Modernization of Local Public Services in the Republic of Moldova

OPERATIONAL STEERING COMMITTEE

21 September 2016
Modernization of Local Public Services in the Republic of Moldova

- Based on bilateral government negotiations Moldova-Germany
- **Phase 1:** 1/2010 – 12/2015;
- **Phase 2:** 01/2016-12/2018; proposed extension until 12/2020
- **Main Institutional Counterpart:** Ministry of Regional Development and Construction (MRDC) and the Regional Development Agencies (RDAs)
- **Technical Assistance provided by :** GIZ on behalf of the German Ministry for Economic Cooperation and Development (BMZ)
Financing partners

- Commissioned by: German Federal Ministry for Economic Cooperation and Development (BMZ) with a volume of 11 Mio. EUR. (including 3.7 Mio. EUR for MLPS and 7.3 Mio. EUR for the RDF)

Active co-financing
- Government of Switzerland (3.2 Mio. EUR);
- Government of Romania (0.5 Mio. EUR)

Planned co-financing commitments:
- Government of Sweden (3.7 Mio. EUR)
- European Union (39.8 Mio. EUR)
BMZ MLPS 1  > 12.2015
3.7 M€
Capacity Development

BMZ MLPS 2 > 12.2018

BMZ Fund for Regional Developm. remaining 3.6 M€ FAs > 12.2016 for Investments

Sida planned > 12.2018
3.7 M€
Capacity Development

SDC > 31.03.2018
3.3 M€ (incl. 2.1 M€ FAs for Investments)

EU (old) Reg. Dev. Project Pipeline
0.321 M€ remaining > 04.2016 for CD

EU planned 3.5 M€
> 12.2017 (2.4 M€ FAs) for CD

EU planned 39.8 M€
> 12.2020
(32 M€ FAs for Investments, 7.8 € f CD)

Romania  > 12.2016, 0.2 M€ rem. (FAs for Investments)
**Intervention Area I**
Support in Coordination of Regional Development Policy

**Intervention Area II:**
Support to Regional Development Councils

**Intervention Area III:**
Support to Regional Development Agencies

**Intervention Area IV**
Institutionalization of training and Capacity Development

**PROJECT OBJECTIVE:**
Improve the framework conditions for a citizen-oriented implementation of regional development policy in priority sectors of local public service provision

Stand: September 2013
Priority Sectors covered by MLPS

- Water supply and sanitation
- Energy efficiency of public buildings
- Regional and local roads
- Solid waste management
Support through Partner Systems

Ministry for Regional Development & Construction
Policy, §§-Frame, Strategy, Financing RDAs

Regional Development Agency (4 x > North, Center, South, Gagauzia)
Secretariat to Regional Development Councils, Regional Sector Programs, Procurement for local projects

Regional Development Council (4 x > North, Center, South, Gagauzia)
Regional Sectoral Comissions, Monitoring & Evaluation
Approval of Programmes, Plans & Projects

Implementation of local projects
Planning, Procurement, Supervision, Hand-over, Operation

GIZ MLPS Project
Advisors
Experts
Grants
Joint Coordination & Planning

Public Utility
Improveent of Infrastructure & Service Delivery

Primaria
Owner, IMC-Participant

Rayon
Strategic Planning, IMC-Facilitator

Active Citizens
Involved, active Participant

Scale-up partners: NCCRD, Line/sector Ministries, APA, CSOs, CCI, CALM, AMAC, TUM …
Implementation approach for pilot projects

Efficient Local Public Services

- Integrated planning and programming
- Citizens' awareness raising measures
- Functional IMC
- Developed capacities of LPAs and service providers
- Operational physical infrastructure

Modernization of Local Public Services in the Republic of Moldova
MLPS: Modes of implementation

General principle: Support through partner systems

Instruments:

• Implementation agreement between GIZ and MRDC
• Steering Structure
• Operational Plan
• Results Based Monitoring System
Proposal for MLPS Steering Structure

**Strategic Policy level**
- National Coordination Council for Regional Development

**Implementation level**
- GIZ Steering Committee
- Operational Steering Committee
- MRDC
- RDAs

**Local steering level**
- Local Steering Com.
- Local steering providers

**Attributes**
- Strategic orientation
- Supervision of objectives, results, impacts
- Approval of annual implementation/operational plan
- Analysing of Monitoring Data and Reports; Orientation for Adjustments
- Management of Human and Financial Resources
- Execution of activities (implementation of OP)
- Monitoring - activities - indicators
- Execution of activities (implementation of OP)
- Monitoring - activities - indicators
Modernization of Local Public Services (MLPS) in the Republic of Moldova

Country Director and Project Manager
Philipp Johannsen

IA1 – Support in Coordination of Regional Development (RD) Policy
Head of IA
Alexandr Muravschi

Senior National Advisor on RD Policy and Results-Based Monitoring
• Angela Dumitrasco

National Advisor on External Communication
• Victor Gotisan

IA2 – Support to Regional Development Councils
Head of IA 2
Petru Veverița

National Advisor in Solid Waste Management
• Denis Parea

Regional Advisors North
• Igor Neaga
• Svetlana Caliniac
• Vlad Ghitu

Regional Advisors Centre
• Constantin Enciu
• Eugeniul Pelivan
• Stefan Todirascu

Regional Advisors South
• Sergiu Plesca
• Andrei Tocaru
• Igor Torpan

Regional Advisor Gagauzia
• NN

IA3 – Support to Regional Development Agencies
Head of IA 3
Dietrich Hahn

National Senior Advisor on Investment & Procurement Support
• Valentina Plesca

National Advisor on Public Property Management & Public Service Delivery
• Victor Bufteac

International Advisor on Public Procurement
• Adrian Dupu

National Advisor on Public Procurement
• NN

IA4 – Institutionalization of Training & Capacity Development (CD)

International Advisor on CD
• Simon Bohler

National Advisor on CD and Institutionalization of Training
• Natalia Iachimov

National Advisor on CD for Regional and Cross-Border Cooperation
• Violeta Bulat

Implementation Support Unit

National Advisor on Results-Based Monitoring
• Vasile Brasovschi

Junior Advisor on Internal Communication
• Doina Rosa

Project Administration
Head of Administration - Andrei Zapanovici

Financial & Administrative Specialist
• Vera Novic

Junior Adm. Officer/Accountant
• Maria Tzacenco

Events & Logistics

Coordinator
• Ina Zmeu

Junior Events & Logistics Coordinator
• Grigore Cernenchii

Admin Assist./Receptionist
• Cristina Popescu

Admin. Assist./Translator
• Irina Sirbu

Admin.Specialist/Advisor on Private Sector Support & Cooperation with APA
• Tatiana Bilba
Car Fleet Coordinator
• Vasile Rotaru
MLPS 2.0

**Intervention Area I:**
Support in Coordination of Regional Development Policy

**Intervention Area II:**
Support to Regional Development Councils

**Intervention Area III:**
Support to Regional Development Agencies

**Intervention Area IV:**
Institutionalization of training and Capacity Development

**PROJECT OBJECTIVE:**
Improve the framework conditions for a citizen-oriented implementation of regional development policy in priority sectors of local public service provision

Stand: September 2013
Intervention Area I
Support in Coordination of Regional Development Policy

Intervention Area II:
Support to Regional Development Councils

PROJECT OBJECTIVE:
Improve the framework conditions for a citizen-oriented implementation of regional development policy in priority sectors of local public service provision

Intervention Area III:
Support to Regional Development Agencies

Intervention Area IV
Institutionalization of training and Capacity Development
Specific Objective of Intervention Area 1:

MRDC puts in place a coherent frame-work for the effective implementation of national regional development policy in priority sectors
Specific Objective of Intervention Area 1
Achievements during January-August 2016

• Development of NSRD 2016-2020 is finalized taking into consideration 40 (of 55) recommendations from 5 line ministries and other institutions (National Bureau of Statistics and Tourism Agency).

• Draft NSRD 2016-2020 was presented at public consultations and 3 RDC meetings where no major recommendations and objections were presented.

• NSRD 2016-2020 was presented in the last session of the parliamentary committees and approved by 7 (of 9) Standing Parliament Committees (Committee on Human Rights and Inter-ethnic Relations and the Committee on Social Protection, Health and Family, did not approve).

• One working meeting with 7 EU High Level Advisors on regional development.

• One high level meeting of MLPS donors and Prime-minister
Specific Objective of Intervention Area 1
Achievements during January-August 2016

- Impact evaluation of 4 regional development projects (SWM, WSS, RLR) financed from NFRD was performed.
- Development of a new draft law on regional development was initiated.
- One issue of the ‘Regional Development’ newsletter was developed and published.
- One training seminar for MRDC and RDAs’ communicators was organized.
- One workshop on RBM was organized.
### Specific Objective 1: perspectives for the next 3 years (1)

<table>
<thead>
<tr>
<th>Domains</th>
<th>2016-2018</th>
<th>2016</th>
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</thead>
<tbody>
<tr>
<td>Legislation and normative framework</td>
<td>NSRD 2016-2020</td>
<td>NSRD 2016-2020 approved by the Parliament</td>
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<tr>
<td></td>
<td></td>
<td>Action Plan of the NSRD 2016-2020 is approved</td>
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<tr>
<td></td>
<td>Low on RD approved</td>
<td>First Draft law on RD is finalized</td>
</tr>
<tr>
<td></td>
<td>Normative framework related to law on RD adjusted</td>
<td>Initiating analysis of the funding system in RD</td>
</tr>
<tr>
<td>Coordination</td>
<td>Inter-ministerial and donors’ coordination is more efficient</td>
<td>?</td>
</tr>
<tr>
<td></td>
<td>Capacity of the Standing Committee on Public Administration, Regional Development, Environment and Climate Change in RD promotion is consolidated</td>
<td></td>
</tr>
</tbody>
</table>
**Obiectivul Specific 1: perspectives for the next 3 years (2)**

<table>
<thead>
<tr>
<th>Domains</th>
<th>2016-2018</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>RDA Gagauzia</td>
<td>RDA Gagauzia is operational</td>
<td>Support in the establishment of RDA Gagauzia is provided</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Draft RDS Gagauzia is developed</td>
</tr>
<tr>
<td>RBM</td>
<td>Impact evaluation of projects financed from NFRD</td>
<td>2 projects from NFRD evaluated</td>
</tr>
<tr>
<td></td>
<td>RBM mechanism for the implementation of NSRD and RDS is revised</td>
<td>104 Financing requests evaluated from technical and financial point of view</td>
</tr>
<tr>
<td></td>
<td>M&amp;E system in RD at national and regional level is revised</td>
<td>?</td>
</tr>
</tbody>
</table>
### Specific Objective 1: Perspectives for the next 3 years (3)

<table>
<thead>
<tr>
<th>Domains</th>
<th>2016-2018</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>Support in the implementation of MRDC’s communication strategy</td>
<td>Action Plan of the Communication Strategy developed</td>
</tr>
<tr>
<td></td>
<td>8 issues of ‘Regional Development’ newsletter published and distributed</td>
<td>1 issue of the ‘Regional Development’ newsletter published and distributed</td>
</tr>
<tr>
<td></td>
<td>Communication skills of communication officers from MRDC and the 4 RDAs are consolidated</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mass-media interest in RD is increased</td>
<td></td>
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<tr>
<td></td>
<td>MLPS Communication Strategy and Action Plan in the 3 sectors is developed and implemented</td>
<td></td>
</tr>
</tbody>
</table>
Intervention Area 1: Challenges

- Central public administration reform
- Territorial and administrative reform
- Delays in the calculation of macro indicators in RD - delaying the review of RBM mechanism at national and regional level
- Staff turnover
- Inter-ministerial coordination, with donors and other institutions
Project Objective:
Improve the framework conditions for a citizen-oriented implementation of regional development policy in priority sectors of local public service provision

Intervention Area I
Support in Coordination of Regional Development Policy

Intervention Area II:
Support to Regional Development Councils

Intervention Area III:
Support to Regional Development Agencies

Intervention Area IV
Institutionalization of training and Capacity Development
Objective of Intervention
Area II:

The Regional Development Councils are enabled to coordinate the implementation of regional development strategies
Key areas

I. From regional planning to project development

II. Elaboration of regional development strategies

III. Strengthening Regional Development Councils

IV. Improvement of local public services
# I. From regional planning to project development

<table>
<thead>
<tr>
<th>Sector</th>
<th>Regional Sector Programmes (RSP) Approval by the Regional Development Councils</th>
<th>Number of possible project concepts (PPC) Prepared (I phase/II phase)</th>
<th>Inter-ministerial Commissions meetings</th>
<th>Prioritised concepts for development at viable project concept (VPC) stage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy efficiency in public buildings</td>
<td>February 2014</td>
<td>124/33</td>
<td>November 2014</td>
<td>13</td>
</tr>
<tr>
<td>Solid waste management</td>
<td>February 2014</td>
<td>6/6</td>
<td>April 2015</td>
<td>3</td>
</tr>
<tr>
<td>Water supply and sanitation</td>
<td>June 2014</td>
<td>45/29</td>
<td>February 2015</td>
<td>12</td>
</tr>
<tr>
<td>Regional and local roads</td>
<td>March/April 2015</td>
<td>28/28</td>
<td>November 2015</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total number of projects</strong></td>
<td></td>
<td><strong>198/96</strong></td>
<td></td>
<td><strong>43</strong></td>
</tr>
</tbody>
</table>
# I. From regional planning to project development

<table>
<thead>
<tr>
<th>Sector</th>
<th>The revised targets</th>
<th>Status of preparedness, pre-final stage</th>
<th>Estimated investment value, M€</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of project at pre-final stage</td>
<td>M€ (indicative)</td>
<td>Number of projects completed</td>
</tr>
<tr>
<td>Energy Efficiency in public buildings</td>
<td>13</td>
<td>11.8</td>
<td>12</td>
</tr>
<tr>
<td>Solid Waste Management</td>
<td>3</td>
<td>26.1</td>
<td>1</td>
</tr>
<tr>
<td>Water Supply and Sanitation</td>
<td>12</td>
<td>25.0</td>
<td>11</td>
</tr>
<tr>
<td>Regional and Local Roads</td>
<td>12</td>
<td>40.0</td>
<td>15</td>
</tr>
<tr>
<td><strong>Toate 4 sectoare</strong></td>
<td>40</td>
<td>102.9</td>
<td>39</td>
</tr>
</tbody>
</table>
I. From regional planning to project development

Completion:

• 3 feasibility studies in water and sanitation sector (Balti, Hincesti and Ialoveni)

• 2 feasibility studies and documentations on environmental impact assessment for the solid waste management zones from the Region 5 (Ungheni, Nisporeni, Calarasi) and 8 (Briceni, Ocnita, Edinet, Donduseni)
II. Elaboration of regional development strategies

Current status:

• Completed work on elaboration of regional development strategies for North, Centre and South Development Regions

• Upcoming assistance for Gagauzia Development Region in elaboration of regional development strategy and regional sector programmes
III. Strengthening Regional Development Councils

Proposed Means:

• Adjust RDC regulations
• Improve RDC operational procedures
• Address incentive issues
• Institutionalize Regional Sector Working Groups
III. Strengthening Regional Development Councils

Process: First 5 steps (to be implemented by the end of 2016)

- Functional analysis of RDCs
- Needs assessment of RDAs
- Present findings to partners
- Define RDC regulations
- Define capacity development packages for RDAs and RDCs

• Focus groups
  • Surveys
  • Consultations
IV. Improvement of local public services

Comprehensive approach

... for increased sustainability
IV. Improvement of local public services

Application of the model for:

- 7 pilot projects
- 10 projects in water and sanitation sector
- 8 projects in energy efficiency of public buildings
- (X) projects in development
## IV. Improvement of local public services

<table>
<thead>
<tr>
<th>Local Planning</th>
<th>Inter-municipal cooperation</th>
<th>Capacity Development</th>
<th>Awareness Raising</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harmonization of local plans</td>
<td>Legal and technical support</td>
<td>LPAs - needs assessment; training; exchange of experience</td>
<td>Environmental aspects</td>
</tr>
<tr>
<td>Identification of priorities and project concepts</td>
<td>Institutional aspects</td>
<td></td>
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<tr>
<td>Updates of sectoral chapters of SEDS</td>
<td>Facilitation of IMC processes</td>
<td>Service providers - diagnostic analysis; business plans</td>
<td>Information campaigns</td>
</tr>
<tr>
<td>Elaboration of feasibility studies and impact analysis</td>
<td>Conclusion of Memoranda of understanding</td>
<td></td>
<td>Creation of local citizen committees</td>
</tr>
<tr>
<td>Support in monitoring and updating of the regional sector programmes</td>
<td>Consensus on RDA involvement</td>
<td>Civil Society - awareness raising; participatory Monitoring</td>
<td>Service uptake</td>
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<tr>
<td></td>
<td></td>
<td>Monitoring of service delivery and procurement</td>
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</tbody>
</table>

**Civil Society Engagement**
Intervention Area 2: Challenges

- Lack of coordination of sector priorities at national and regional levels
- Uncertainties in assuming commitments on modalities for strengthening Regional Development Councils
- Lack of knowledge and experience in inter-municipal cooperation
- Limited capacities of civil society
Project Objective:
Improve the framework conditions for a citizen-oriented implementation of regional development policy in priority sectors of local public service provision

Intervention Area I
Support in Coordination of Regional Development Policy

Intervention Area II:
Support to Regional Development Councils

Intervention Area III:
Support to Regional Development Agencies

Intervention Area IV
Institutionalization of training and Capacity Development

Stand: September 2013
Specific Objective of Intervention Area 3:

RDAs capacities to implement regional development strategies are improved
Intervention Area 3 – Investment & Procurement Support

- Introduction, set-up, operations, financing
- Regional Development Fund / Pilot Projects
- Romanian Co-financing
- Swiss Co-financing
- Planned EU Co-Fi I & II > EE & WSS Projects
  - Projects and Timelines
  - Cooperation with Partners & Stakeholders
  - Cooperation with GIZ Construction Department
  - Procurement Rules
Specific objective of IA3: RDAs can refer to enhanced capability to implement regional development strategies.
Investment & Procurement Support

Regional Development Agency
Secretariat to Regional Development Councils, Regional Sector Strategies
Implementation of local projects

Ministry for Regional Development & Construction
Policy, §§-Framework, Strategy, Financing RDAs

Regional Development Council (North, Center, South, Gagauzia)
Monitoring & Evaluation Approval of Programmes, Plans & Projects

GIZ MLPS Project
Advisors
Experts
Grants
Joint Coordination & Planning

Implementation of local projects Planning, Procurement, Supervision, Hand-over, Operation

Public Utility Improvement of Infrastructure & Service Delivery

Commune Owner, IMC-Participant

Rayon / District Strategic Planning, IMC-Facilitator

Active Citizens Involved, active Participant

NCCRD, State Chancellery, Line/Sector Ministries, APA, …NGOs, CCI, CALM, AMAC, … Implemented by
**German Fund for Regional Development**
- 3.6 M€ FAs
- Extension required

**Swiss Co-Fi**
- 2.1 M€ FAs
- Additional 5.7 M€ (not yet specified)

**EU (old) Regional Development Project Pipeline**
- EU planned 3.5 M€ (2.4 M€ FAs)

**EU planned 39.8 M€**
- (32 M€ FAs, 7.8 € f CD)

**Romania**
- > 0.2 M€ rem. (FAs)
- Extension required

**Legend**
- CD = Capacity Development
- FAs = Financing Agreements
- M€ = Million EUR
Improvement of Water and Sanitation Services in Riscani rayon

Improvement of Solid Waste Management in Soldanesti and Rezina rayons

Improvement of Energy Efficiency in Orhei Regional Hospital

Improvement of Energy Efficiency in Calarasi Rayon Hospital

Improvement of Water and Sanitation Services in Leova rayon

Improvement of Water and Sanitation Services in Cahul rayon

Energy Efficient Street Lighting in Tatarauca Veche, Soroca rayon

> Selection based on local & regional decisions
> Implemented through RDAs

Harta sursă: MDRC
Swiss Co-financing
Cahul – Lebedenco
water supply

Projected extension of the system to Vulcanesti (UTA Gagauzia)

The size of the main pipeline provides for this

ApaSan project (financed by the Swiss and Austrian partners) provides support to these LPAs (2200 inhabitants) and Cahul rayon in planning and construction of a water supply system based on local drinking water resources operated by a regional operator and which in the future will get connected to the regional pipeline.
### Timeline EU 3.5 MEUR Implementation

<table>
<thead>
<tr>
<th>Activity</th>
<th>Month</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>6</th>
<th>9</th>
<th>12</th>
<th>15</th>
<th>18</th>
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<tbody>
<tr>
<td><strong>Inception</strong></td>
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<tr>
<td>Kick-off meeting &amp; creation of local implementation basis</td>
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<tr>
<td>GIZ HQ Construction Department Check &amp; recommendations</td>
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<tr>
<td>Project assessment, Designer ToR development</td>
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<tr>
<td>Establishment of the legal implementation basis</td>
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<tr>
<td><strong>Implementation</strong></td>
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<tr>
<td>RDA procurement procedures</td>
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<tr>
<td>Implementation of technical design services</td>
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<tr>
<td><strong>Closure &amp; Exit</strong></td>
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<tr>
<td>Handing over to LPAs and RDAs</td>
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<tr>
<td>Final report</td>
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</tbody>
</table>

- *~ Oct 2016 - Mar 2018*
- Investments 32 M€
Energy Efficiency

- **Pilot Projects**
- **Planned Projects funded by EU**
  - ⚫/🔴 = Hospital;
  - ⚫/🟢 = School
  - ▢ = other

11.10.2016 DH
Pilot projects
Swiss financed project
Romanian financed project
Planned projects funded by EU
### IA2 & IA3 Processes – Part one

<table>
<thead>
<tr>
<th>GIZ HQ Construction Department</th>
<th>IA3 MLPS Procurement Team</th>
<th>RDA</th>
<th>IA2 MLPS 4-Pillars (WSS) / 3-Pillars (EE) Reg. Advisors</th>
<th>LPA / Beneficiary &gt; RDC &gt; RDC Sector Commissions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project verification</strong></td>
<td>Coordination w GIZ HQ Construction Dept. &amp; IA2</td>
<td>Info to LPA on procedure Facilitate &amp; assist</td>
<td>Due Diligence Expert ToR 4/3-Pillars Plan</td>
<td>Ownership Approval of Projects Info Provision</td>
</tr>
<tr>
<td><strong>Project legal context</strong></td>
<td>Initiate &amp; coordinate Impl. Agreement, FAs, MoUs</td>
<td>Facilitate Accompany Agree on roles</td>
<td>Jointly agree on PIP content Regional/local coordination</td>
<td>IMC considerations</td>
</tr>
<tr>
<td><strong>Project Design Theme</strong></td>
<td>ToR f Designer Facilitation</td>
<td>Compile</td>
<td>Support Liaise w. LPAs Regional/local coordination</td>
<td>Info provision Approval</td>
</tr>
<tr>
<td><strong>Creation of local implementation context</strong></td>
<td>Facilitation Backstopping Knowledge Management</td>
<td></td>
<td>Support Regional/local coordination</td>
<td>IMC, Capacity assessment, publ. awareness</td>
</tr>
<tr>
<td><strong>Procurement</strong></td>
<td>Approvals of Evaluation, Contract, Design Process (min.3 missions)</td>
<td></td>
<td>Support Regional/local coordination</td>
<td>Local Manager Supervision</td>
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<td><strong>Hand-over</strong></td>
<td>Verify / Accept</td>
<td></td>
<td>Support Regional/local coordination</td>
<td>Accept Receive Public Info</td>
</tr>
</tbody>
</table>

**+ External Experts**

+ GIZ HQ, MLPS Admin, MRDC

+ External Experts

+ External Experts
Intervention Area 3: **Challenges**

- Poor quality of tender documents
- Lack of qualified/experienced national design companies
- Poor quality of technical documentations and specifications within the public procurement tender documents
- RDA staff turnover high
- RDA implementation department understaffed
- RDA Operational Manual is missing regarding clear procedures/responsibilities for implementation of projects from external financial sources
- RDA staff lack financial motivation for implementing projects from external resources
**Intervention Area I**
Support in Coordination of Regional Development Policy

**Intervention Area II:**
Support to Regional Development Councils

**Project Objective:**
Improve the framework conditions for a citizen-oriented implementation of regional development policy in priority sectors of local public service provision

**Intervention Area III:**
Support to Regional Development Agencies

**Intervention Area IV**
Institutionalization of training and Capacity Development

Stand: September 2013
Specific Objective of Intervention Area 4:

Representatives of rayons, LPAs and local services’ providers **benefit from specialised training modules** provided upon request by governmental and non–governmental organisations for the modernization of local public services in the priority sectors
Sustainable Organisational Development (AMAC, AAP, CALM, MOLDSWA)

Sector Specific Competencies

Water Supply and Sanitation
Solid Waste Management
Energy Efficiency
Regional and Local Roads

Inter-Sector Competencies

Water Supply and Sanitation
Solid Waste Management
Energy Efficiency
Regional and Local Roads

Information, Networking...

Regional and Local Roads

Inter-Sector Competencies

Sustainable Organisational Development

... and Best Practices exchange

LP4 Open Forum // Support in developing the Information and Advisory Centre for CALM
Institutionalization of Training Modules

Sector Specific Competencies
- Water Supply and Sanitation
- Solid Waste Management
- Energy Efficiency
- Regional and Local Roads

Inter-Sector Competencies
I. Institutionalisation of Training Modules

Strategic Outlook

1. Steering structure established
2. Needs Assessment conducted
3. Training curriculum developed
4. Pool of certified trainers established
5. Piloted, evaluated and revised
6. Approved by competent institution and formal inclusion into programme of training institution
7. Continuous implementation and evaluation

Precondition for development of training modules in a sector

- Standardized quality criteria for the development of each training modules
I. Institutionalisation of Training Modules

Strategic Outlook

<table>
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<th>2016</th>
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<th>2018</th>
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<td>Water and Sanitation</td>
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<td>Cross-Sectoral</td>
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</tbody>
</table>

- Technical working group
- Needs Assessment
- Curriculum developed
- Pool of certified trainers
- Methodology for evaluation
- Piloting
- Update based on pilot
- OK of competent institution
- Formal inclusion in programme
- Implementation of training
- Evaluation
I. Institutionalisation of Training Modules

Progress in the period 01/2016 – 09/2016

Inter-Sector Competencies – Academy for Public Administration

Piloted

✓ Public Procurement and Conflict of Interest
  (2 courses, total of 51 participants from LPA I, II)

Re-implementation

✓ Regional Development
  (2 courses, total of 48 participants from LPA I, II and RDCs)

✓ Leadership Development in the Public Administration
  (2 courses, total of 44 participants from LPA I, II and RDCs)

✓ Regional and Local Planning and Programming
  (2 courses, 55 participants from LPA I, II)
I. Institutionalisation of Training Modules

Progress in the period 01/2016 – 09/2016

Water Supply and Sanitation (Sector Specific Competencies)

✓ Steering group established
✓ In the process of updating the already existing needs assessment
✓ Three modules on legal, technical and contractual aspects of customer relations currently under preparation (with formal certification of participation by TUM)
✓ Training of Trainers currently being implemented (with formal certification by TUM)
I. Institutionalisation of Training Modules

Progress in the period 01/2016 – 09/2016

Energy Efficiency (Sector Specific Competencies)

✓ Core steering group established (EEA and TUM)
✓ Needs assessment is currently under preparation

Solid Waste Management (Sector Specific Competencies)

✓ In the process of identifying adequate institutional partner or consortium (Potentially: MOLDSWA in partnership with ISWA)

Regional and Local Roads (Sector Specific Competencies)

• Currently on hold due to overall reduced scope of MLPS activities in the sector
Sustainable Organisational Development (AMAC, AAP, CALM, MOLDSWA)

(A) Sector Specific Competencies
- Water Supply and Sanitation
- Solid Waste Management
- Energy Efficiency
- Regional and Local Roads

(B) Inter-Sector Competencies

Organisational Development

... and Best Practices exchange

Water Supply and Sanitation

Regional and local conferences // Study visits in Moldova and other countries

Information, Networking...

Solid Waste Management

National and regional conferences // Study visits in Moldova and other countries

Energy Efficiency

Study visits / Participation in conferences

Regional and Local Roads

LPD Open Forum / Support in developing the Information and Advisory Centre for CALM
II. Organisational development

Strategic Outlook

Support to the creation of a **conducive environment for the sustainable provision of trainings** in the long run

- Development of a **coherent vision and action plan** for the overall institutional development

- Support to the introduction of elements of **Quality Management Systems** for training service providers oriented at ISO 29990

Progress in 01/2016 – 09/2016

- On-going support to the institutional development of the **AMAC-TUM’s Institute of Continuous Education** (Strategic Plan; Development of online-library)

- On-going support to the development of an **information and expertise centre at CALM** with an initial focus on the water sector

- Initiated **scoping process** regarding support to APA’s Department for Professional Training and MOLDSWA
Dezvoltare Organizațională Durabilă (AMAC, AAP, CALM, MOLDSWA)

Competențe Specifice Sectorului Aprovisionare cu Apă și Sanitație

Efficiență Energetică

Managementul Deșeurilor Solide

Drumuri Regionale și Locale

Competențe Inter-Sectoriale

Creation of Networks and Exchange of Good Practices

Water Supply and Sanitation

Solid Waste Management

Information, Networking...

National and regional conferences // Study visits in Moldova and other countries

Inter-Sector Competencies

Sector Specific Competencies

Water Supply and Sanitation

Solid Waste Management

Energy Efficiency

Regional and Local Roads

Sustainable Organisational Development

Regional and Local Roads

Inter-Sector Competencies

LPA Open Forum // Support in developing the Information and Advisory Centre for CALM

National and regional conferences // Study visits in Moldova and other countries
III. Networking and Best Practices Exchange

Strategic Outlook

• Facilitate wider deliberation on pivotal topics of Regional Development (e.g. via the Local Government Open Forum, National Conferences in the Water Sector)

• Facilitate the exchange of good practices based on MLPS core results
  • within Moldova (e.g. via field visits, regional meetings)
  • internationally (e.g. via study visits, trade fairs, conferences)

Progress in 01/2016 – 09/2016

✓ Local Government Open Forum organised by the Academy of Public Administration (currently under preparation)

✓ Study trip in Solid Waste Management to Romania and Bulgaria – 25 persons (currently under preparation)

✓ IFAT-Conference in Munich in May 2016 – 5 persons

✓ EUREM-Conference in Berlin in October – 3 EUREM Trainers (currently under preparation)
Intervention Area 4: Challenges

- Regional and Local Roads Sector depends on the approach of Ministry of Transport and World Bank
- Partnership system for trainings in SWM sector
- Financial sustainability of training institutions
All presentations can be accessed on
www.serviciiilocale.md
As a federal enterprise, GIZ supports the German Government in achieving its objectives in the field of international cooperation for sustainable development.

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