</p> <p>Completion of pilot projects financed by the German Fund for Regional Development including the Leova-Iargara inter-municipal pipeline, supporting up to 25 000 inhabitants to get access to quality water supply. The Romanian-German financed water supply and sanitation project in Rosu is completed and connects currently 700 households to the water supply system. 577 households can be connected to the canalisation. The village is part of the inter-municipal service arrangements with Apa Canal Cahul capacitated by the project.</p> <p>Five training modules developed in cooperation with APA are institutionalized and included in the 2018 curriculum of professional development courses. The Technical University of Moldova has developed 3 new modules for water operators. With these 3 modules, TUM has in its courses catalogue a number of 15 training modules which have been institutionalized.</p> <p>APA successfully completed the external audit on quality management system (QMS) carried out by TÜV Thüringen and received the certificate for QMS according to ISO 29990:2010 for design, development and provision of learning and professional development services for the public service/ „Non-formal education and professional training services”.</p>
<p>Key challenges/risks for reported period</p>	<p>Unclarity on territorial administrative reform still create delays in the development of the legal and normative framework related to regional development.</p> <p>Poorly developed local market on design services for water supply and sanitation and energy efficiency sectors imposed diminishing eligibility criteria which leads to the risk of contracting companies with limited capacity and experience to implement the large contracts.</p> <p>Numerous amendments of scope of technical designs, volumes and related funding needs accumulated to considerable delays. In most EE cases and with regard to some water projects individual requests for amendment of technical standards were successfully negotiated with the MEI and applied.</p> <p>Hesitations of LPAs to embark on inter-municipal service delegation and on setting-up regional water service operators remain.</p> <p>Public property registration constitutes a huge problem for the communes due to lack of capacities and funds.</p>

	Lack of financial sustainability of training institutions to finance the provisions of training modules without donor's support.		
Project budget, including co-financing	Donor	Amount, EUR	Implementation timeframe
	Gov. of Germany (TA)	6,335,000	Mar 2016 – Dec 2021
	Gov. of Sweden (TA)	3,700,000	Nov 2016 – Dec 2018
	Swiss Agency for Development and Cooperation, <i>including FAs</i>	3,899,050 <i>3,051,324</i>	Mar 2016 – Dec 2019 <i>Mar 2016 – Sept 2019</i>
	Gov. of Romania	205,283	Mar 2016 – June 2018
	European Union (TA)	321,107	Mar 2016 – Sep 2017
	European Union, design stage <i>including FAs</i>	3,500,000 <i>2,400,000</i>	Sep 2017 – Dec 2019 <i>Dec 2017 – Sept 2019</i>
	European Union, construction stage <i>including FAs</i>	39,800,000 <i>32,400,000</i>	Dec 2017 – Mar 2021 <i>Dec 2017 – Dec 2020</i>
	Total	57,760,440	

2. Project background and methodology

Since 2010, GIZ is implementing the project 'Modernization of Local Public Services in the Republic of Moldova' (MLPS) under the commission of the German Ministry for Economic Cooperation and Development (BMZ).

At the beginning of 2016, the implementation of the 2nd phase of the MLPS project commenced. The project builds on the results of the first phase and had as deadline for project implementation 12/2020. During 2018 the implementation period was extended to 12/2021 as result of the commissioning received for the implementation of the European Union funds for infrastructure projects' construction stage. Additionally, as result of MLPS project partners discussions and joint agreement on lessons learnt and changes of the current context, the project log-frame, particularly the outputs and targets for specific indicators were adjusted (see Annex 1).

The Project works in four priority sectors: water supply and sanitation (WSS), energy efficiency in public buildings (EE), solid waste management (SWM) and regional and local roads (RLR). The support to RLR is limited to ATU Gagauzia and ended in 2018.

In addition, the project contributes to the achievement of the sustainable development goals (SDGs) 5 (Gender Equality), 6 (Clean Water and Sanitation), 9 (Industry, Innovation and Infrastructure), 11 (Sustainable Cities and Towns), 12 (Responsible Consumption and Production), 13 (Climate Policy) and 16 (Peace, Justice and Strong Institutions), as well as to the implementation of international environmental standards.

Project background

During the reporting period high level of political pressure is still characterising the context. The main challenge continued to be the central public administration reform. After its creation, the Ministry of Agriculture, Regional Development and Environment (MARDE) has not completed its internal reorganisation process. The new agency to ensure administration of and synergies between the

National Fund for Regional Development and the National Ecological Fund is still in process of being created.

In relation to the sector frameworks, one new regulation on water supply in small settlements was approved (see below in section 4.1), which provides for a few new standards.

The Moldovan government developed and approved the national strategy “Moldova 2030” to implement the Agenda 2030. Regional development and infrastructure is one of priority sectors with a working group created and involving MARDE and other relevant stakeholders.

Methodological approach

The project consistently applies a multi-level and multi-stakeholder approach to improve the framework conditions for the modernization of local public services in four priority sectors. To implement the investment measures, partner systems are used as far as possible, thus avoiding the creation of parallel implementation structures.

The MLPS project is structured around four intervention areas:

- I. Policy and strategy advice for improving framework conditions for implementation of regional development policy;
- II. Improvement of coordination and monitoring of Regional Development Strategies (RDSs);
- III. Improvement of development and implementation of RDSs;
- IV. Institutionalisation of training and capacity development measures.

Measures to improve local service delivery are part of a comprehensive 5-pillar approach for capacity development in (i) establishing integrated local planning procedures, (ii) establishing inter-municipal cooperation structures, (iii) assisting in the institutionalization of adapted trainings and education for service operators and local authorities, and (iv) implementation of awareness raising and mobilization policies for citizens. The complementary funding of infrastructure projects via funds from the German Regional Development Fund and funds from the EU, Switzerland and Romania represent the fifth element (v) of the approach.

Synergies with other projects and donors

The German Fund for Regional Development provides financial support, EUR 7,300,000, to a number of projects aimed at improving local public services delivery in the WSS, EE and SWM sectors. By the end of 2018 the funds were used and the remaining pilot project, WSS Leova, was closed.

A close synchronization and coordination of MLPS project implementation continues with the project “Inter-municipal Water Management along the Dniester”, which uses the same modalities of implementation for investment measures in WSS project in Ustia, Criuleni through the regional development agency (RDA) as contracting authority.

3. Progress towards the project outcome

The project objective to improve the framework conditions for a citizen-oriented implementation of regional development policy in priority sectors of local public service provision remains attainable within the duration of the project. The indicators 2 and 3 of the project objective have been already partially achieved during the reporting period: 18 infrastructure measures in water supply, sanitation and energy efficiency in public buildings are currently in the technical design phase, with design companies contracted.

The National Coordination Council for Regional Development (NCCRD) approved the budget for 2018 in the amount of MDL 185 mln for implementation of regional development projects.¹ In total, since the beginning of the project, approx. EUR 45.7 mln were mobilized to finance investment measures, EUR 9.2 mln granted by national funds, and EUR 36.5 mln by international donors.

4. Achievements of the project specific objectives

During 2018, GIZ together with its partners achieved the following results and progress towards its four specific objectives.

4.1 Specific objective 1

Specific objective 1 envisages for the MARDE to put in place a coherent framework for the effective implementation of the national regional development policy in the priority sectors.

Adjusted national framework

During the reported period, the draft Government Decision and Regulation on the new national institution that will manage the National Ecologic Fund (NEF) and National Regional Development Fund (NFRD), drafted by MARDE with GIZ support, was put for public consultations² and reviewed by State Chancellery and other relevant line ministries. Although there was an overall endorsement of creation of this institution, the submission of the documents for Government approval is on hold. The setting up of the given institution is postponed due to unclarities on the overall reform of national funds' administration.

Also, GIZ supported the Ministry in development of the draft Policy on Urban Development Centres in the Republic of Moldova, which was submitted for further consultations and review with the Regional Development Agencies (RDA), Regional Development Councils (RDC) and relevant line ministries. The final draft Policy on Urban Development Centres was also presented to the NCCRD on 16.11.2018.³ Additionally, the conceptual framework for the new regional development paradigm was developed. Drafts were submitted to MARDE for reviews and discussions with the decision-making representatives. Public hearings on these documents were postponed for 2019.

The analysis of the normative and legislative basis in spatial planning and landscape planning, planned for 2018, was slightly delayed due to the pending approval of the Code on Urbanism and Constructions by the Parliament. This is also due to unclarity with the administrative subordination of the Spatial Planning and Urbanism departments, where the former is currently under MARDE and the latter is under Ministry of Economy and Infrastructure. Nevertheless, given the need to improve the capacity of MARDE's Spatial Planning Department. in cooperation with the GIZ project "Exchange Platform for the Chapters on Regional Development within the Association Agreements of Georgia, Moldova and Ukraine", a study visit for members of Parliamentary Committee for Environment and Regional Development, representatives of MARDE and Agency for Land Relations and Cadastre to Romania for exchange of experience on spatial planning was organized during 23-26 October 2018.⁴

¹ <https://mei.gov.md/ro/content/consiliul-national-de-coordonare-dezvoltarii-regionale-aprobat-planul-anual-de-finantare>

² <http://www.particip.gov.md/proiectview.php?l=ro&idd=5184>

³ <http://madr.gov.md/sites/default/files/Decizia%20nr.%2013%20din%2016%20noiembrie%202018.pdf>

⁴ <https://bit.ly/2MKjOFE>

With reference to the mid-term assessment of the National Strategy for Regional Development (NSRD) 2016-2020, which was initially planned for 2018, this was postponed for end 2019, in accordance MARDE decision, since it was considered to be pre-mature to assess the impact of this strategy after less than 2 years of implementation.

The capacity of the Parliamentary Committee for Environment and Regional Development (PCERD) was continuously strengthened. Advisory support has been provided to PCERD on the issues like strategic orientation on SWM, WSS, potential revision of the regional development paradigm, including support to economic/business infrastructure development in the regions and other topics. Following the monitoring visits to all development regions (South – on 28 February 2018⁵, UTA Gagauzia on 23 May⁶, North – on 8 November 2017,⁷ and Centre on 29 November 2017⁸), with GIZ support, PCERD organized a workshop on 9 July with its members and two MARDE and one European Investment Bank representatives to discuss the results of the visits and the intermediary results of the implementation of the NSRD 2016-2020.⁹ A resolution was concluded.

A study visit to Romania on environment and regional development issues was cancelled due to hectic agenda of the Members of the Parliament. The necessary exchange of experience for PCERD might be further provided but not earlier than after parliamentary elections in February 2019.

GIZ continued to provide its support to the national Working Group in solid waste management. On 20 February a meeting of the Working Group was held, where the results of the feasibility studies in waste management zones 5 and 8, as well as the activities carried out with the support of the project within the Regional Sectorial Commissions in SWM and challenges were discussed. Additional meeting on SWM and WSS sectors development was organized with MARDE on 15 May. Although discussions on possibilities and recommendations for collaboration between LPAs on regionalization of services were held, there is still no clear vision and perspectives for development of SWM sector.

Outside MLPS work plan and as a continuation of a joint effort of Ministry of Economy and Infrastructure, United Nations in Moldova, SDC and OECD, substantive contributions were provided in the revision and completion of the New Regulation on WSS standards for small settlements in the Republic of Moldova. Most recommendations provided by GIZ were taken into account. The final regulation was approved by the Order of Minister of Economy and Infrastructure no.179 as of 4 April 2018.¹⁰

Result-based monitoring and evaluation system

In October 2018, MARDE approved the new guidelines for the RBM system used by RDAs, in line with the current national indicators.¹¹ This was achieved as results of a complex exercise, considering the ongoing contextual changes, as well as feedback received from the representatives of MARDE, RDAs and National Bureau of Statistics, including during a final workshop organised on 27 July 2018.¹²

⁵ <https://bit.ly/2DVZe2n>

⁶ <https://bit.ly/2WMosaM>

⁷ <http://adrnord.md/libview.php?l=ro&idc=195&id=2916>

⁸ <http://www.adrcentru.md/libview.php?l=ro&id=3158&idc=340>

⁹ <https://bit.ly/2G0KiH>

¹⁰ <http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=375005>

¹¹ MARDE order #226 as of 04.10.2018.

¹² <http://www.adrcentru.md/libview.php?l=ro&id=3343&idc=340>

The continuous advisory support to MARDE new staff responsible for results-based monitoring (RBM) is being provided. GIZ initiated its support to MARDE and RDAs for annual reporting on implementation of the NSRD and Regional Development Strategies (RDS). RDC North and South received assistance in presentation of the RBM system in WSS sector to the regional sector groups.¹³

Besides that, RDAs and target Local Public Authorities (LPAs) received support in developing the RBM system for the implementation of EU-funded public services projects in EE and WSS, which entered into the national and regional RBM system.

Given that the regional development policy implementation function will be transferred to the new agency, the monitoring and evaluation system for the NFRD projects will be subject to changes. In this context, MARDE requested to extend GIZ support in this area once the new national agency is created.

Communication on regional development

In 2018, GIZ supported MARDE in development of its visual identity instruments (logos, visual elements, templates of documents and visibility materials), which are expected to be approved early 2019. The visual identity of RDAs was also developed and aligned with MARDE's. Additional workshops for the MARDE staff is foreseen early 2019 on the use of the approved visual identity instruments.

To further increase the communication capacity of MARDE and RDAs, communications specialists (4 women and 3 men) were trained on techniques of interviewing, writing features and success stories (on 26-27 June 2018)¹⁴, and how to develop a communication strategy and action plan (on 27-28 November 2018).¹⁵

The knowledge gained during the workshops was applied in development of the MARDE newsletter. The 9th newsletter, in Romanian, Russian and English, was issued in December 2018.¹⁶

Initially planned GIZ support to adjust the MARDE's Communication Strategy Action Plan in line with the extended mandate was cancelled due to the fact that former Ministries of Agriculture and Environment did not have any strategic documents on communication to take over from. Thus, MARDE should consider a more comprehensive exercise for development of a new overarching strategic document with appropriate action plan, which will cover all fields of responsibility – agriculture, regional development and environment.

In order to increase mass media's interest in regional development GIZ supported MARDE to organize a media trip to North development region on 19 June 2018. Seven national and regional journalists (2 men and 5 women) visited 3 regional development projects¹⁷ and as result national and regional media outlets published and broadcasted 10 media articles (print, TV and radio).

4.2 Specific objective 2

The objective 2 envisages for the Regional Development Councils (RDCs) to have capacities for an effective coordination of RDS. The main support for RDCs was provided through regional

¹³ North - <https://bit.ly/2BoyJ3K>, South - <https://bit.ly/2BjC304>

¹⁴ <https://bit.ly/2N11dVD>

¹⁵ <https://bit.ly/2rcqxxZ>

¹⁶ <https://bit.ly/2Fi79Jg>

¹⁷ <https://bit.ly/2tO97c0>

commissions in WSS and SWM sectors that were created at the end of 2017 in each of the three development regions North, Centre and South.

During 2018, these regional sector commissions (RSCs) in WSS and SWM met regularly (once in quarter) to examine the current situation in the domains and to agree on their activity plans and priorities. The challenges related to regional and local participatory planning, regionalization of services, opportunities for intermunicipal cooperation as well enhancing the capabilities of service operators, were discussed. With GIZ assistance, an assessment of the current status in the two sectors, including data collection from local authorities and service operators, and elaboration of recommendations for further development were carried out. The assessment's results, sectoral challenges and future RDCs plans were communicated and endorsed at the Regional Development Council meetings in October 2018.¹⁸

To ensure the secretariat function for RDCs and newly created RSCs, due to the fact that these expenses were not initially planned by RDAs, at the request of counterparts, GIZ covered in 2018 the maintenance costs of one secretariat unit in each development region (North, Center and South). Based on common agreement achieved at the end of the year, further costs related to secretariat function will be taken over by RDAs.

ATU Gagauzia development region was supported in developing the regional sector programmes for WSS, EE and RLR, including list of 22 possible project concepts. The documents developed following the principles of transparency¹⁹ were approved by the RDC on 5 July 2018.²⁰ Additionally, RDA Gagauzia received support in elaboration of regulation for functioning of RSC in WSS, the creation of which was approved by RDC on 25 October 2018. RDC Gagauzia also decided to create in similar way another commission on Support in Business Infrastructure Development and Tourism,²¹ which is considered as a priority for the region.

The monitoring of sectoral action plans' implementation will be done through RSCs as well as the evaluation of the Regional Development Strategies implementation with GIZ support in 2019.

To ensure that all decision-making processes at regional level are transparent and participatory, considering equitable gender and social groups representation, GIZ is supporting RDCs in North, Centre and South regions to create regional platforms for RDC members delegated by civil society to support exchange of experience and peer to peer learning. For this, screening of the registered and active CSOs in the regions was done. Creation of regional platforms is envisaged for 2019, with further support to be provided by an upcoming EU-funded action on engagement of civil society organisations.

To increase RDCs members capacities, GIZ is facilitating exchange of experience between the development regions of Moldova and study visits abroad. Representatives of RSCs from North, Centre and South development regions learned best practises in regionalization of WSS and SWM services during visits to Romania organized in July and August 2018.²² As result of such visit, Anenii Noi raion from DR Centre started setting up a SWM association of LPAs, based on the example from Romania. In the water sector a two days' workshop on international experience in water supply and

¹⁸ Centre - <https://bit.ly/2N1PuVI>, <https://bit.ly/2N1PuVI>, <https://bit.ly/2HXCnxC>, North - <https://bit.ly/2ufaPDF>, <https://bit.ly/2J6LgtH>, <https://bit.ly/2GpF02q>, South - <https://bit.ly/2zxIhML>, <https://bit.ly/2KJbPel>, <https://bit.ly/2BjIn7O>

¹⁹ <https://bit.ly/2zd6dmY>, <https://bit.ly/2u4QGjs>, <https://bit.ly/2J0cUIG>

²⁰ <https://bit.ly/2RwuUPs>

²¹ <https://bit.ly/2Tmnr6Z>

²² South - <https://bit.ly/2MKkk6r>, North - <https://bit.ly/2RwcqhN>, Centre - <https://bit.ly/2HGZGp3>

sanitation planning was organized involving German and Romanian experts in October 2018 for WSS RSC members from 4 development regions.

GIZ will continue supporting transfer of best practices, including through experience exchange between the development regions. RDC North expressed interest to visit RDC South for exchange of experience in WSS sector development.

Besides practical capacity building, Academy of Public Administration, with GIZ support, developed and piloted a training module for RDC/RSC members (for details please see section 4.4).

For a more efficient work of RDCs and its sector commissions, but also to ensure transparency of Councils' work, GIZ supported the creation of RDCs dedicated information and intranet portals for its members on the RDAs websites.²³

During the reported period, GIZ supported with completion and handing over of two feasibility Studies in SWM (for waste management zones 5 (Ungheni, Calarasi and Nisporeni rayons) and 8 (Edinet, Briceni, Ocnita and Donduseni rayons), discussed above in section 4.1) to LPAs beneficiaries on 15 March 2018. The environmental agreements were issued by the authorized body (Environmental Agency of MARDE) in October 2018.

4.3 Specific objective 3

Project's specific objective 3 is to ensure improved RDAs capacities to implement Regional Development Strategies. In this respect, GIZ continued providing capacity development for RDAs and target local public authorities, especially for implementation of investment measures in public services projects.

Capacity development for RDAs

During the reporting period, the role of the Regional Development Agencies (RDA) as contracting authorities was strengthened. The RDAs continue to apply European procurement law to projects financed by international donors, based on a 'Public Procurement Manual and Regulation' developed with GIZ support.

Seven accounting specialists (all women) from 4 RDAs (North, Centre, South and ATU Gagauzia) participated in training courses on national accounting standards in the context of the new legal framework, organised in March²⁴ and December 2018.²⁵ The correct application of accounting procedures and efficient financial management contributes to timely investment measures implementation as result attaining the objectives set in the regional development strategies. The course was organized in cooperation with the Association of Professional Accountants and Auditors of the Republic of Moldova (ACAP), Tax Inspectorate, the Ministry of Finance and the Labour Inspection.

Representatives of three RDAs, target LPAs, civil society organizations (CSO), and members of the evaluation committees (created for the procurement processes for implementation of the investment measures) – in total 93 participants, including 26 women –, improved knowledge in public

²³ http://www.adrnord.md/sc_user_loginform.php?l=ro, http://www.adrcentru.md/sc_user_loginform.php?l=ro, http://www.adrsud.md/sc_user_loginform.php?l=ro, http://www.adrgagauzia.md/sc_user_loginform.php?l=ru

²⁴ <https://bit.ly/2IE9P5W>

²⁵ <https://bit.ly/2t25fUV>

procurement and contract management during three training sessions organized during 31 January and 2 February 2018.²⁶

The LPAs representatives in the RDAs public procurement working groups were also successfully trained in the application of new EU procurement procedures for the procurement of design services for 10 WSS and 8 EE projects. Additionally, the 13 members of CSO (including 4 women) with a status of observer in the public procurement working group at RDA, were trained on main steps and procedures according to the new procurement standards. Also, members of evaluation committees were trained to apply the Evaluation Guide and prepare evaluation reports according to new requirements stipulated in the EU Regulation.

The new knowledge was applied by the participants during the procurement processes carried out by the three RDAs for procurement of design services. Since many tender procedures were repeated due to limited or no qualifying bids, an additional workshop was organized in November to discuss the main challenges and agree on proposed improvement of the public procurement procedures and evaluation of offers.

Also, as result of a study visit to Latvia, procurement specialists from RDAs and representatives from MARDE and CCI (12 participants, including 6 women) took over valuable recommendations for improving the tender procedures for the contracting of the construction works. The study visit was organized in October.

Implementation of 18 infrastructure projects with funding from EU

In line with the public procurement manual agreed with the partners, starting with December 2017 the RDAs organized tenders for procurement of design services and created procurement working groups and evaluation committees.

Tender documents were advertised on RDAs webpages, Chamber of Commerce and Industry and further distributed by CCI to international business promotion institutions as European Business Association Chisinau (EBA), Chamber of Commerce and Industry CCI Romania and their branch offices, Technopolis Romania (Member of European Enterprise Network), selected Embassies in Moldova.

Publishing on EuropeAid took place in the third round (19.07.2018) and fourth round of procurements (20.09.2018). Following up to four calls for tenders, by November 2018 all 18 planned technical design projects in WSS and in EE projects were contracted to the winning technical design companies. The current situation with contracting and services to be done by design companies implies delays in projects' implementation with up to 7 months in some cases. Details on the procurement procedures for each of the projects, numerous rounds of tenders, offers submitted and contracts awarded can be analysed in annex 2. Moreover, changes in volumes and identification of the appropriate technical solutions contributed further to increased implementation times, cost of design and will potentially lead to considerably increased construction cost.

The available funding for the technical designs is almost totally contracted. In order to facilitate the foreseen projects in the intended volume local co-financing was mobilized. Respective negotiations took place at the RDAs with the involved LPAs. Following these discussions, the LPAs were requested to provide for the respective guarantee notes in agreement with their local or rayon councils. Thereafter the technical designs contracts could be amended by the RDAs.

Additional financing needs appeared due to discrepancies between earlier feasibility studies, ToR of the technical designers, technical needs and/or not earlier agreed requirements of the beneficiaries.

²⁶ <https://bit.ly/2NBTD5>, <https://bit.ly/2LK36VK>

Additional technical design services exceeding technical needs regarding the systems configuration and extend are agreed to be covered by the LPAs. This circumstance appeared so far only in the WSS sector.

Complementary support to infrastructure projects

For efficient implementation and monitoring of the 18 infrastructure projects financed by EU, all stakeholders (MARDE, ARDs, LPAs and GIZ) signed memoranda of understanding (MoU) during an official event on 15 February 2018 and created local steering committees (LSC). During 2018, LSC meetings were organized quarterly to monitor the progress and discuss challenges in the implementation process.

Besides that, in all target localities local citizens committees (LCC) were created (in total 27), representing different social groups, which initiated their participation in the processes of local planning, procurements' monitoring, and awareness raising activities. During workshops provided by GIZ, LCC representatives learned how to monitor public services projects, with particular focus on currently undergoing process of design services procurement and local planning and programming. Most LCCs meet quarterly to discuss progress of the project implementation and agree on types of interventions during regular LSC meetings or relevant working groups meetings.

RDA specialists, MARDE representatives and local project managers (28 participants, including 8 women) responsible for implementation of the investment projects increased their knowledge and skills on modalities for implementation of public services projects, engagement of civil society in local planning and decision-making, monitoring of public procurement, considering equitable representation of gender and social groups, during a two-day workshop organized by GIZ on 1-2 March 2018.²⁷

In support to *(i) local planning and programming*, working groups for updating WSS chapters from local development plans and rayon Social-Economic Development Strategies (SEDS) were created. GIZ provided assistance in data collection and analysis to adequately update the local strategic documents and consult them with citizens to be further approved by LPAs. The project's target raions where the EE investment projects are being implemented received assistance in updating the local plans for energy efficiency, in line with the updated legislation in the area.

By the end of 2018, 6 WSS chapters from SEDSs (II level) and 9 local plans (I level) were updated in participatory way and adequately reflect social and gender aspects, and 6 EE programs/action plans in public buildings were developed in accordance with Energy Efficiency Agency methodology. (For more details on the dates of public hearing, men and women's participation, number of submitted and accepted proposals, as well as links to approved documents, please see annex 3).

Work towards *(ii) inter-municipal cooperation (IMC)* was continued during 2018. For implementation of IMC in delivery of water and sanitation services in Cahul rayon a Coordination Committee with representation of five LPAs was created. On 14 March one inter-municipal cooperation agreement between LPAs of Leova, Iargara, Sarata Noua, Filipeni, Romanovca, Hanasenii Noi, Cupcui was signed. Further, service delegation contracts between WSS service providers and involved LPAs from Cahul (Rosu) and Leova (Iargara) rayons were signed. During the second half of 2018, five LPAs benefiting on WSS investment measures (Cahul, Calarasi, Drochia, Edinet and Falesti) have discussed the different options for inter-municipal cooperation.

²⁷ <https://bit.ly/2mn1i9K>

Support for *(iii) capacity development* for LPAs and service operators targeted by the project was continuously provided. In October 2018 GIZ organized a study visit to Latvia for 15 energy efficiency managers (including 4 women) to learn good practices of EE projects implementation.²⁸

Besides the trainings related to procurement and contract management processes mentioned above, other workshops and on-job trainings were organized. Thus, Costesti town LPA in Riscani and Leova LPA were guided on procedures for registration of constructed WSS networks. (For more details on capacity development events and participants, please refer to section 4.4.)

In 2018 GIZ initiated the assistance for developing or updating the existing diagnostic analysis of the WSS operator from Leova. There is an ongoing assistance in updating diagnostic analysis and elaboration of recommendations for reorganization of municipal enterprises from Calarasi, Ungheni, Edinet and Falesti. The WSS operator in Cahul raion, Joint stock company "Apa-Canal Cahul", received technical assistance in the implementation of its Capacity Development Plan, particularly in the area of strategic planning, institutional development, human resources management, as well in accountancy of the delegated assets. In addition to that, in July 2018, LPAs and WSS service providers from Cahul and Leova raions benefited on exchange of experience in inter-municipal cooperation and regionalization of water services from Satu Mare county, Romania.

In relation to the *(iv) awareness raising and mobilization* activities, GIZ initiated a satisfaction survey to assess the level of people's satisfaction concerning service delivery, with focus on gender and vulnerable groups, in the localities benefitting from investment measures in WSS and EE sectors. The survey will serve as a baseline for subsequent assessment of the impact produced by the implementation of the projects. The reports for the communities implementing EE investment projects were finalized in October. The results of the survey show that the poor condition of the buildings, heating and illumination deficiencies affect health and as a consequence the integrity of the educational process. Four out of ten respondents said that "very often" or "often" missed lessons from cold (especially female pupils). Also, the level of information of personnel and pupils on the need for rational use of thermal, electric and water resources is insufficient, one third of respondents giving negative assessments. The results for the WSS projects communities will be made available early 2019.

At the end of 2017, there were selected and contracted three Civil Society Organisations (CSOs) – one per each Development Region (North, Centre and South) to support the active participation of citizens in key processes in planning, implementation and monitoring of the investment projects for increased service delivery. During the reporting period, the selected CSOs offered to the citizens of the involved Local Public Administrations state-of-the-art tools and modalities for meaningful participation in public debates, multi-stakeholder planning, awareness raising, and monitoring of procurement. This support has been provided through the Local Citizens Committees (LCCs) who have received continuous training and support in exercising their functions. The latest support provided to LCCs was focused on explaining the importance of mobilization and involvement in collecting the local contribution, particularly related to the WSS projects, as part of LPAs contribution to the investment.

The overall progress in implementation of the public services projects is available in annex 4.

Seven pilot investment measures

The implementation of the pilot infrastructure measures with funds from the German Regional Development Fund (in the amount of EUR 7.000.000) is finalized. The Romanian funds dedicated to

²⁸ <https://bit.ly/2sXzMDI>, <https://bit.ly/2MJQoHL>

the Rosu WSS project are implemented. SDC co-financing for the Cahul Rayon project cluster remains still under implementation and is foreseen to be completed in summer 2019.

With the *EE Calarasi* project finalized in 2017, on 1 March 2018 an official handover of the boiler plant of Calarasi Rayon Hospital took place. The remaining construction works has been completed in April and transferred to Calarasi Raion Council on 24 July 2018 for further registration of assets in local registries. Additionally, Calarasi received SWM and WSS service trucks on 2 August 2018.²⁹

Within the *EE Orhei* project, the construction works for thermal insulation of Orhei Hospital were partially completed due to lack of the construction company's financial capacity. As result the contract with the company was terminated and Orhei Hospital administration undertook the responsibility to finalize the remaining volume of work from their own sources. The remaining funds initially agreed to be used for the installation of a ventilation system in maternity block were redirected to the WSS Leova-Iargara investment measure from South development region, as the tender process was not successful.

The construction works for *WSS Leova-Iargara* are completed due to the availability of local and national financial contribution. The final handing over is planned for the beginning of 2019.

The construction works for individual connections to the sewerage in Rosu village, financed from Romanian sources, were completed. The local contribution for the last works will be implemented within the first half of 2019, after which the transfer of assets will be done.

The Swiss financed Cahul-Lebedenco investments for main pipeline and Lebedenco internal water system faced several challenges. The estimated costs of construction works exceeded the available budget. Additionally, in line with the new regulations on water supply in small settlements, the design documentation and bill of quantities needed to be revised accordingly. Consequently, the investment measure was divided in two tenders (one for main pipeline and second for Lebedenco internal water system). SDC agreed to extend the budget by EUR 600.000 and the expiry date of the agreement until December 2019.

On 21 March GIZ Construction Department approved the technical design documentation for Cahul-Lebedenco main pipeline, which was transferred to LPA on 6 April 2018. The first tender was successful; thus, the construction works have started with all works planned to be finalized by the end of 2019. For the second tender, the necessary design documentation was revised accordingly, and the second tender for construction works was launched in September, the contract for the internal networks was signed on 21.12.2018.

4.4 Specific objective 4

Institutionalization of trainings

1) Academy of Public Administration (APA)

By the end of 2018, five training modules developed in cooperation with APA have been approved by the APA Senate and included in the 2018 curriculum of professional development courses:³⁰ (1) Development of leadership in public administration, (2) Management of public property, (3) Public procurement and conflict of interest, (4) Regional development, (5) Strategic Planning.

²⁹ https://www.facebook.com/deutsche.botschaft.chisinau/posts/10155870590017297?_tn=-R

³⁰ <http://aap.gov.md/ro/article/catalogul-cursurilor-0>

As follow-up to the 'Management of public property' course, on-the-job trainings for accountants and cadastre specialists on the creation and maintenance of the accounting and public property registries in Orhei, Cahul, Costesti/Riscani, Soldanesti, and Floresti were organized with GIZ support. These activities identified that in all localities verified accounting registries contain errors or misregistration and registry of public property is missing. The on-the-job trainings are currently considered to be part of the institutionalized module by APA.

A new training module „Management of Regional Development Councils” was piloted on 05.12.2018 - 07.12.2018. 12 RDCs members, 8 men and 4 women, participated in the pilot course.

2) *Technical University of Moldova (TUM)*

In cooperation with the *TUM's Institute of Continuous Education in the WSS Sector (ICEWSS)*, three new training modules were developed and piloted: (1) Public procurement of works, goods and services in the WSS sector (piloted 16.01.-18.01.2018); (2) Legislative and normative acts in the WSS sector (piloted 11.09.-13.09.2018) and (3) Work safety and protection in the WSS sector (piloted 16.10.-18.10.2018). All three training modules were each reimplemented twice over the course of the year. The fourth module that was originally planned to be developed and piloted in 2018 was postponed to 2019.

Together with the *TUM's Centre for Continuous Education in Energy Efficiency in Public Buildings (CCEEPB)*, three new training modules were developed and piloted in 2018: (1) Efficient management in public buildings (piloted 23.04.2018); (2) Management of energy efficiency in public building projects (piloted 14.05.-17.05.2018) and (3) New solutions and technologies for EE projects in public buildings (piloted 23.05.-25.05.2018).

All developed training modules were reimplemented over the course of the year. The training module “Efficient management in public buildings” was reimplemented once. Another reimplementation of the module planned for December 2018 was postponed to January 2019 because of illness of the main trainers involved in the course. The training module “Management of energy efficiency in public buildings project was reimplemented once as well, while the training module “New solutions and technologies for EE projects in public buildings” was reimplemented three times over the course of 2018.

Out of the 39 training modules, 7 training modules were developed and piloted in 2018, 32 training modules were reimplemented. More detailed information on the new training modules and reimplemented courses can be found in annex 5.

Satisfaction with Training Modules

An aggregated evaluation of all training modules piloted/reimplemented in 2018 is available. A total number of 757 persons participated in the training modules. 57% of the participants were female, 43% of the participants were male. The satisfaction of the participants with the offered training modules was high throughout the year. Across all training modules, 72% strongly agreed with the statement 'The training course was useful for my work'. 27%% agreed with the statement.

Organizational development of training institutions

1) Academy of Public Administration

As result of an ISO 29990-Gap-Analysis completed in 2017 on 20 February 2018 the APA Senate approved the Quality Management System (QMS), developed with GIZ support. In this context, an internal audit on QMS system within the Professional Development Department and other

crosscutting departments was finalized in March 2018, and all documents necessary for implementation of ISO 29990 QMS Standards within the Department have been approved.³¹

The following external Audit on QMS carried out by TÜV Thüringen audit company was successfully completed and on 23 June 2018 the certificate for Quality Management System according to ISO 29990:2010 for design, development and provision of learning and professional development services for the public service/ „Non-formal education and professional training services” was officially handed over to APA.³²

GIZ continued to increase the capacities of APA trainers (11 women, 4 men) during the reported period and organized two training courses on conflict resolution, on 25-26 April, and on public speaking, 2-4 May.³³ These activities can be seen in the context of organisational development of APA to increase inhouse capacities for conducting trainings, moderating exchange events such as the Open Forums or panel discussions with diverging interests.

Also, in coordination with MARDE, GIZ initiated a needs assessment for capacity development support to LPAs. The final results were presented in December and showed a continuous need for trainings in topics revolving around local and regional development as well as local public service delivery which will be used by partner training institutions to adapt existing course and, where necessary and appropriate, propose new tailored courses for specifictarget groups..

2) Technical University of Moldova (TUM)

Similar to support provided to APA, GIZ proposed to TUM's ICEWSS and the CCEEEPB to undergo a quality management gap analysis. This planned activity was cancelled as found not reasonable due limited capacities for implementation of a quality management system in the TUM training institutions. It was suggested to postpone this activity to 2019 to introduce at least some aspects of a QMS in the TUM institutes.

To improve the technical pre-conditions for the implementation and delivery of trainings and to increase an interactive learning atmosphere, TUM's ICEWSS was supported to procure pin boards, a moderation box and laptop. The handover of training materials took place on 23 October 2018.³⁴ Moreover, the centre was supported to strengthen their visibility as a training institution through the development of visibility materials such as roll-ups and banners.

TUM's CCEEEPB was supported so strengthen their visibility as a training institution as well. Different visibility elements such as the development of a brand book, templates for presentations, brochures, etc. and a webpage (<http://cfceecp.utm.md/>) were developed with GIZ support to contribute to a better visualisation of the Centre and facilitate the promotion of available training modules.

Exchange of good practices & experiences

For continuous exchange of good practices and experiences, APA organized an Open Forum on Local and Regional Development focused on 'Public Administration Reform Strategy: between intentions and achievements' on 20 April 2018. 126 representatives of local and central public administration, RDAs, NGOs, members of Parliament, lecturers and students discussed the

³¹ <http://aap.gov.md/ro/article/acte-aprobate-de-c%C4%83tre-senatul-academiei#overlay-context=ro/article/acte-aprobate-de-c%25C4%2583tre-senatul-academiei>

³² <http://aap.gov.md/ro/article/certificarea-calitatii>

³³ <https://bit.ly/2HY7xP5>

³⁴ <https://bit.ly/2MM7Wml>

developments in sectors of local and regional development and good governance.³⁵ The second forum planned for 2018 was postponed to the third quarter of 2019 due to upcoming national and local elections.

Furthermore, on behalf of GIZ three experts from Romania and Latvia provided peer-to-peer advisory services to RDAs on how to make public procurements more successful, especially with regards to selection criteria in the context of a very small market and very low number of competitors. As result, recommendations were included in the tender documents.

In September, in cooperation with AMAC and the Romanian regional WSS operator “Apa-Vital” operating in Iasi, Romania, GIZ organized a study visit for accountants and representatives of WSS operators from Moldova (44 women and 6 men) to exchange information on finance and accounting with peers from Romania. A national conference on WSS, initially planned for October 2018, was postponed for second quarter of 2019 on the partners’ request. The organization of regional conferences in SWM sector was cancelled due to uncertainties surrounding the Government’s intention to revise the National Strategy in SWM and a lack of sustainable partners organisations in Moldova which could take the ownership over this activity.

In the EE sector, GIZ supported several opportunities to exchange experience, good practices and lessons learnt. On 12 April 2018, the Energy Efficiency Agency in cooperation with GIZ, organized an international workshop on international experiences in energy efficiency planning. The workshop was attended by 40 participants (including 8 women) representatives of LPAs level I and II, energy efficiency specialists, RDA planning specialists and international experts from Latvia, Germany, Croatia and FYR of Macedonia.³⁶ Moreover, in cooperation with Orhei Rayon authorities, GIZ facilitated the organization of an in-country study visit to Orhei Rayon Hospital for 11 participants from four LPAs³⁷ to share experience on the topic of EE in public hospitals. Another study visit for 26 representatives of LPAs, RDAs, Energy Efficiency Agency (EEA), raion and school EE managers, and TUM/CCEEEPB was organized in November. Participants visited successful EE projects in Czech Republic and shared experience on energy efficiency projects in public buildings.³⁸ Also in Czech Republic, representatives of EUREM alumni, a trainer, and CCI representative (in total 5 persons, including 1 woman) participated in the 9th International EUREM Conference and side workshop on 6-7 November 2018 in Prague. Participants had the opportunity to learn the best practices in the EU member countries³⁹, and later shared the knowledge with other trainers and EE experts during a workshop organised by the CCI in Moldova on 13 December 2018.

4.5 Cross-cutting issues

To ensure equal benefits from project’s interventions for both men and women, GIZ continued to support its partners to ensure equitable participation of men and women in decision-making and implementation of investment projects. GIZ guides the national partners to *mainstream gender* in their processes and developed documents. In this context recommendations for gender equality were provided for creation of working groups for local planning and procurement of design services. In regulations for creation and functioning of local steering committees and local citizens committees,

³⁵ <http://www.aap.gov.md/ro/node/1966>

³⁶ <https://bit.ly/2MRMA7I>

³⁷ <http://or.md/index.php/2018/06/15/eficienta-energetica-realizari-si-perspective/>

³⁸ <https://bit.ly/2Bppe14>

³⁹ <https://bit.ly/2UJGwRa>

provisions to ensure participation of at least 40% of each sex were included. Annex 6 presents the picture of men and women as members of different groups.

The satisfaction survey on WSS and EE service delivery in target LPAs assessed the needs and satisfaction of both men and women and the results show the existing gaps and will guide further GIZ interventions.

GIZ is mainstreaming gender and social aspects in the advertised ToRs for selection of consultants and consulting companies, to further promote the principles of gender equality and participation of different social groups in local and regional development. Women and men are equally encouraged and supported to benefit from capacity development activities, and national training institutions are guided to consider gender and social aspects within the trainings delivered.

GIZ also is considering the *conflict sensitive approach* by monitoring of the possible positive or negative impacts of its interventions. For this, continuous and transparent communication with all stakeholders involved is ensured. Awareness raising and mobilization of final beneficiaries of the investment measures – men and women from the target localities – are organised and LPAs are guided to involve inhabitants in monitoring processes and communicate any changes or delays in due time.

5. Communication and visibility

During 2018, together with its partners GIZ organised events to promote the progress and showcase the results achieved to date.

On 15 February 2018, in cooperation with the Government of Moldova, an official event for signing of memoranda of understanding for implementation of 18 investment measures was organized. The event was attended by over 100 participants – representatives of MARDE and Regional Development Agencies, LPAs of level I and II, Embassies of Germany, Sweden, and Romania, SDC, and EU Delegation in Moldova. 15 representatives of national mass media were present and largely reflected the event.⁴⁰

On 1 March in Calarasi, the local administration organized the official inauguration of the boiler plant and solar panel system for preparation of hot water at Calarasi Rayon Hospital, with GIZ support. The inauguration was attended by the representatives of the Government of the Republic of Moldova, of the German Embassy, local public administration, employees of Calarasi Rayon Hospital, journalists and inhabitants of the town.⁴¹

To raise awareness about the existing projects, GIZ participated in the Europe Day festivities organized in Chisinau on 12 May and Ungheni on 19 May.⁴² Eco bags, leaflets and brochures on public services projects implemented were distributed to participants, and a painting contest for children on water, sanitation and energy was organized. 30 children who participated in the contest received prizes (puzzles showing the public services projects) for the best drawings.

For the World Clean-up Day, GIZ together with Ungheni municipality and the Theoretical Lyceum 'Mihai Eminescu' in Ungheni, organized on 15 September 2018 a sanitation event in the central park

⁴⁰ <https://bit.ly/2Tv4JKC>

⁴¹ <https://bit.ly/2zxcrhK>

⁴² <https://www.facebook.com/serviciilocale/photos/pcb.1791663340893335/1791661334226869/?type=3>

of the town. Over 80 participants – pupils, teachers, parents and LPA representatives– were active in collecting and separating recyclable waste.⁴³

Also, to ensure wider visibility of the MLPS donors' contributions, local partners regularly informed the public of any actions, meeting and decisions made in relation to the implementation of the Project via their official web-page or accounts on the social media, like Facebook.

6. Ensuring the sustainability of measures/interventions

To ensure the sustainability of its measures, GIZ continues to apply the multi-level / partner system approach of feeding the learning experiences at local and regional level into the policy dialogue at national level, as well as using partner systems to avoid the creation of parallel implementation structures.

The necessary competencies of RDAs and LPAs are continued to be developed through training, seminars and workshops. The experiences of repeatedly organizing procurement processes by RDAs prove the use of knowledge received with support of GIZ. RDCs' organizational capacities for coordination of regional development policies have been strengthened by developing regional development sector programmes and approving works plans. Additionally, for sustainability of transparent planning and procurement processes the citizens groups at the local level (Local Citizen Committee) were continued capacitated to monitor these processes and service delivery, and come with constructive feedback.

LPAs institutional frameworks are optimized to achieve a long-term improvement in service delivery. These include creation of coordination committee for IMC in Cahul raion or signing of an inter-municipal cooperation agreement for WSS service delivery between communities in Leova raion.

APAs certification of the quality management system based on the ISO 29990:2010 standards for design, development and provision of learning and professional development services for the public service, will further ensure sustainability and high quality of delivered trainings developed with GIZ support.

7. Overview of key activities/milestones for the next reporting period

In line with the MLPS project operational plan, for 2019, the following key milestones are envisaged:

- National Policy on Urban Centres is open for public consultations and approved by Government;
- Draft Government Decision and Regulation on the new national institution that will manage the National Ecologic Fund and National Regional Development Fund is approved by Government;
- Mid-term assessment of the NSRD 2016-2020 is carried out;
- New composition of RDCs/RSCs from 4 Development Regions, established after local elections, is capacitated in exercising their functions through training courses provided by APA as well benefit on exchange of experience through in-country and abroad study visits;
- Handing over of remaining pilot infrastructure projects and provision of support to LPAs for public property registration;
- Completion of technical designs for 10 WSS & 8 EE projects, funded by EU;

⁴³ <https://bit.ly/2Gj97J7>

- Contracts with companies for construction works in 18 infrastructure projects signed;
- Selection of options for IMC in WSS sector for Riscani (Prut cluster) and contractual arrangements are being implemented;
- Capacities of five service operators are assessed and two capacity development plans are developed;
- Continuous facilitation of exchange on key challenges, best practices and lessons learnt in the field of regional development and public service delivery through different formats such as an “Open forum on regional development” and a national conference on WSS sector

The detailed MLPS Project Operational Plan is attached as annex 7.

8. Opportunities and challenges/risks

During 2018 the MLPS project faced several challenges but also encountered opportunities for successful achievement of its results.

Unclearities on territorial administrative reform still create delays in the development of the legal and normative framework related to regional development. The analysis of the normative and legislative basis in spatial planning and landscape planning was postponed due to the pending approval of the Code on Urbanism and Constructions by the Parliament, as well as unclarity with the reform of the Department for Spatial Planning currently under MARDE.

Adjustment of the MARDE’s Communication Strategy Action Plan to new mandate was not done due to the fact that former Ministries of Agriculture and Environment did not have any strategic documents on communication in order to be combined and adjusted.

In the context of the central administration reform and creation of the new agency to manage the National Ecologic Fund and National Regional Development Fund, the role of the RDCs would need to be further clarified.

In relation to SWM sector, despite the support provided by GIZ to the national Working Group and additional meetings with MARDE, the government still has no clear vision and perspectives for development of the SWM sector.

In WSS sector, however, the earlier required complementary financing of Leova-Iargara WSS project secured by NCCRD could serve as a good example of commitment to solve any similar possible challenges.

As to the poorly developed local capacities for delivering technical design services, especially for EE projects, the qualification criteria had to be lowered considerably in agreement with the stakeholders. By this, the project and its partners risked contracting companies with limited capacity and experience to implement the large contracts. To mitigate the risk, GIZ strengthened the role of its construction department in providing support and monitoring of selected companies during the development of technical documentation. Additionally, complementary support to the private sector, close technical support via GIZ, CCI, regular audits by the RDAs and integration of the project into the RDAs procurement processes reduce this risk.

The new Regulation on WSS standards for small settlements (below 3000 inhabitants) approved in April 2018 envisaged additional effort and time for revision of some of the tender documents. On the other hand, the new regulation provides for the opportunity to reduce construction work costs as result of reduced technical solutions for the investment measures.

9. Lessons learnt and recommendations

The ownership of the beneficiary communities is ensured by including them in rayon and regional planning process of the infrastructure measures. Involvement in the implementation of the local public services project of a local project manager delegated by the beneficiary in the implementation through a local project manager contributes to higher accountability as well.

Active involvement of citizens in project development, implementation and monitoring has a positive impact on project sustainability. Nonetheless, it must be remembered that they are volunteers and the demands on their time should be carefully considered. One of the challenges in implementation of WSS projects remains the poor involvement of citizens in collecting the contributions. Still there is a need to raise awareness of citizens on the benefits of quality WSS services and to ensure increased connection rates to the WSS system.

The poorly developed local market on design services, especially for EE projects lead to the risk of contracting companies with limited capacity and experience to implement the large contracts, therefore the recommendation to enhance companies' capacities by providing complementary technical support and monitoring of the development of technical documentation.

Although TUM's Institute of Continuous Education in the WSS Sector and the Institute on Continuous Education in the EE Sector have limited capacities for implementation of a full quality management system, it is advisable for TUM to consider introducing some aspects of a quality management system in the existing educational processes. Quality management is another element which will contribute to permanent quality improvement and updating of the training modules and to the sustainability of continuous education modules within TUM.

Annex 1. Modernization of Local Public Services updated log-frame (31 July 2018)

Summary	Success indicators	Sources of verification	Main assumptions/risks
<p>Programme objective (is currently being formulated)</p>	<p>(to be transferred from part A of the programme)</p>	<p>(to be transferred from part A)</p>	<p>Not to be filled in</p>
<p>Project objective (Outcome) The framework conditions⁴⁴ for a citizen-oriented implementation of regional development policy in priority sectors of local public service provision are improved.</p>	<p>1. 75 % of the beneficiaries (partner local public authorities, represented by the local councils) and 75% of involved stakeholders (members of the Regional Development Councils and Regional Development Agencies) are satisfied with the processes of planning and implementation of the infrastructure investment measures in priority sectors of local public service provision (water supply and sanitation (WSS), solid waste management (SWM), energy efficiency of public buildings (EE), regional and local roads (RLR))</p> <p><i>Baseline value: 0</i> <i>Target value: 75 % of the representatives of 52 benefitting LPAs and 75 % of the representatives of 8 involved stakeholder institutions express a level of 4 or more on a six-level scale with 1 = strongly dissatisfied and 6 = very satisfied.</i></p>	<p>Representative survey by the project in 2021 among 52 Moldovan local councils (LCs), representing the partner LPAs that benefit from the infrastructure investment measures, as well as among the 4 Regional Development Councils (RDCs) and the 4 Regional Development Agencies (RDAs).</p>	<p>(related to the programme)</p>

⁴⁴ Framework conditions include legislative frameworks; policies and strategies (normative documents); capacities of institutions (powers and functions, equipment, finance), of persons, and of civil society organisations.

Summary	Success indicators	Sources of verification	Main assumptions/risks
	<p>2. Regional Development Councils (RDCs) confirmed, in coordination with relevant sector ministries, the implementation of 18 in a participatory and gender sensitive way established infrastructure investment measures, which are in line with the regional sector programmes as well as the regional development strategies.</p> <p><i>Baseline value:</i> 0</p> <p><i>Target value:</i> 18 infrastructure projects are confirmed by the RDCs to be ready for operation.</p>	<p>Analysis of minutes from RDC meetings as well as the annual progress reports prepared by RDAs on the implementation of regional sector programmes or the Regional Development Strategies.</p> <p>Gender analyses in the project documents of the respective investment measures.</p>	
	<p>3. The National Coordination Council for Regional Development (NCCRD) confirmed that financing of investment measures for improved service provision in the priority sectors, granted by national funds and the international donors, has increased by 465%.</p> <p><i>Baseline value:</i> EUR 28.3 million (including EUR 7.7 million via the National Fund for Regional Development and approximately EUR 20.6 million granted via international bilateral investments).</p> <p><i>Target value:</i> EUR 132.7 million (increase of baseline value by 465%)</p>	<p>Analysis of the financing of investment measures for regional development in the priority sectors, based on the annual reports of MARDE and RDAs.</p> <p>Minutes of the meetings of the NCCRD</p>	

Outputs			
Output A MARDE puts in place a coherent framework for the effective implementation of national regional development policy in priority sectors.	A.1: 2 National Strategies for Regional Development (NSRD), which were elaborated in a participatory way (1 for the phase 2016-2020, 1 for the phase 2021-2025), are confirmed by the NCCRD. <i>Baseline value:</i> 0 (no strategy exists for this period) <i>Target value:</i> 2 strategies.	Analysis of the process of elaboration of the new National Strategy for Regional Development. Official comments/ recommendations of line ministries and RDCs. Minutes of national consultations. Overview of acceptance or rejection of comments and suggestions made in consultations, prepared by MARDE. Minutes of NCCRD.	The Government of Moldova (GoM) remains firmly committed to its reform agenda and to enhanced political and economic relations with the EU. The GoM is promoting and supporting the decentralisation of responsibilities, the territorial administrative reform and the regional development of public services.
	A.2: 3 (existing) legislative and normative documents regarding the regulation of regional development and involved institutions (e. g. the decrees on the National Fund for Regional Development, the Law on Regional Development, procedure manuals) were reviewed and if needed adjusted by the responsible state bodies regarding their accordance with the requirements of the EU Association Agreement. <i>Baseline value:</i> 0 <i>Target value:</i> 3 reviewed and adjusted legislative and normative documents	Ministerial, governmental and parliamentary decisions for the adoption / modification of legal and normative documents	The GoM allocates the necessary human, financial and technical resources to support the implementation of the NSRD and RDS.
	A.3: A results-based monitoring system for steering the RDSs is approved by national and regional development councils (NDC, RDC) ⁴⁵ . <i>Baseline value:</i> 0 <i>Target value:</i> One RBM system.	Minutes of meetings of the NCCRD and RDCs, in which the RBM system was approved.	The GoM fully supports the implementation of the result-oriented policy approach to regional development, in

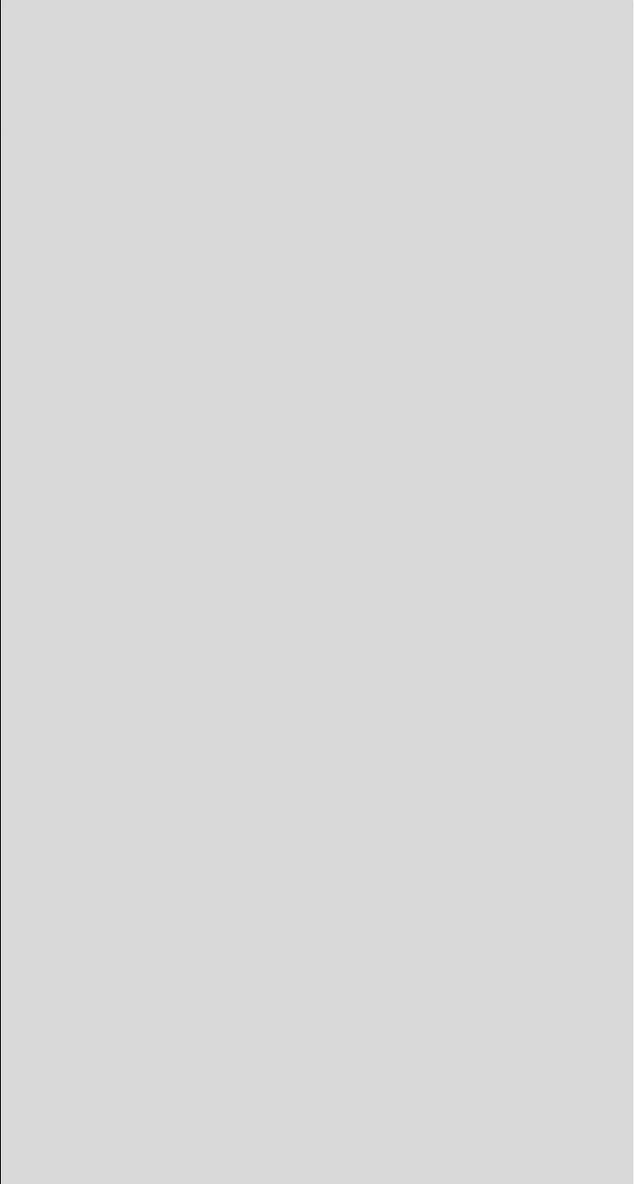
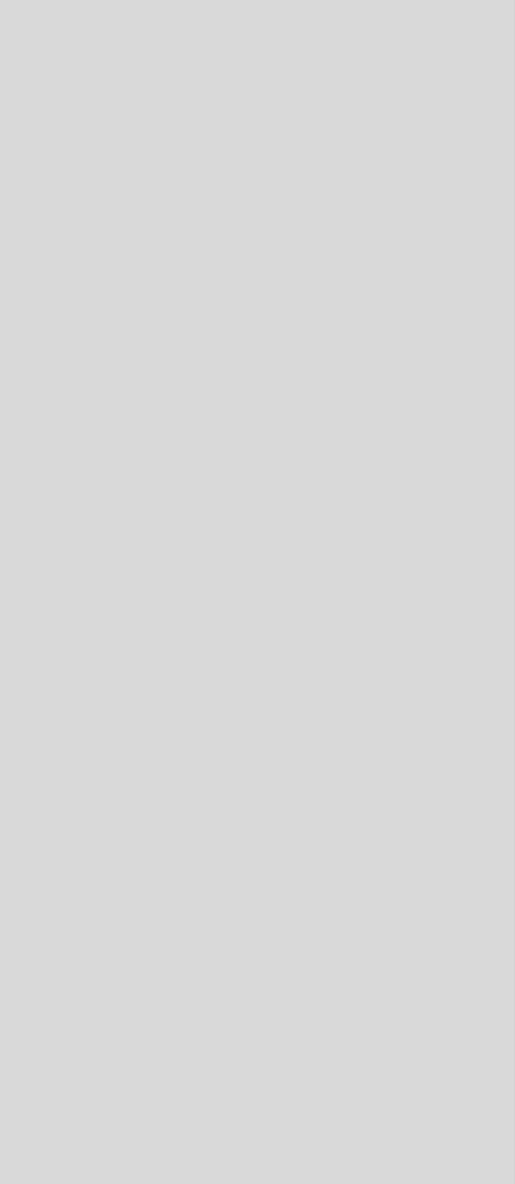
⁴⁵ formerly part of indicator 2.2

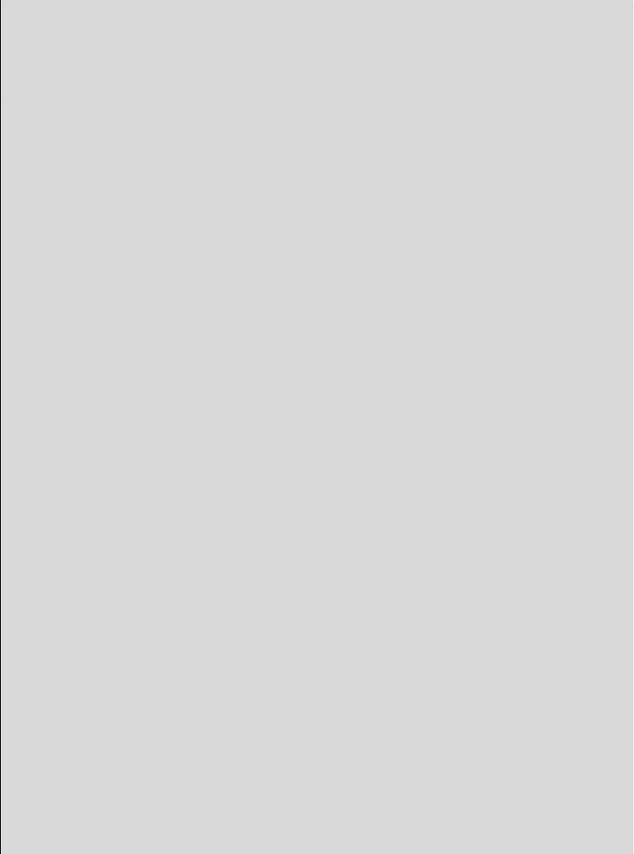
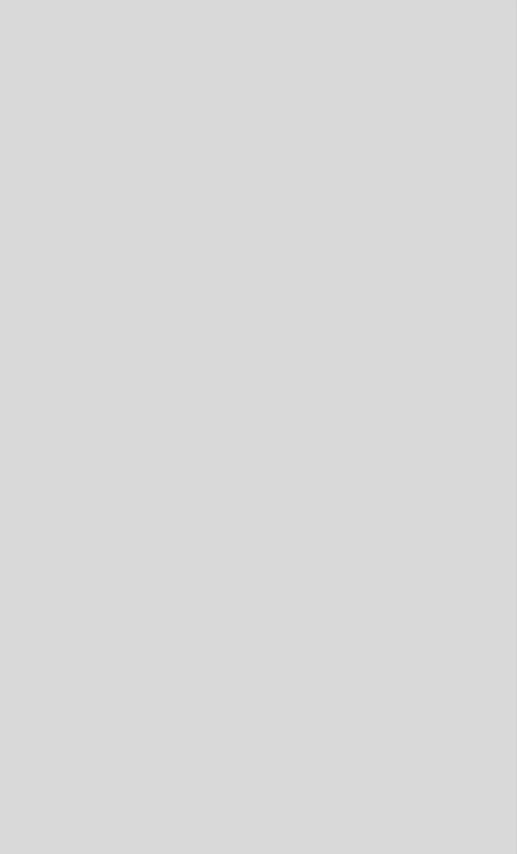
<p>Output B:</p> <p>The capacities of RDCs and partner LPAs to plan, coordinate and implement are improved.</p>	<p>B.1: Regional sector commissions, consisting of representatives of various government levels, civil society and sector specialists, reported annually on the sector-specific implementation of RDSs in at least 2 sectors (WSS, SWM) to the respective responsible RDCs.</p> <p><i>Baseline value:</i> 0</p> <p><i>Target value:</i> 8 reports (1 report per sector per development region)</p>	<p>Minutes of RDCs and sector commissions</p> <p>Number of recommendations given by RSC members, especially by representatives of the civil society, and number of recommendations considered by RSCs (according to minutes).</p> <p>Number of participants from civil society and participating sector specialists in each RSC.</p>	<p>accordance with the requirements of the EU.</p> <p>Institutional changes in the context of public administration and territorial administrative reforms lead to stronger ownership at the regional and local level.</p> <p>Members of RDCs exercise their mandates and actively participate in decision making processes.</p> <p>The GoM and line ministries consequently work towards the implementation of approved sector strategies.</p> <p>The approval for financing of regional development projects is based on identified needs of the regions as well as on agreed criteria – rather than on the ground of individual political interests.</p> <p>Investment activities are identified within a</p>
	<p>B.2: 3 project proposals exist for the newly established Gagauzia Development Region, based on the regional sector programmes (for WSS, EE and RLR) and corresponding project pipelines.</p> <p><i>Baseline value:</i> 0</p> <p><i>Target value:</i> 3 project proposals</p>	<p>Minutes of the regional sector working groups</p> <p>Published RSPs (WSS, EE, RLR)</p> <p>Minutes from public consultations</p> <p>Decisions of the RDC Gagauzia regarding the project proposals</p>	
	<p>B.3: Local Development Plans of 25 partner LPAs (I and II), elaborated in a participatory way, reflect the priorities of RDSs in at least 1 sector (WSS or EE).</p> <p><i>Baseline value:</i> 0</p> <p><i>Target value:</i> 25 Local Development Plans</p>	<p>Minutes of the local sector working groups.</p> <p>Minutes from public consultations.</p> <p>Chapters of Local Development Plans or Socio-Economic Development Strategies approved by the respective local councils.</p>	
<p>Output C:</p> <p>RDAs are capacitated to implement the public service projects developed within the regional sector programmes.</p>	<p>C.1: 18 public service projects in the field of water supply and sanitation and energy efficiency in public buildings are implemented in a transparent way by the RDAs North, Centre and South.</p> <p><i>Baseline value:</i> 0 projects implemented, 40 projects eligible for funding</p> <p><i>Target value:</i> 18 projects with an investment volume of approx. EUR 35 million are implemented</p>	<p>Reports by the public procurement working groups.</p> <p>Documentation of the site inspection and construction supervision of the projects.</p> <p>Progress reports of RDAs to RDCs and MARDE.</p> <p>Quarterly project reports approved by Local Steering Committees.</p>	

	<p>C.2. 7 pilot projects in the field of water supply and sanitation, energy efficiency in public buildings and solid waste management are fully implemented in a transparent way by the RDAs North, Centre and South by the year 2019.</p> <p><i>Baseline value:</i> 1 project fully implemented, 6 partially implemented.</p> <p><i>Target value:</i> 7 projects with an investment volume of EUR 13.4 million implemented.</p>	<p>Reports by the public procurement working groups.</p> <p>Documentation of the site inspection and construction supervision of the projects.</p> <p>Progress reports of RDAs to RDCs and MARDE.</p> <p>Final project reports approved by Local Steering Committees.</p>	<p>structured regional planning and programming process and meet the relevant quality criteria.</p> <p>National and international financing opportunities for public service projects are made available in time.</p> <p>Construction projects are aligned with the relevant national and appropriate European standards and practices to ensure the sustainability of construction and refurbishment measures.</p>
<p>Output D:</p> <p>Representatives of rayon's, municipalities and local service providers benefit from demand-oriented training modules of governmental and non-governmental organizations for the modernization of local public services in the priority sectors.</p>	<p>D.1: Both governmental and non-governmental organizations include 15 training modules into their programmes, in accordance with the requirements of the respective competent institution on the modernisation of local public services in priority areas.</p> <p><i>Baseline value:</i> 2 training modules are implemented by the Academy of Public Administration and the Technical University.</p> <p><i>Target value:</i> 15 training modules</p>	<p>Written consent of the competent institution to methodology and content of trainings.</p> <p>Annual reports of involved institutions and organizations.</p>	<p>Tenders in public procurement are carried out without major delays. Qualified companies are available for the implementation of the construction works; their bids meet the quality standards.</p> <p>The involved municipalities agree on the joint establishment of inter-municipal service companies.</p>
	<p>D.2: 80% of participants consider the offered training courses as useful for their work.</p> <p><i>Baseline value:</i> 0</p>	<p>Certificates of successful participation in training sessions.</p>	

	<p><i>Target value:</i> 80% of participants of 15 training modules.</p>	<p>Analysis/evaluation of random surveys among the participants of the trainings.</p>	<p>Training institutions have the necessary human and financial resources to provide training modules sustainably and demand-oriented.</p> <p>Representatives of LPAs and service operators understand the importance of human resources development and actively make use of training opportunities.</p>
	<p>D.3: 2 training institutions introduced a quality management system for the provision of the trainings.</p> <p><i>Baseline value:</i> 0 <i>Target value:</i> 2 institutions</p>	<p>Adopted quality management system of the Academy of Public Administration and the Technical University.</p>	
<p>(Essential) Activities of the Project</p> <p>Activities rel. to Output A:</p> <p>Advising the evaluation of the current (2016-2020) and the elaboration of the new National Strategy for Regional Development (2021-2025).</p> <p>Advising the adjustment of laws and regulations regarding regional development, in accordance with the requirements of the EU Association Agreement, and evaluation of the</p>	<p>Not to be filled in</p>	<p>Not to be filled in</p>	<p>The Government of Moldova ensures a transparent, participatory and lawful process of developing, discussing, adapting and approving the strategies.</p> <p>The GoM allocates the necessary human, financial and technical resources to support the implementation of the NSRD and RDS.</p> <p>The GoM fully supports the implementation of the result-oriented policy approach to regional</p>

<p>respective governmental decisions.</p> <p>Supporting MARDE and RDAs in establishing a results-based monitoring system.</p> <p>Activities rel. to Output B:</p> <p>Advising the evaluation of the current (2016-2020) and the elaboration of the RDS of the four development regions (North, Centre, South, Gagauzia) for the period 2021-2025.</p> <p>Advising the RDCs to coordinate the implementation of RDSs through working regional sector commissions in at least 2 sectors (WSS and SWM).</p> <p>Advising the new Gagauzia development region in elaborating project proposals for improving municipal services, based on a strategic regional planning in relevant sectors.</p> <p>Advising the LPAs (I and II) to set up or update local</p>			<p>development, in accordance with the requirements of the EU</p> <p>Institutional changes in the context of public administration and territorial administrative reforms lead to stronger ownership at the regional and local level.</p> <p>Members of RDCs exercise their mandates and actively participate in decision making processes.</p> <p>The GoM and line ministries consequently work towards the implementation of approved sector strategies.</p> <p>The approval for financing of regional development projects is based on identified needs in the regions as well as on agreed criteria – rather than on the ground of individual political interests.</p> <p>Investment activities are identified within a</p>
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<p>development plans with participation of the civil society.</p>			<p>structured regional planning and programming process and meet the relevant quality criteria.</p> <p>Construction projects are aligned with the relevant national and appropriate European standards and practices to ensure the sustainability of construction and refurbishment measures.</p> <p>Tenders in public procurement are carried out without major delays. Qualified companies are available for the implementation of the construction works; their bids meet the quality standards.</p> <p>The involved municipalities agree on the joint establishment of inter-municipal service companies.</p> <p>Training institutions have the necessary human and financial resources to provide training modules</p>
<p>Activities rel. to Output C:</p> <p>Support RDAs in the development of procurement documents, execution of procurement procedures and monitoring of the planning and construction progress of the implementation of public services projects, which were developed in line with regional sector programmes and in a transparent and participatory way.</p> <p>Advising and capacitating employees of LPAs and service operators involved in the implementation of the investment projects to set up cost covering and inclusive tariff systems for the services to be delivered.</p> <p>Advising the citizens' assembly in monitoring the procurement and construction processes to</p>			

<p>provide local public services.</p>			<p>sustainably and demand-oriented.</p>
<p>Activities rel. to Output D:</p> <p>Advising governmental and non-governmental organizations in the development and piloting of demand-oriented training modules, based on relevant experiences with the modernisation of local public services.</p> <p>Development of adequate modalities for surveys and criteria of assessment for analysing the relevance of different offered training modules.</p> <p>Advising training institutions to introduce a quality management system.</p>			<p>Representatives of LPAs and service operators understand the importance of human resources development and actively make use of training opportunities.</p>

Annex 2. Status of procurement procedures for infrastructure projects

Status of procurement procedures for infrastructure projects, design services																
															Progress as of	Dec-18
Investment project	First round of procurement					Second round of procurement					Third round of procurement					
	Procurement announced	Offers opening date	Offers received	Offers accepted	Company contracted	Procurement announced	Offers opening date	Offers received	Offers accepted	Company contracted	Procurement announced	Offers opening date	Offers received	Offers accepted	Company contracted	
RDA North																
WSS Riscani	13.03.18	03.05.18	-	-	No	17.04.18	15.05.18	3	3	Yes	-	-	-	-	-	
WSS Drochia	12.01.18	05.03.18	2	2	Yes	-	-	-	-	-	-	-	-	-	-	
WSS Edinet	12.01.18	05.03.18	1	1	No	17.04.18	15.05.18	2	2	No	10.07.18	13.08.18	4	4	Yes	
WSS Falesti	12.01.18	05.03.18	1	1	No	17.04.18	15.05.18	3	3	No	10.07.18	13.08.18	5	5	Yes	
EE Balti	12.01.18	05.03.18	0	-	No	17.04.18	15.05.18	0	-	No	10.07.18	13.08.18	1	1	Yes	
EE Flaminzeni	12.01.18	05.03.18	0	-	No	17.04.18	15.05.18	0	-	No	10.07.18	13.08.18	0	0	No	
	Fourth round for EE Flaminzeni										11.09.18	12.10.18	1	1	Yes	
RDA Centre																
WSS Calarasi	02.01.18	26.02.18	2	2	No	28.04.18	28.05.18	4	3	Yes	-	-	-	-	-	
WSS Ungheni	02.01.18	26.02.18	2	2	No	28.04.18	28.05.18	2	2	Yes	-	-	-	-	-	
WSS Ustia	02.01.18	26.02.18	2	2	Yes	-	-	-	-	-	-	-	-	-	-	
EE Soldanesti	02.01.18	26.02.18	1	1	No	10.04.18	10.05.18	1	1	No	06.07.18	06.08.18	2	2	Yes	
EE Holercani	02.01.18	26.02.18	1	1	No	10.04.18	10.05.18	1	1	No	06.07.18	06.08.18	1	1	Yes	
EE Ungheni	02.01.18	26.02.18	3	3	No	10.04.18	10.05.18	3	3	No	06.07.18	06.08.18	5	5	Yes	
EE Straseni	02.01.18	26.02.18	1	1	No	10.04.18	10.05.18	1	1	No	06.07.18	06.08.18	2	2	Yes	
RDA South																
WSS Cahul	24.03.17	25.04.17	3	2	Yes	-	-	-	-	-	-	-	-	-	-	
WSS Leova	17.01.18	13.03.18	2	2	Yes	-	-	-	-	-	-	-	-	-	-	
WSS Leova	17.01.18	13.03.18	2	2	Yes	-	-	-	-	-	-	-	-	-	-	
EE Basarabasca	17.01.18	13.03.18	0	-	No	23.04.18	22.05.18	0	0	No	10.07.18	10.08.18	1	1	Yes	
EE Leova	17.01.18	13.03.18	0	-	No	23.04.18	22.05.18	1	1	Yes	-	-	-	-	-	

Annex 3. Status on updating the local strategic documents on WSS and EE

Public Service Project	Strategic document	Public hearings	Participants, men/women	Date of approval
North development region				
WSS Riscani	Riscani raion SEDS, WSS Chapter	28.09.18	17m/14w	17.10.18
	Costesti commune Local Development Plan, WSS Chapter	-		
	Galaseni village Local Development Plan, WSS Chapter	-		
	Hiliuti village Local Development Plan, WSS Chapter	-		
WSS Drochia	Drochia raion SEDS, WSS Chapter	02.11.18	33m/23w	10.12.18
	Drochia town Local Development Plan, WSS Chapter	27.11.18	15m/19w	14.12.18
WSS Edinet	Edinet raion SEDS, WSS Chapter	17.08.18	37m/33w	23.10.18
	Edinet town Local Development Plan, WSS Chapter	21.11.18	30m/36w	10.12.18
WSS Falesti	Falesti raion SEDS, WSS Chapter	07.09.18	54m/21w	27.09.18
	Falesti town Local Development Plan, WSS Chapter	14.11.18	44m/26w	07.12.18
EE Balti	Balti raion Local Program for Energy Efficiency	14.12.18	33m/29w	27.12.18
EE Flaminzeni/Singerei	Singerei raion Local Program for Energy Efficiency	09.11.18	24m/27w	29.11.18
Centre development region				
WSS Calarasi	Calarasi raion SEDS, WSS Chapter	23.08.18	23m/21w	20.09.18
	Calarasi town Local Development Plan, WSS Chapter	20.12.18	25m/11w	-
WSS Ungheni	Ungheni raion SEDS, WSS Chapter	13.09.18	28m/38w	25.10.18
	Ungheni town Local Development Plan, WSS Chapter	20.11.18	12m/29w	27.12.18
EE Soldanesti	Soldanesti raion Local Program for Energy Efficiency	-		27.09.18
EE Holercani/Dubasari	Dubasari raion Local Program for Energy Efficiency	15.10.18	8m/10w	04.12.18
EE Ungheni	Ungheni raion Local Program for Energy Efficiency	06.11.18	45m/65w	27.12.18
EE Straseni	Straseni raion Local Program for Energy Efficiency	29.10.18	7m/13w	21.12.18
South development region				
WSS Cahul	Cahul raion SEDS, WSS Chapter	27.09.18	26m/16w	
	Pelinei commune Local Development Plan	21.08.18	29m/70w	
	Gavanoasa commune Local Development Plan	21.08.18	10m/42w	
WSS Leova	Leova raion SEDS, WSS Chapter	-		
	Leova town Local Development Plan	-		
	Iargara town Local Development Plan	-		
	Filipeni village commune Local Development Plan	-		

Public Service Project	Strategic document	Public hearings	Participants, men/women	Date of approval
	Romanovca village Local Development Plan	-		
	Cupcui village Local Development Plan	-		
EE Basarabasca	Basarabasca raion Local Program for Energy Efficiency	30.08.18		
EE Leova	Leova raion Local Program for Energy Efficiency	-		

Annex 4. Status on public services projects implementation (by RDAs and pillars)

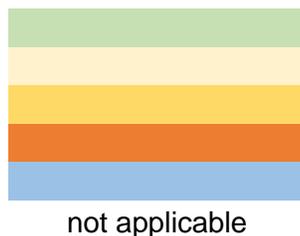
Overall progress on implementation of Public Service Projects, by pillars of intervention

Progress by: Dec-18

Public Service Project	Pillars of intervention/specific objectives				
	<i>Planning and programming</i>	<i>Inter-municipal cooperation</i>	<i>Investment measures</i>	<i>Capacity development</i>	<i>Awareness raising and community mobilization</i>
North DR / European Union funds					
WSS Riscani	minor deviation	on track	minor deviation	on track	minor deviation
WSS Drochia	on track	on track	minor deviation	on track	minor deviation
WSS Edinet	on track	n/a	major deviation	major deviation	major deviation
WSS Falesti	on track	n/a	on track	minor deviation	on track
EE Balti	on track	n/a	minor deviation	on track	on track
EE Flaminzeni	on track	n/a	minor deviation	on track	on track
Centre DR / European Union funds					
WSS Calarasi	minor deviation	not initiated	minor deviation	not initiated	minor deviation
WSS Ungheni	on track	not initiated	minor deviation	not initiated	minor deviation
EE Soldanesti	on track	n/a	on track	minor deviation	on track
EE Holercani	on track	n/a	major deviation	on track	minor deviation
EE Ungheni	on track	n/a	major deviation	minor deviation	on track
EE Straseni	minor deviation	n/a	major deviation	minor deviation	on track
South DR / European Union funds					
WSS Cahul	on track	minor deviation	major deviation	minor deviation	minor deviation
WSS Leova	minor deviation	major deviation	minor deviation	on track	minor deviation
EE Basarabeasca	on track	n/a	on track	on track	on track
EE Leova	on track	n/a	minor deviation	on track	on track

Public Service Project	Pillars of intervention/specific objectives				
	<i>Planning and programming</i>	<i>Inter-municipal cooperation</i>	<i>Investment measures</i>	<i>Capacity development</i>	<i>Awareness raising and community mobilization</i>
Pilot projects / German Regional Fund for Development, Romania, SDC					
WSS Cahul	on track	minor deviation	minor deviation	minor deviation	minor deviation
WSS Leova	completed	completed	completed	completed	completed
WSS Riscani	completed	completed	completed	completed	completed
EE Orhei	completed	n/a	completed	completed	completed
EE Calarasi	completed	n/a	completed	completed	completed
SWM Floresti	completed	completed	completed	completed	completed
SWM Soldanesti	completed	completed	completed	completed	completed

On track
 Minor deviation
 Major deviation
 Off track
 Completed
 n/a



ANNEX 5. List of organized trainings (piloted modules and reimplemented courses) in 2018.

Training Module	Date	Participants		
		Total	Female	Male
Academy of Public Administration				
Management of Programs/ Project development	12.03.2018 – 16.03.2018	16	11	5
Management of Public Property	20.03.2018 – 21.03.2018	24	23	1
Management of Public Property	21.03.2018 – 22.03.2018	24	13	11
Management of Programs/ Project development	26.03.2018 – 30.03.2018	23	8	15
Management of Public Property	18.04.2018 – 19.04.2018	23	23	0
Management of Public Property	19.04.2018 – 20.04.2018	21	10	11
Public Procurement and Conflicts of Interest	23.04.2018 – 27.04.2018	22	18	4
Public Procurement and Conflicts of Interest	14.05.2018 – 18.05.2018	20	15	5
Regional Development	21.05.2018 – 25.05.2018	20	18	2
Local and regional Marketing for competitive regional development	28.05.2018 – 30.05.2018	20	16	4
Local and regional Marketing for competitive regional development	05.06.2018 – 07.06.2018	21	11	10
Local and regional Marketing for competitive regional development	01.10.2018 – 03.10.2018	23	17	6
Regional Development	15.10.2019 – 19.10.2019	21	17	4
Management of Public Property	23.10.2018 – 24.10.2018	15	12	3
Management of Public Property	24.10.2018 – 25.10.2018	21	20	1
Management of Programs/ Project development	29.10.2018 – 02.11.2018	26	12	14
Public Procurement and Conflicts of Interest	05.11.2018 – 09.11.2018	23	19	4
Management of Public Property	13.11.2018 – 14.11.2018	26	23	3
Management of Public Property	14.11.2018 – 15.11.2018	26	24	2
Management of Programs/ Project development	19.11.2018 – 23.11.2018	21	20	1
Public Procurement and Conflicts of Interest	26.11.2018 – 30.11.2018	21	8	13
Management of the Regional Development Council (Pilot)	05.12.2018 – 07.12.2018	12	4	8

Training Module	Date	Participants		
		Total	Female	Male
TUM Centre for Continuous Education in Energy Efficiency in Public Buildings				
Efficient management in public buildings (Pilot)	23.04.2018	11	4	7
Management of energy efficiency in public buildings projects (Pilot)	14.05.2018 – 17.05.2018	15	4	11
New solutions and technologies for EE projects in public buildings (Pilot)	23.05.2018 – 25.05.2018	8	1	7
Efficient management in public buildings	12.06.2018	9	3	6
New solutions and technologies for EE projects in public buildings	25.06.2018 – 27.06.2018	12	4	8
Management of energy efficiency in public buildings projects	10.12.2018 – 13.12.2018	14	7	7
New solutions and technologies for EE projects in public buildings	03.12.2018 – 06.12.2018	14	8	6
New solutions and technologies for EE projects in public buildings	17.12.2018 – 20.12.2018	14	4	10
TUM's Institute of Continuous Education in the WSS Sector				
Procedure for procurement of works, goods, service in the WSS sector (Pilot)	16.01.2018 – 18.01.2018	21	6	15
Procedure for procurement of works, goods, service in the WSS sector	23.01.2018 – 25.01.2018	19	9	10
Procedure for procurement of works, goods, service in the WSS sector	29.01.2018 – 31.01.2018	21	10	11
Legislative and normative acts in the WSS sector (Pilot)	11.09.2018 – 13.09.2018	22	6	16
Legislative and normative acts in the WSS sector	18.09.2018 – 20.09.2018	25	10	15
Legislative and normative acts in the WSS sector	25.09.2018 – 27.09.2018	19	7	12
Work safety and protection in WSS sector (Pilot)	16.10.2018 – 18.10.2018	22	3	19
Work safety and protection in WSS sector	23.10.2018 – 25.10.2018	20	2	18
Work safety and protection in WSS sector	06.11.2018 – 08.11.2018	22	5	17

Annex 6. Representation of men and women related to implementation of infrastructure projects

Investment project	Local Steering Committee		Local Citizens' Committee		Working group for raion level strategic planning		Working group for local level strategic planning		Working group for procurement of design services	
	men	women	men	women	men	women	men	women	men	women
North development region										
WSS Riscani	10	5	-	-	2	2	-	-	8	3
<i>Costesti commune</i>	-	-	3	12	-	-	4	5	-	-
<i>Galaseni village</i>	-	-	9	2	-	-	8	1	-	-
<i>Hiliuti village</i>	-	-	7	2	-	-	3	4	-	-
WSS Drochia	10	3	-	-	5	2	-	-	5	3
<i>Drochia town</i>	-	-	13	4	-	-	5	2	-	-
WSS Edinet	10	2	8	5	5	3	-	-	6	2
<i>Edinet town</i>	-	-	-	-	-	-	5	3	-	-
WSS Falesti	9	2	11	7	7	1	-	-	7	1
<i>Falesti town</i>	-	-	-	-	-	-	7	1	-	-
EE Balti	5	4	4	10	5	8	-	-	5	3
EE Flaminzeni	6	3	4	7	11	6	-	-	5	3
Centre development region										
WSS Calarasi	8	3	-	-	4	2	-	-	-	-
<i>Calarasi town</i>	-	-	9	2	-	-	4	2	3	2
WSS Ungheni	6	5	-	-	4	7	-	-	3	4
<i>Calarasi town</i>			5	12			4	7	-	-
EE Soldanesti	4	7	10	43	5	4	-	-	4	4
EE Holercani	6	6	1	15	5	5	-	-	3	5
EE Ungheni	5	6	3	7	4	5	-	-	3	1
EE Straseni	5	7	5	12	4	3	-	-	1	2
South development region										
WSS Cahul	12	5	-	-	21	10	-	-	9	3
<i>Pelinei commune</i>	-	-	5	14	-	-	5	19	-	-

Investment project	Local Steering Committee		Local Citizens' Committee		Working group for raion level strategic planning		Working group for local level strategic planning		Working group for procurement of design services	
	<i>men</i>	<i>women</i>	<i>men</i>	<i>women</i>	<i>men</i>	<i>women</i>	<i>men</i>	<i>women</i>	<i>men</i>	<i>women</i>
<i>Gavanoasa commune</i>	-	-	4	8	-	-	15	9	-	-
WSS Leova	11	5	-	-	-	-	-	-	7	8
<i>Filipeni village</i>	-	-	4	36	-	-	-	-	-	-
<i>Romanovca village</i>	-	-	4	16	-	-	-	-	-	-
<i>Cupcui village</i>	-	-	16	8	-	-	-	-	-	-
EE Basarabeasca	3	6	0	11	5	5	-	-	4	4
EE Leova	4	5	3	20	-	-	-	-	3	5

Annex 7. MLPS Project Operational Plan for 2019