



MODERNIZATION OF LOCAL PUBLIC SERVICES (MLPS) Project

Annual Activity Plan 2015



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INTRODUCTION

Project implementation period: 2010-2015

The overall objective of the MLPS project: Local public services in the three priority sectors: Solid Waste Management, Water Supply and Sanitation and Energy Efficiency are improved in selected cities and villages.

INTERVENTION AREA (IA) 1: LOCAL PUBLIC SERVICES (LPS)

The Activity Plan of the Intervention Area 1 'Local Public Services' (LPS) of the GIZ project 'Modernization of Local Public Services' (MLPS) for 2015 presents the planned activities designed for achieving the Outcome of Intervention Area 1, i.e.: *'The Local Public Authorities effectively cooperate and manage the improvements of local public services'* in the selected localities in pilot Rayons.

The progress achieved while reaching the IA 1 Outcome shall be measured by using the success indicators presented below.

Success indicators for the IA 1:

- **Indicator 1:** 25 pilot measures for the improvement of local public services are being implemented in the three project priority sectors.
- **Indicator 2:** Local public authorities signed 70 formal agreements for the joint delivery of local public services in the three project priority sectors.
- **Indicator 3:** In 35 localities, 50% of implemented measures in the three project priority sectors have improved access of women to local public services.

The planned activities will be implemented in the selected localities of the following pilot-rayons:

- **Riscani, Cahul and Leova (Water supply and sanitation – WSS)**
- **Soroca, Orhei and Nisporeni (Energy efficiency in public buildings - EE)**
- **Soldanesti, Rezina and Floresti (Solid waste management – SWM)**

While working on strengthening local public services in the pilot Rayons, within the Intervention Area 1 will be applied the model of improving local public service in the three project priority sectors: WSS, SWM, EE in public buildings.

The model is based on the idea that the improvement of access to local public services, quality, and efficiency thereof requires a set of comprehensive activities in the domain of integrated planning and programming, effective inter-municipal cooperation on service provision, capacity development of local public authorities and service providers, service provision infrastructure improvements as well as community mobilization and engagement of citizens. These activities shall be implemented in a gender responsive manner.

The Local Public Service Improvement Model



1. Intervention Area 1 and interdisciplinary areas

No.	Output/ Milestones	Time framework				Involvement of the main representatives		
		Q 1	Q 2	Q 3	Q 4	Responsible	Support provided by	Involved parties
1.1	Assistance for the Regional Development Agencies in implementing projects funded by the German Government							
1.1.1	The pilot-project 'Measures to modernize local public services in the water supply and sanitation services sector in Cahul rayon' is implemented.	x	x	x	x	South RDA, Cahul Rayon Council	MRDC, GIZ/IA 1	LPA Cahul, Manta, Crihana, Rosu
1.1.2	The pilot-project 'Measures to modernize local public services in the water supply and sanitation services sector in Riscani rayon' is implemented.	x	x	x	x	North RDA, Riscani Rayon Council	MRDC, GIZ/IA 1	LPA Costesti
1.1.3	The pilot-project 'Measures to modernize local public services in the water supply and sanitation services sector in Leova rayon' is implemented.	x	x	x	x	South RDA, Leova Rayon Council	MRDC, GIZ/IA 1	LPA Leova
1.1.4	The pilot-project 'Measures to modernize local public services in the solid waste management sector in Soldanesti rayon' is implemented.	x	x	x	x	Centre RDA, Soldanesti Rayon Council	MRDC, GIZ/IA 1	LPA Soldanesti city, Parcani etc.
1.1.5	The pilot-project 'Measures to modernize local public services in the solid waste management sector in Floresti rayon' is implemented.	x	x	x	x	North RDA, Floresti Rayon Council	MRDC, GIZ/IA 1	LPA Floresti city

1.1.6	The pilot-project 'Measures to modernize local public services in the energy efficiency in public buildings sector in Nisporeni rayon' is implemented.	x	x	x	x	Centre RDA, Nisporeni Rayon Council	MRDC, GIZ/IA 1	Nisporeni Rayon Hospital
1.1.7	The pilot-project 'Measures to modernize local public services in the energy efficiency in public buildings sector in Orhei rayon' is implemented.	x	x	x	x	Centre RDA, Orhei Rayon Council	MRDC, GIZ/IA 1	Orhei Rayon Hospital
1.1.8	Support to MRDC/RDAs in implementing an efficient model of service provision within NFRD funded projects (local grants to RDAs) is provided	x	x	x	x	GIZ	MRDC, RDAs	LPAs
No.	Output/ Milestones	Time framework				Involvement of the main representatives		
		Q 1	Q2	Q 3	Q 4	Responsible	Support provided by	Involved parties
1.2	Strengthening capacities – interdisciplinary aspects							
1.2.1	3 training sessions for local project managers are organized		x			GIZ/IA 1	MRDC and RDA; Local managers contracted within projects funded by GIZ, National Fund for Regional Development, Energy Efficiency Fund and the Environment Fund	Local projects' managers selected by Local Committee for coordinating Pilot Projects

1.2.2	6 training sessions for RDAs and LPAs in the field of assets/goods registration/management are provided			x	x	GIZ/IA 1	RDAs and LPAs	Service operators
1.2.3	2 trainings in the field of public procurement and conflicts of interests' prevention are organized.		x	x		GIZ/IA 1 & PCU	MRDC, National Integrity Commission, Ministry of Finance, National Anticorruption Center, the State Chancellery	RDA, Public Procurement Agency, representatives of other ministries
1.2.4	The guide on preventing conflicts of interest within the public procurement area is developed.	x	x			GIZ/IA 1 & PCU	PPA (Public Procurement Agency)	MRDC, Public Procurement Agency
1.2.5	The National Conference on preventing conflicts of interest within the public procurement area is organized.	x				GIZ/IA 1	National Integrity Commission, National Anticorruption Center, State Chancellery, MRDC	RDA, Public Procurement Agency, representatives of other ministries, NGOs, media
1.2.6	The MLPS strategy on gender mainstreaming is developed.		x			GIZ/ IA 1	GIZ country office	GIZ/ PCU, IA 1
1.2.7	Trainers on implementing the WSS and SWM training programme are trained in Romania			x	x	GIZ/IA 1	Moldova Apa Canal Association and PPA	LPA/ Service operators
1.2.8	Workshops/local study visits within the pilot projects (SWM, WSS) are organized.				x	GIZ/IA 1	RDAs and LPAs	CALM, PPA

	Learned lessons within the pilot-projects are disseminated				x	GIZ/IA 1	RDAs and LPAs	CALM, PPA
No.	Output/ Milestones	Time framework				Involvement of the main representatives		
		Q 1	Q 2	Q 3	Q 4	Responsible	Support provided by	Involved parties
1.3	Improved Intercommunity cooperation and local participation							
1.3.1	The Guide on inter-municipal cooperation for local public services in the WSS and SWM is developed and launched.	x	x	x	x	GIZ/IA 1	MRDC, State Chancellery, CALM, PPA	LPA, GIZ/PCU
1.3.2	1 study visit in the field of IMC in WSS/SWM is organized.				x	GIZ/IA 1	MRDC, RDA and other parties	MRDC, RDAs and LPAs
1.3.3	The Guide on the public infrastructure registration/management is finished and launched		x			GIZ/IA 1	MRDC, RDAs	LPAs
1.3.4	9 workshops/sessions with CALM members (women) on gender mainstreaming in public services provision are organized.			x	x	GIZ/IA 1	CALM	LPA, GIZ/IA 2
1.3.5	Support for the CALM institutional and capacity development with a view to improve the public authorities' support in public service provision is offered.		x	x	x	GIZ/IA 1	CALM	LPA

1.3.6	Support for CALM in implementing 3 initiatives of the regional programmes for South-Eastern Europe within Network of Associations of Local Authorities of South-East Europe (NALAS) is provided	x	x	x	x	GIZ/IA 1	CALM	
1.3.7	1 training session for the RDA employees' capacity development in the field of consulting is organized.		x			GIZ/IA 1	GIZ International Expert, MRDC, RDA	
1.3.8	9 trainings/workshops for potential RDC members, representatives of rayon Associations of mayors in the regional development field are organized.			x		GIZ/IA 1 and 2	MRDC, RDAs, CALM	Mayors' association
1.3.9	1 session on implementing new accounting standards for the RDAs (7 participants) is organized		x			GIZ/IA 1	MRDC, RDA	
No.	Output/ Milestones	Time framework				Involvement of the main representatives		
		Q1	Q2	Q3	Q4	Responsible	Support provided by	Involved parties
1.4	Extending/enhancing activities in the Water Supply and Sanitation sector at the regional/national level							
1.4.1	Support to LPAs in developing areas of WSS services provision within GIZ pilot projects in WSS is provided.	x	x	x	x	GIZ/IA 1	North RDA, Centre RDA South RDA Embassy of the French Republic	CALM, LPAs, GIZ/IA 2, PCU

1.4.2	Support to Moldova Apa Canal Association (AMAC) and Ministry of Environment in organizing the Water Week in Moldova is offered: <ul style="list-style-type: none"> • National symposium on WSS; • Local study visits to projects implemented within the WSS sector; • Study visit at Apa Vital Iasi; 			x		AMAC, MoEnv	GIZ/IA 1 and 2	MRDC, RDAs, LPAs
1.4.3	The 'Apa 2015 Expo' exhibition, including the visit to 3 WSS service providers in Romania is organized		x			AMAC, MoEnv, WSS Service operators	GIZ/IA 1	MRDC, RDAs, LPAs, GIZ/IA 2
1.4.4	Support to Moldova Apa Canal Association for its institutional development is provided		x	x		GIZ/IA 1	AMAC	MoEnv, 'Apele Moldovei' Agency
1.4.5	3 international study visits in the WSS sector are organized		x	x	x	GIZ/IA 1	MRDC, MoEnv, RDAs and LPAs	AMAC, CALM, PAA
1.4.6	6 training modules for the LPAs and WSS operators are developed and implemented		x	x	x	IA 1	AMAC, MoEnv, 'Apele Moldovei' Agency, MRDC, CALM, PPA	International Partners: USAID, ADA
No.	Output/ Milestones	Time framework				Involvement of the main representatives		
		Q 1	Q 2	Q 3	Q 4	Responsible	Support provided by	Involved parties
1.5	Extending/enhancing activities in the Solid Waste Management sector at the regional/national level							
1.5.1	National conference in the SWM field is organized.			x	x	Ministry of Environment	IA 1 and 2	LPAs, SWM operators
1.5.2	An initiative is launched on the creation of the National Operators' Association in the SWM field.			x	x	Ministry of Environment	GIZ/IA 1	SWM operators, LPAs

1.5.3	Support to the national institutions in launching the national/regional/local information campaign on the solid waste management is provided.		x	x		Ministry of Environment	GIZ/PCU, IA 1 and 2	State Chancellery, MRDC, RDAs, CALM, LPAs and service operators
1.5.4	Support to LPAs in developing SWM service provision areas within the GIZ pilot projects is provided	x	x	x	x	GIZ/IA 1	North RDA, Centre RDA, South RDA Embassy of the French Republic	CALM, LPAs, GIZ/PCU
1.5.5	1 study visit for LPAs and SWM service operators in Estonia is organized				x	GIZ/IA 1	MRDC, MoEnv, RDAs and LPAs	CALM, PPA
1.5.6	6 training modules for the LPAs and SWM service operators are developed and implemented			x	x	GIZ/IA 1	Ministry of Environment, MRDC, CALM, PPA	International Partners: USAID, Sida
No.	Output/ Milestones	Time framework				Involvement of the main representatives		
		Q1	Q 2	Q 3	Q 4	Responsible	Support provided by	Involved parties
1.6	Extending/enhancing activities in the Energy Efficiency sector at the regional/national level							
1.6.1	Assistance to Soroca Rayon Council in developing the EE Programme (2015-2017) and the EE Activity Plan 2015 is provided		x			Soroca Rayon Council, North RDA	GIZ/IA 1	LPAs, Energy Efficiency Energy

1.6.2	The platform for assessing the impact of the interventions in the energy efficiency field, in partnership with the European Fund for Southeast Europe, is implemented			x	x	GIZ/IA 1	Energy Efficiency Agency	MRDC, GIZ Bosnia & Herzegovina, European Fund for Southeast Europe
1.6.3	Support to develop and implement the Energy Efficiency training programme, including the EUREM course, is provided		x			GIZ/IA 1	MRDC, Energy Efficiency Agency	Chamber of Commerce and Industry

INTERVENTION AREA (IA) 2: REGIONAL PLANNING AND PROGRAMMING

The IA 2 Activity Plan ‘Regional Planning and Programming’ (RPP) of the GIZ MLPS project for the year 2015 presents the planned activities designed for achieving the Outcome of Intervention Area 2: ‘Local and Regional Public Authorities efficiently plan strategic investments in the three priority sectors: water supply and sanitation, solid waste management and energy efficiency in public buildings’.

The progress achieved in reaching the IA 2 Outcome shall be measured by using the success indicators presented below.

Success indicators for the IA 2:

- **Indicator 1:** The three Regional Development Agencies facilitated the process of developing viable project concepts in the priority sectors, equivalent to the total amount of EUR 102.9 mln.
- **Indicator 2:** 70% of the stakeholders from 30 local public authorities involved in the local planning and programming express their satisfaction with regard to the Regional Development Agencies’ facilitating/promoting capacities.
- **Indicators 3:** 75% of the project concepts promoted by the Regional Development Agencies are thoroughly examined in respect of their environmental impact taking into account the national regulations.

The planned activities shall be implemented in the 3 regions – North, Centre and South – and cover the following areas:

- **Water supply and sanitation – WSS**

- Energy Efficiency in public buildings – EE
- Solid Waste Management – SWM
- Regional and local roads – RLR

IA 1 will also implement a range of complementary activities, such as:

- Complementary private sector support
- Strengthening the capacity of the State Chancellery, MRDC, RDA and LPA within cross border cooperation programmes
- Strengthening the training capacity of the PAA in the regional planning and programming field
- Strengthening the capacity of the MRDC/RDA in the results-based monitoring and evaluation (RBM)
- Strengthening the capacity of the MRDC/RDA in the internal and external communication

2. Intervention Area (IA) 2: Regional sector planning and projects' development

No.	Output/Milestones	Time framework				Involvement of the main representatives		
		Q 1	Q 2	Q 3	Q 4	Responsible	Support provided by	Involved parties
2.1	Regional sector planning*							
2.1.1	Energy efficiency in public buildings (EE): task performed in 2014							
2.1.2	Solid waste management (SWM): task performed in 2014							
2.1.3	Regional and local roads (RLR)							
2.1.3.1	Public consultations are conducted	x				RDAs	MRDC, GIZ	LPAs, civil society, business sector
2.1.3.2	3 RSP in the RLR sector are approved	x				RDCs	GIZ	RDAs, LPAs, civil society, business sector
2.1.4	Water supply and sanitation (WSS): task performed in 2014							

Note: * After approval of the RSP, the activities to be implemented within the 1st field of activities are related to the regular review of the Action Plans of the RSP within the working groups (Regional Sector Working Group - RSWG). These will be covered by the 3rd workflow during the meetings held by the RSWG.

2.1.5 Complementary private sector support								
No.	Output / Milestones	Time framework				Involvement of the main representatives		
		Q 1	Q 2	Q 3	Q 4	Responsible	Support provided by	Involved parties
2.1.5.1	4 meetings of the Regional Working Group (RWG), are held regularly, quarterly	x	x	x	x	RDA	GIZ	Chamber of Commerce and Industry, GIZ/sequa, National Confederation of Employers of the Republic of Moldova, Private sector representatives from the Regional Development Council
2.1.5.2	2 meetings with the National Working Group (NWG) are organized once every 6 months		x	x		MRDC	GIZ	Chamber of Commerce and Industry, Confederation of Employers of the Republic of Moldova, Ministry of Finance / PPA, ODSME, Ministry of Environment, Ministry of Transport and Road Infrastructure, Energy Efficiency Agency, GIZ/sequa
2.2 Projects' development /RSP implementation								
2.2.1 Energy efficiency in public buildings (EE)								
2.2.1.1	Development of project proposal concepts (PPCs): performed in 2014							
2.2.1.2	Development of viable project concepts (VPCs) Q4/2014 - Q4/2015 - 13 VPCs in 3 project groups (3+5+5)							

2.2.1.2.1	1st project group (3 projects)								
	3 projects until the VPC stage (project draft/preliminary draft, report on the VPCs from the 1 st group) are developed and finalized	x		x			RDA/GIZ	Project Working Group (PWG)	Rayon Council (RC); LPA 1 & 2; Specialized Institutions; PWG
	3 agreements of the Project Working Group (PWG) (one for each project) are signed	x					RDA	GIZ	RC
	The report on the progress achieved within the process of VPCs completion, 1 st project group, is prepared and submitted	x					GIZ		
2.2.1.2.2	2nd project group (5 projects)								
	5 projects until the VPC stage (project draft/preliminary draft, report on the VPCs from the 2 nd group) are developed and finalized	x	x	x			RDA/GIZ	Project Working Group (PWG)	Rayon Council (RC); LPA 1 & 2; Specialized Institutions; PWG
	5 agreements of the Project Working Group (PWG) (one for each project) are signed		x				RDA	GIZ	RC
	The report on the progress achieved within the process of VPCs completion, 2 nd project group, is prepared and submitted		x				GIZ		
2.2.1.2.3	3rd project group (5 projects)								
	5 projects until the VPC stage (project draft/preliminary draft, report on the VPCs from the 3 rd group) are developed and finalized			x	x		RDA/GIZ	Project Working Group (PWG)	Rayon Council (RC); LPA 1 & 2; Specialized Institutions; PWG

	5 agreements of the Project Working Group (PWG) (one for each project) are signed				x	RDA	GIZ	RC
	The report on the progress achieved within the process of VPCs completion, 3 rd project group, is prepared and submitted				x	GIZ		
2.2.1.3	Development of projects proposed for funding (PPF) Q4/2014 - Q4/2015							
	1st group of projects (3 projects)							
	Preliminary Financing Agreement or an equivalent for the 1 st group of projects is signed	x				MRDC	GIZ	RC, RDA, line ministries
2.2.1.3.1	The Terms of Reference for the design company are prepared		x			GIZ		
	The (final) execution project and the tender documentation for the 1 st group of projects are developed		x	x	x	RDA	GIZ	RC
	The approvals by the relevant authorities for the 1 st group of projects are obtained				x	Rayon Council, RDA		MRDC
	2nd group of projects (5 projects)							
2.2.1.3.2	Preliminary Financing Agreement for the 2 nd group of projects is signed			x		MRDC	GIZ	RC, RDA, line ministries
	The (final) execution project and the tender documentation for the 2 nd group of projects are developed			x	x	RDAs	GIZ	RC

	Approvals from the relevant authorities for the 2 nd group of projects are obtained				x	Rayon Council, RDA		MRDC
2.2.1.3. 3	3rd group of projects (5 projects)							
	The Preliminary Financing Agreement for the 3 rd group of projects is signed				x	MRDC	GIZ	RC, RDA, line ministries
No.	Output/Milestones	Time framework				Involvement of the main representatives		
		Q 1	Q 2	Q 3	Q 4	Responsible	Support provided by	Involved parties
2.2.2	Solid waste management (SWM)							
2.2.2.1	Development of project proposal concepts (PPCs): performed in 2014							
2.2.2.2	Development of viable project concepts (VPCs) Q4/2014 - Q4/2015 - 3 VPCs (candidate projects) within the South (S), Centre (C) and North (N) waste management zones							
2.2.2.2. 1	The list of priority projects for the development of viable project concepts (VPCs) is approved	x				MRDC	GIZ	Line ministries, Inter-Ministerial Commission
2.2.2.2. 2	SWM, South Region							
	1 Environmental Impact Assessment (EIA) Report for the SWM zone in South DR is prepared	x	x			RDA, LPA	GIZ	RDAs, LPAs, Ministry of Environment
	1 feasibility study - draft and final version - for the SWM zone in South DR is developed	x	x			PWG/GIZ	MRDC	RDAs, LPAs, Ministry of Environment, Ministry of Finance
	1 feasibility study is approved		x			MRDC		Ministry of Environment
2.2.2.2.	SWM, Centre and North Regions							

3	2 site selection reports (1 per each zone) are finalized		x			GIZ	MRDC	Line ministries
	2 Environmental Impact Assessment (EIA) Reports for SWM zones in Centre and North DR - 1 for each area, are finalized		x	x		RDAs, LPA	GIZ	RDAs, LPA, Ministry of Environment,
	2 feasibility studies - draft and final version - for SWM zones in Centre and North DR - 1 for each area, are developed		x	x		PWG/GIZ	MRDC	RDAs, LPA, Ministry of Environment, Ministry of Finance
	2 feasibility studies are approved				x	MRDC		Ministry of Environment
2.2.2.3	Development of projects proposed for funding (PPF) Q4/2014 - Q4/2015							
2.2.2.3.1	SWM, South Region							
	Preliminary Financing Agreement or an equivalent for the South DR is signed	x				MRDC	GIZ	Ministry of Environment, Ministry of Finance
	1 public awareness raising programme is updated		x	x		RDAs	GIZ	LPAs
	1 set of final execution documentation and tender documentation are finalized		x	x		RDAs	GIZ	LPAs
	1 set of approvals from authorities are obtained				x	RDAs	GIZ	MRDC, Ministry of Environment
2.2.2.3.2	SWM, Centre and North Regions							
	Preliminary Financing Agreement or an equivalent for the Centre and North DRs is signed				x	MRDC	GIZ	Ministry of Environment, Ministry of Finance

No.	Output/Milestones	Time framework				Involvement of the main representatives		
		Q 1	Q 2	Q 3	Q 4	Responsible	Support provided by	Involved parties
2.2.3	Regional and local roads (RLR)							
2.2.3.1	Development of project proposal concepts (PPCs) Q4/2014 - Q4/2015 - 18 PPCs							
	The configuration of priority corridors is approved	x				GIZ/RDC	MRDC	MTRI
2.2.3.1.1	The list of PPCs is developed	x				GIZ	MRDC	MTRI, LPA 2
	The list of PPCs is approved		x			MRDC	GIZ	MTRI, Inter-Ministerial Commission
2.2.3.2	Development of viable project concepts (VPCs) Q4/2014 - Q4/2015 - 12 VPCs (candidate projects)							
2.2.3.2.1	12 inventory reports are finalized	x	x			PWG/GIZ	RDAs, MRDC	MTRI, LPA 2
	12 pre-feasibility assessment reports (VPC) are finalized		x			PWG/GIZ	RDAs, MRDC	MTRI, LPA 2
	1 list of VPCs is prepared			x		GIZ	MRDC	MTRI
2.2.3.2.2	12 project fiches are updated			x		GIZ	MRDC	MTRI, LPA 2
2.2.3.3	Development of projects proposed for funding (PPF) Q4/2014 - Q4/2015							
2.2.3.3.1	Preliminary Financing Agreement or an equivalent is signed				x	MRDC	GIZ	MTRI, Ministry of Finance
2.2.3.3.2	The Terms of Reference for the design company are prepared				x	GIZ	MRDC, RDAs	
No.	Output/Milestones	Time framework				Involvement of the main representatives		

		Q 1	Q 2	Q 3	Q 4	Responsible	Support provided by	Involved parties	
2.2.4	Water supply and sanitation (WSS)								
2.2.4.1	Development of project proposal concepts (PPCs): performed in 2014								
2.2.4.2	Development of viable project concepts (VPCs) Q4/2014 - Q4/2015 - 12 VPCs (candidate projects)								
2.2.4.2.1	The Agreement on the FS content and requirements is approved	x				GIZ	MRDC		
2.2.4.2.2	The list of project proposal concepts (PPCs) within the Inter-Ministerial Commission for the development of the viable project concepts (VPCs) is approved	x				MRDC	GIZ	Inter-Ministerial Commission	
2.2.4.2.3	12 feasibility studies, including the conceptual technical study - draft and final version are developed	x	x	x	x	PWG/GIZ	RDAs, MRDC	LPA, Ministry of Environment	
	12 sets of approvals from the relevant authorities are obtained				x	RDAs		MRDC, Ministry of Environment	
2.2.4.3	Developing of PPF Q4/2014 - Q4/2015								
2.2.4.3.1	Preliminary Financing Agreement or an equivalent for up to 12 projects is signed				x	MRDC	GIZ	Ministry of Environment, Ministry of Finance	
2.2.4.3.2	The Terms of Reference (ToR) for the design company are developed and approved				x	GIZ	MRDC, RDAs		
No.	Output/Milestones	Time framework				Involvement of the main representatives			
		Q 1	Q 2	Q 3	Q 4	Responsible	Support provided by	Involved parties	

2.3	Capacity Building							
2.3.1	Energy efficiency in public buildings (EE)							
2.3.1.1	6 meetings with the RSWG (+3 sessions in the last quarter of 2014) are organized and conducted	x		x		RDA	GIZ	RDA, RDA, line ministries
2.3.1.2	23 meetings with the PWG in the field of EE (+3 sessions in the last quarter of 2014) are organized and conducted	x		x	x	RDA	GIZ	LPA1, LPA 2, rayon energy managers
2.3.2	Solid Waste Management (SWM)							
2.3.2.1	6 meetings with the RSWG in the SWM field are organized and conducted	x		x		RDA	GIZ	LPA 2, line ministries, LPA 1 from rayon centers
2.3.2.2	9 meetings with the PWG in the SWM field (+1 session in the last quarter of 2014) are organized and conducted	x	x	x		RDA	GIZ	LPA1, LPA 2, line ministries, state environmental territorial inspectorates
2.3.3	Regional and Local Roads (RLR)							
2.3.3.1	6 meetings with the RSWG in the RLR field are organized and conducted	x	x			RDA	GIZ	LPA 2, MTRI, State Road Administration
2.3.3.2	3 meetings with the RSWG in the RLR field are organized and conducted		x	x		RDA	GIZ	LPA 2, MTRI, State Road Administration
2.3.3.3	12 meetings with the PWG in the RLR field are organized and conducted		x	x	x	RDA	GIZ	State Road Administration, LPA 2
2.3.3.4	3 meetings of the RDCs for the approval of RSP are organized	x				RDCs	GIZ	LPAs, civil society, business environment

2.3.4 Water supply and sanitation (WSS)								
No.	Output/Milestones	Time framework				Involvement of the main representatives		
		Q 1	Q 2	Q 3	Q 4	Responsible	Support provided by	Involved parties
2.3.4.1	6 workshops with the RSWG in the field of WWS (+3 sessions in the last quarter of 2014) are organized and conducted	x	x			RDAs	GIZ	LPA 2, line ministries
2.3.4.2	24 meetings with the PWG in the field of WWS are organized and conducted		x			RDAs	GIZ	LPA 2, line ministries
2.3.4.3	9 workshops with the PWG in the field of WWS are organized and conducted	x	x		x	RDAs	GIZ	LPA 2, line ministries
2.3.5 Complementary private sector support (CPSS)								
2.3.5.1	The database containing sector enterprises from the EE, WSS, SWM, RLR fields is systematically updated	x	x	x	x	Chamber of Commerce and Industry	GIZ	Sector enterprises
2.3.5.2	3 sector round tables with the participation of the private sector and other relevant institutions involved in the public procurement system (EE, WSS, SWM, RLR) are organized		x	x	x	Chamber of Commerce and Industry	GIZ	RDA, MRDC, EEA, LPA, Ministry of Environment, Ministry of Transport
2.3.5.3	2 training modules for the private sector are organized (total: 18 seminars)		x	x		Chamber of Commerce and Industry	GIZ	RDA, PPA, PP expert
2.3.5.4	2 ToT workshops for the Chamber of Commerce and Industry	x			x	Chamber of Commerce and Industry	GIZ	RDA, MRDC, PP expert

	consultants in public procurement are implemented							
2.3.5.5	2 study visits are organized with participation in relevant exhibitions	x			x	Chamber of Commerce and Industry, sequa	GIZ	MRDC, RDA, EEA, Ministry of Environment, Chamber of Commerce and Industry and its subsidiaries, private sector, PPA, Ministry of Finance
2.3.5.6	Informational materials are developed and distributed	x	x	x	x	Chamber of Commerce and Industry	GIZ	RDA, MRDC
2.4	Other interdisciplinary activities							
2.4.1	Regional Sector Planning (RSP)							
2.4.1.1	1 knowledge product on the Project Development Process (PDP) is developed	x				GIZ	MRDC	PPA, RDA
2.4.1.2	1 knowledge product on the social and gender mainstreaming is developed			x	x	GIZ	MRDC	PPA, RDA
2.4.1.3	1 information leaflet on the Project Development Process (PDP) is developed			x		GIZ	MRDC	PPA, RDA
2.4.1.4	1 summary on the training needs for the new technical units of organization is developed				x	RDA	GIZ	Regional operators/service providers
2.4.1.5	1 workshop on project portfolio development is conducted	x				GIZ	MRDC	RDA

2.4.1.6	The regional sector planning and programming process summary is updated	x			x	GIZ	MRDC	
2.4.1.7	The documents on the planned regional sector activities are developed	x	x	x	x	GIZ	MRDC, RDA	LPA, PWG
2.4.1.8	The study visits for exchange of experience and study of the best practices are carried out		x	x		GIZ	MRDC	RDA, LPAs
2.4.1.9	The 2013-2015 National Regional Development Strategy assessment is carried out	x	x			MRDC	GIZ/PCU	State Chancellery
2.4.1.10	The national strategy draft and the regional strategies' projects for 2015-2020 are developed	x	x	x	x	MRDC, RDA	GIZ	MRDC, RDA
2.4.1.11	The Guidance on the planning process harmonization is prepared		x			GIZ	RDA	RDA, LPA
2.4.1.12	3 workshops on the planning process harmonization (1 for each region) are organized			x	x	RDA	GIZ	RDA, LPA
2.4.1.13	Regional Operational Plans (ROP) for 2016-2018 are developed		x	x	x	MRDC, RDA	GIZ	MRDC, RDA, RDC
2.4.1.14	1 workshop on the RBM is organized	x				GIZ	MRDC	RDA, RDC

2.4.1.15	The RBM system for the NSRD and the RDS is established		x	x		MRDC, RDA	GIZ	MRDC, RDA
No.	Output/Milestones	Time framework				Involvement of the main representatives		
		Q 1	Q 2	Q 3	Q 4	Responsible	Support provided by	Involved parties
2.4.2	Coordination with donors during the project portfolio development process							
2.4.2.1	The VPCs and presentations' fiches are prepared and presented	x	x	x	x	MRDC	GIZ	IFI/donors
2.4.2.2	4 meetings of donors on promoting ideas/concepts of regional projects identified in RSP to the donor community in EE, SWM, WSS and RLR are organized (one for each sector)	x	x			MRDC	GIZ	MRDC, line ministries, RDA
2.4.2.3	The processes, procedures, regulations applicable for IFI funding of the VPC portfolio are agreed	x			x	MRDC	GIZ	IFI/donors
2.4.2.4	The conference with the donors is organized			x		MRDC	GIZ	IFI/donors
2.4.2.5	1 workshop on strengthening the capacities of stakeholders involved in regional development in terms of attracting donor funds is organized			x		MRDC	GIZ	MRDC, line ministries, RDA
2.4.3	Standards and technical regulations during the project portfolio development process							
2.4.3.1	The standards and applicable technical norms are agreed	x		x		MRDC	GIZ	Line ministries, agencies, IFI/donors

2.4.3.2	The applicable basic cost is agreed	x		x		MRDC	GIZ	Line ministries, agencies, IFI/donors
No.	Output/Milestones	Time framework				Involvement of the main representatives		
		Q 1	Q 2	Q 3	Q 4	Responsible	Support provided by	Involved parties
2.4.4	Integration of social, gender and other issues							
2.4.4.1	3 trainings on the 'Action Plan for social and gender issues' are carried out				x	GIZ	MRDC	RDA
2.4.4.2	1 training on the 'Action Plan for social and gender issues' is carried out		x			GIZ		
2.4.4.3	The final report on the tools applied in the gender and social fields is developed	x	x	x	x	GIZ	RDA	LPA
2.4.4.4	The MLPS capacity building strategy is developed		x			GIZ/PCU		
2.4.4.5	The Capacity Works workshop is organized	x				GIZ/PCU		
No.	Output/Milestones	Time framework				Involvement of the main representatives		
		Q 1	Q 2	Q 3	Q 4	Responsible	Support provided by	Involved parties
2.4.5	Strengthening the capacity of the Regional Development Councils (RDCs)							

2.4.5.1	3 workshops on strengthening the capacity of the newly elected Regional Development Councils, including of the civil society and the private sector representatives (1 for each region) are organized			x	x	MRDC, RDA	GIZ	RDC, LPA, civil society, private sector
2.4.6	Strengthening the capacity of the Academy of Public Administration (APA) in terms of regional planning and programming training							
2.4.6.1	Workshop for the assesement of trainings provided by APA; 2 training courses on planning and programming at local and regional levels are organized	x	x			APA	GIZ	APA
2.4.6.2	5 training courses on regional development (analysis and pedagogical adjustment with methodological description) are organized	x				GIZ		APA
2.4.6.3	5 training sessions on leadership development in public administration are organized	x	x	x	x	APA	GIZ	APA
2.4.6.4	1 training course on the management of conflicts of interest in the public procurement process is implemented	x	x	x		GIZ, APA		APA, LPAs
2.4.6.5	Workshop on 'Teaching and speaking - effective approach for planning and conducting group or training events' is organized		x	x		APA/MRDC/GIZ	GIZ	APA, MRDC, RDAs
2.4.6.6	1 training on regional marketing is organized		x	x	x	APA/MRDC/GIZ	GIZ	APA, MRDC, RDAs

2.4.6.7	1 training on time and stress management is organized			x		GIZ		APA, MRDC, RDAs
No.	Output/Milestones	Time framework				Involvement of the main representatives		
		Q 1	Q 2	Q 3	Q 4	Responsible	Support provided by	Involved parties
2.4.7	Strengthening the capacity of the State Chancellery, MRDC, RDA and LPA in cross-border cooperation programmes							
2.4.7.1	4 national working group meetings for scheduling the 2014-2020 cross border cooperation programmes are organized	x	x	x	x	State Chancellery/CBC Office	GIZ	National Working Group for 2014-2020 cross border cooperation programmes' scheduling
2.4.7.2	Relevant documents for the establishment of the management and internal control system for 2014-2020 CBC programmes, in accordance with the European Neighborhood Instrument regulations, are developed	x	x	x		State Chancellery/CBC Office	GIZ	National Working Group for 2014-2020 cross border cooperation programmes' scheduling
2.4.7.3	The training programme 'The European Neighborhood Instrument Management' is organized		x	x	x	GIZ/MRDC/CBC Office	GIZ	
2.4.7.4	1 training programme in the project management area, in the context of EU-funded 2014-2020 CBC programmes, is implemented 100%	x	x	x	x	RDAs/GIZ	GIZ	RDAs/LPAs
2.4.7.5	4 national working group meetings for 2014-2020 CBC programmes' scheduling are organized	x	x	x	x	RDAs/GIZ	GIZ	RDAs/LPAs

No.	Output/Milestones	Time framework				Involvement of the main representatives		
		Q 1	Q 2	Q 3	Q 4	Responsible	Support provided by	Involved parties
2.4.8	Strengthening the communication capacity of the MRDC and Regional Development Agencies							
2.4.8.1	The MRDC/RDA communication strategy is adjusted according to the new Regional Development Strategy 2020	x	x	x	x	MRDC	GIZ	MRDC/RDA
2.4.8.2	The number of positive media references on regional development will increase due to press clubs and products broadcasted in local and national media	x	x	x	x	MRDC/RDA	GIZ	MRDC/RDA/ Independent Press Association/media partners
2.4.8.3	20 journalists, with a view to cover issues related to regional development, are trained		x	x		MRDC/RDA	GIZ	MRDC/RDA/journalists
2.4.8.4	10 specialists from MRDC/RDA, trained in the field of promotional materials' development			x		MRDC/RDA	GIZ	MRDC/RDA
2.4.8.5	30 officers from MRDC/RDA trained in the field of internal and external communication techniques: emphasis placed on social media, blogging			x	x	MRDC/RDA	GIZ	MRDC/RDA
2.4.8.6	SIADR (RDA Information System) – the information management system connected to SIGEDIA (Document and Central Public Authorities Records Management Information System)– is operational	x	x	x	x	RDA/MRDC	GIZ	RDA/MRDC

2.4.8.7	10 communication specialists from MRDC/RDAs and 5 journalists learn the EU social media/blogging best practices on socio-economic issues	x	x			MRDC/RDA	GIZ	MRDC/RDA/journalists
2.4.8.8	The Quarterly Bulletin dedicated to regional development is attractive to donors/investors and is distributed	x	x	x	x	MRDC/RDA	GIZ	MRDC/RDA/investors/ donor community/ journalists
2.4.8.9	The promotional products of the 'Cooperation for Development' are disseminated	x	x			MRDC/RDA	GIZ	MRDC/RDA/media partners