

**GIZ Project “Modernization of Local Public Services
in the Republic of Moldova”**

1st Progress report

February, 2010 – February, 2011

Summary

This report is intended to provide a detailed overview of implemented, ongoing and planned activities of the GIZ Project “**Modernization of local public services in the Republic of Moldova**” (MLPS), implemented by the German Development Cooperation (GIZ).

The content of this document can be divided into seven parts:

Chapter 1 expresses the general information about the promotion of local public services modernization in the Republic of Moldova.

Chapter 2 gives detailed information about the project preparation phase. It is explained how project was designed and updated, the project philosophy and staff selection.

Chapter 3 provides information on project activities, how the pilot-projects have been identified and the process of the implementation of the main thematic areas:

- Water & Sewage;
- Solid Waste Management;
- Energy Efficiency and use of Renewable Energy Sources;
- Public Procurement;
- Public Property Management.

The primary mode of service delivery of MLPS is advisory services which are provided as technical, process and managerial assistance within the project activities. A more detailed description is given in *Chapter 4*.

Chapter 5 offers general information on the “Regional Capacity Development and Cross Border Cooperation” which is formally organized as a separate project.

During the first year of implementation, GIZ together with project its partners has learned several preliminary lessons, which are presented in *Chapter 6*.

In *Chapter 7* the main activities planned for the next 3 months are presented.

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Abbreviations

APP	Agency for Public Procurement
BMZ	German Ministry of Economic Cooperation and Development
CALM	Congress of Local Authorities of Moldova
CBC	Cross-Border Cooperation
DFID	Department for International Development, UK
EU	European Union
GoM	Government of Moldova
GIZ	German Development Cooperation
LPA	Local Public Administration
M&E	Monitoring and Evaluation
MRDC	Ministry of Regional Development and Construction of the R. of Moldova
MDRD	“Moldova: Cooperation in Regional Development” Project
MEC	Ministry of Economy and Commerce of the R. of Moldova
ME	Ministry of Environment of the R. of Moldova
MFAR	Ministry of Foreign Affairs of Romania
MLPS	Modernization of Local Public Services in the Republic of Moldova
MoF	Ministry of Finance
MOU	Memorandum of Understanding
NALAS	Network of Associations of Local Authorities
NCCRD	National Coordination Council for Regional Development
NFRD	National Fund for Regional Development
NSRD	National Strategy for Regional Development
RDA	Regional Development Agency
RDC	Regional Development Council
RDS	Regional Development Strategy
SDC	Swiss Agency for Development and Cooperation
SIDA	Swedish International Development Cooperation Agency
SLE	Seminar Ländliche Entwicklung – Institute for Rural Development Studies of the Humboldt University, Berlin
TNC	Trans-National Cooperation
UNDP	United Nations Development Programme
W&S	Water and Sanitation

1. Introduction

The majority of the population of the Republic of Moldova lives in small towns and villages in the rural areas of the country. These communities have limited financial means and very few qualified staff. Particularly, the provision with public services of the rural population is unsatisfactory.

In recent years a series of reforms have been introduced in public sector in the Republic of Moldova. In 2006 the Parliament passed the Decentralization Law, which also aims to strengthen communal self administration. The new Ministry of Regional Development and Construction was established to increase and advance the socio-economic development in the country regions.

A key obstacle in the implementation of the Regional Development Strategies is the lack of specialized knowledge and lack of experience in designing and implementing sustainable partnership projects.

Therefore, the main goal of MLPS is to contribute to the capacity development of public institutions and service providers in order to improve the access of quality public services to the population.

The target group is the population of 9-12 rural communities from different rayons. MLPS supports Local Public Administrations through Regional Development Agencies, particularly regarding planning and implementation of investment projects and various related capacity development measures of different stakeholders in this process.

Based on the experiences within this process, the Ministry of Regional Development and Construction and other public institutions on the central level, shall be assisted in putting forward proposals for further adjustments of the general conditions of LPAs, first of all in the field of decentralization and regional development.

The integration of CALM in the discussions concerning reforms to strengthen the communal self-administration shall guarantee that interests and perspectives of LPAs will be represented in this context.

The German contribution consists of international and national short term and long term experts, specific technical assistance, continuous professional training programs as well as financial contributions for the pilot measures to improve rural infrastructure development.

In this context, progress can be measured according to the following criteria:

- Increased coherence in planning and budgeting (LPA, RDA, RDC, sector Ministries)
- Improved inter-communal collaboration

- Increased efficiency and effectiveness in project implementation
- Increased capacity for quality control and M&E of local public services by LPAs
- Improved management of local public services by service providers
- Higher customer satisfaction

2. Project preparation phase

2.1. Project Design

The Project “*Modernization of Local Public Services in the Republic of Moldova*” (MLPS) was designed based on the results of the bilateral negotiations on development cooperation between the Government of Moldova and the Government of Germany in 2008. The German Ministry of Economic Cooperation and Development (BMZ) commissioned GIZ with the implementation of the Project, which was launched at the beginning of 2010.

The Project is intended for a period of 5 years, divided in 2 phases (1/2010 – 6/2012 and 7/2012- 12/2014). The overall objective is to support the improvement of local public services in selected villages and towns in Moldova.

2.2. Project Design Update

From the initial project design, certain changes were conducted based on the Government negotiations that took place in October 2009, which confirmed the relevance of the project. Thus, the political counterpart of the project changed from Ministry of Local Public Administration to MRDC. Also, the initial total project budget of up to 2 million Euro was increased to up to 3 million Euro for the current project phase.

For the ongoing 1st phase, the objective is defined as follows: “The preconditions for the supply of local services by selected rayon administrations, villages and cities have been improved.”

MLPS extended its scope with incorporating the regional structures as key counterpart institutions within the updated project structure. Also a new, formally separate project – with a separate project number and budget (total up to 290.000 euros) called “Regional Capacity Development and Cross Border Cooperation” was approved and will also be implemented by GIZ.

In June, 2010, MRDC addressed the German Embassy to the Republic of Moldova with a request to extend the assistance provided by the German Development Cooperation to Moldova

in the area of regional development. This request, together with Government negotiations that took place in December, 2010, further contributed to the Project design update.

2.3. Project Approach

MLPS is primarily a capacity building project, and thus pilot-projects investments are foreseen as tools for building and enhancing capacities of the project partners. MLPS acts on different levels of the Moldovan public administration: local (community and rayon), regional and central level, always with the focus on local public service delivery. Additionally it gives advice in the cross-cutting areas of procurement, public property management and in knowledge management – based on the experiences from the local level – towards regional capacity development.

At the regional level the project is present in the Regional Development Agencies (RDA) established in 2010. Within the 3 agencies (North, Centre and South), there is a MLPS advisor who coordinates his/her work plan on modernizing local public services with the respective director, and as such with the agency staff in general.

Alongside with its main purpose as a capacity building project, the MLPS project is also entitled to co-finance local development projects in several technical areas (water supply and sewage systems; energy efficiency and use of renewable energy sources as well as solid waste management). These pilot projects are to be implemented in selected villages and towns and be in line with similar projects funded by the NFRD.

The MLPS provides its services through the following modes of delivery:

- six long-term advisors,
- a pool of national and international short term consultants, based on specific demands,
- financing agreements with the RDAs for pilot project implementation in three technical focal areas (water supply and sewage systems; energy efficiency and use of renewable energy sources as well as solid waste management),
- permanent backstopping in technical focal areas, focus on capacity development in managing local public services,
- trainings, conferences, exchange visits, development of manuals and curricula.

The most relevant cross-cutting issues of the project are participation, gender-equality, environmental sustainability, transparent public property management and public procurement.

2.4. Staff selection

The Project Manager began its activity in Moldova in February 2010. The project structure is presented in Annex 8.1.

In March 2010, the Office Manager and Accountant were hired. In April 2010, 4 advisors were hired on the basis of a public competition: 3 advisors for the 3 RDAs: North, Center and South, and one for the project office in Chisinau. Later, in October, 2010, with the launching of the pilot-project with the support from the Government of Romania, one more project advisor was hired for the RDA South for supporting the implementation of this additional contribution. In November 2010, an advisor was hired for the Regional Capacity Development and Cross Border Cooperation project, to work in the RDA North. A Project Administrative Assistant was hired in December 2010.

3. Project implementation phase

3.1. Project activities and established networks

From the very beginning of activities, the project looked for establishing working relations with different actors active in the field of public services provision. The project is embedded in the wider scope of public sector reform in Moldova, and aims to assist the Moldovan Government in this endeavour to modernize local public services. On the national level, the political and main conceptual partner institution of MLPS is the Ministry of Regional Development and Construction. Other ministries and national institutions, with whom the MLPS project cooperates, such as the Ministry of Environment and Apele Moldovei, Ministry of Economy (General Direction for energy security and efficiency), National Agency for Public Acquisitions, National Agency for Public Property, National Agency for Land Relations and Cadastre, etc. The MLPS project also cooperates with the recently re-established association of local authorities, CALM (Congress of Local Authorities of Moldova).

3.1.1. Partnership with the national governmental institutions

- Partnership with MRDC

With the change of Government in September, 2009 the Ministry of Construction and Regional Development was created, which has since coordinated the creation of Regional Development Councils and Agencies in the north, centre and south of the country, as well as the National Coordination Council for Regional Development. At the beginning of 2011, the

name of the Ministry was changed into “Ministry of Regional Development and Construction”, to underline importance of regional development in Moldova.

MRDC being the main political and conceptual partner institution of MLPS, it maintains a close relationship with it since its launch. MLPS contributed to the project selection criteria in the frame of the national call for proposals, operational manual on using resources of the NFRD, and other relevant documents. MLPS provided inputs for the development of the Single Programming Document for 2010-2012. In February 2011, the project had a common planning workshop with the representatives of the MRDC to align the planned activities for 2011.

Another example of the partnership with MRDC is developing the database of consulting companies and NGOs which apply to be involved in delivering services in the context of projects implemented through the RDAs.

The project also supported MRDC by covering expenses related to the participation of the MRDC representatives in different information and training events in the area of regional development and local public services (such as a visit to the Government of Brandenburg in Germany in June, 2010, participation at a Conference on regional development in Macedonia in September 2010, participation at a Conference on trilateral cooperation in Turkey in October 2010, Conference in Ukraine on municipal services in February 2011). MLPS also shared with the MRDC results of short term expert missions, commissioned by the MLPS.

MLPS also supported various MRDC workshops on planning and budgeting, team building, public procurement and construction standards within Moldova.

The National Fund for Regional Development is a national funding source for regional development priorities, constituted of at least 1% of the state budget comprised plus additional funds from development partners or other sources. The pilot projects within MLPS were selected within the call for proposals of the NFRD in order to align to this institutionalized process of identifying public investment priorities.

- Ministry of Economy and Trade of Moldova

Since 2006, the Ministry of Economy and Trade is responsible for all issues related to energy efficiency and renewable energy. The General Directorate of Energy Security and Efficiency delegated the head of the Department of Energy Efficiency for the visit to the Energy Efficiency Fair in Frankfurt am Main. All activities in relation to the pilot-projects on energy efficiency were coordinated with this Department. The European Energy Manager Training Course, to initiate on the 4th of April of 2011, represents the core cooperation point with the MRDC and with the Committee of German Chambers of Commerce for Eastern Europe.

- **Ministry of Environment**

The Ministry of Environment is responsible for efficient water sources management, waste management and any other sources that can generate pollution. The Ministry of Environment manages Ecological Fund, its sources being directed to improving country environment. Representatives of the Ministry were involved in the seminars and other activities organized by MLPS in the areas of W&S and solid waste management.

- **State Chancellery**

The State Chancellery is the public authority that assures organization of the government activity in view of development and implementation of public policies by the government authorities and monitoring their implementation. There is a division within the State Chancellery that deals with the local governments and local public services, namely the Division of Local Public Administration. GIZ had a working meeting with the respective Division.

3.1.2. Partnership with RDAs

The integration of the GIZ advisors into the RDA constitutes an important institutional support provided by the GIZ project. MLPS provided each RDA with equipment necessary for efficient execution of job responsibilities by the GIZ advisors.

GIZ advisors based in the RDAs organized a lot of activities in partnership with the respective RDAs. Thus, in summer 2010, in order to promote the national call for proposals launched by the Ministry of Construction and Regional Development and to provide assistance to the local communities in better preparing for the call, GIZ advisors together with RDAs prepared and organized informational sessions for the local governments. Partnerships with RDAs consisted also in providing assistance to the communities willing to submit their project proposals and at a later stage, in assessing the project proposals submitted for the NFRD.

Another common activity implemented by MLPS together with the RDAs is creation of the database of the projects implemented at the local with either public or private investment. The MLPS led the process by developing the questionnaires and submitting them to the local authorities of the 1st and 2nd level. MLPS processed the first bulk of the filled questionnaires and developed the draft database, after what handed over the projects database to the MRDC, so that RDAs could update information.

The pilot-projects selected by MLPS will be financed through the RDAs based on the financial agreements signed between the RDA and the GIZ.

The project also contributed to strengthening capacities of the RDAs by covering expenses related to participation of the RDAs representatives in different training events in the area of regional development and local public services (such as Conference in Macedonia in September, 2010). MLPS also contributes to enhancing capacities of the RDAs by partially covering the costs of the foreign language courses, undertaken by the RDAs staff.

In February, 2011 MLPS had a common planning workshop with the representatives of the RDAs to align the planned activities for 2011. Also in February, 2011 MLPS evaluated capacities of the RDAs to efficiently manage funds. The RDAs received positive evaluation results and will receive funding for implementing MLPS pilot- projects.

3.1.3. Partnership with National Agencies

- “Apele Moldovei” Agency

“Apele Moldovei” is the specialized institution of the central government for water management in Moldova. Representatives of the Agency participated in the meetings related to W&S pilot-projects. Partnership with this institution contributes to identification of optimal solutions in the context of the National Strategy of W&S of the Republic of Moldova.

- Agency for Public Procurement (APP)

APP is a specialized body under the Ministry of Finance, which provides implementation of state policy on public procurement. APP develops and implements standard documentation on public procurement procedures; provides methodological support and advice to the contracting authorities in public procurement; ensures the training of the contracting authorities engaged in organizing, conducting public procurement procedures; 4) manages the automated state register of public procurements; examines the bid documents and records submitted by the contracting authorities; reviews reports of public procurement procedures; examines and settles disputes between participants in public procurement procedures; updates and maintains list of qualified operators and operators of the black list. GIZ together with PAA organised a series of training for the RDAs for raising their capacities in public procurement.

- Public Property Agency

The Public Property Agency under the Ministry of Economy and Trade is a central specialized public administration body. The Agency implements the policy of the Government on management of public property and post-privatization activities and exercises ownership functions for state owned patrimony within its competence. GIZ intends to cooperate with the

Public Property Agency on clarifying public property issues related to creation and management of assets in the frames of the pilot-projects.

- **National Agency of Land Relations and Cadastre**

The National Agency of Land Relations and Cadastre is the central government body that implements the public policy of the state in the area cadastre, cartography, geo-information. GIZ had a working meeting with the National Agency of Cadastre and plans to cooperate with it on providing geo-information to the pilot-projects and training on how to use it in the decision-making process.

3.1.4. Partnership with other institutions from Moldova

- **Congress of Local Authorities from Moldova (CALM)**

CALM was established in March, 2010. It unities around 300 members and is a successor to the National League of the Associations of Mayors from Moldova, being a member of the NALAS network.

MLPS cooperates with CALM in the area of the solid waste management, CALM being financially supported from the Open Regional Fund for implementing projects in this field. GIZ Project also contributed to capacity building of CALM by financing different information and training activities organized by CALM (thus, GIZ financed participation of CALM member at the conference on one-stop shop in Ukraine in February, 2011; co-financed participation of a group of CALM members in the NEXPO event for local governments in March, 2011 in Bosnia).

- **Academy of Sciences of Moldova (ASM)**

The Academy of Sciences of Moldova, in its role of the highest scientific forum of the country, represents the only public institution of national interest in the sphere of science and innovation. It is a plenipotentiary coordinator of scientific and innovation activity, scientific consultant of the public authorities of the Republic of Moldova, has an autonomous statute and acts on the basis of self-administration principles. ASM develops its activity according to the provisions of the Constitution of the Republic of Moldova, the Code on Science and Innovation, the Partnership Agreement with the Government of the country, its Statute and other legislative and normative documents. As the Project partner, ASM will provide the expertise and experience in the field of the energy management. A certain number of specialists might participate in the training of trainers offered by specialists from the Potsdam Chamber of Trade.

- **Chamber of Commerce of the Republic of Moldova (CCI RM)**

Since 1991 the Chamber of Commerce and Industry of the Republic of Moldova has become independent. The major objective of the CCI RM is to create business community and environment in society as well as to represent the concerns of its members in the system of external economic relations of the Republic of Moldova and in relations of the members with governmental authorities and foreign business circles. The CCI RM will take part in the project activities as the organizer of courses on energy management. This way, the entire activity will have a market-based approach and a positive impact on the participants, being feasible and self-sustainable.

3.1.5. Partnership with development partners in Moldova

- **DFID Project on “Cooperation in Regional Development”**

The DFID project on “*Cooperation in Regional Development*” funded by SIDA finished its activities at the end of February, 2011, the total life period of the project being 24 months. The project aim was to support the Government of Moldova to implement the Regional Development Law passed in December, 2006. The total value of DFID support was £4.2 million. The project had two components: a programme of technical assistance provided to cover a range of institutional strengthening activities at both the national and regional levels and financing (£2 million) made available to the MoF through NFRD by DFID to fund a range of projects included in the regional development strategies.

The first contact with the MDRD took place in the RDA Center, while making final preparations for the official launch of the Agency. Followed participation of the GIZ project in the common meetings convoked by the MRDC. MLPS was also invited to participate in the Steering committee of the MDRD.

A common team-building activity of the MRDC, MDRD and MLPS took place in summer 2010 in order to improve cooperation among the MRDC, MDRD and MLPS.

GIZ project decided to hire certain specialists which were actively involved in the MDRD project (financial management, procurement specialist, GIZ advisor), in this way preserving the knowledge accumulated by the MDRD project during its activity.

- **UNDP Integrated Local Development Programme (ILDP)**

The programme helps build the capacity of LPAs to plan, implement and monitor their strategic plans and improve public service delivery, involving civil society and community efforts and participation. MLSP participated in the activities related to the development of draft

Decentralization strategy of the Republic of Moldova, UNDP being responsible for this effort. MLPS and ILDP closely cooperated while preparing participation of Moldovan delegation of mayors at the NEXPO event in Bosnia in March, 2011.

- SDC (Swiss Agency for Development and Cooperation)

The Swiss Cooperation in Moldova, as outlined in the Cooperation Strategy 2010-2013, aims at “supporting the R. of Moldova in its objective to guarantee to all its citizens equal access to quality infrastructure and services in the health and the water sectors.” SDC focuses on two priority domains in Moldova: Public Health and Water & Sanitation.

- Apa San Project

ApaSan Project, which entered the W&S sector of Moldova in April 2009, is implemented by the Swiss Resource Centre and Consultancies for Development - Skat Foundation. MLPS had several working meetings with ApaSan, where ApaSan shared certain materials developed by them in the area of W&S. MLPS will take into consideration experience of ApaSan accumulated in the W&S projects in the rural areas of Moldova (management systems, awareness raising activities, etc.).

- SIDA (Swedish International Development Cooperation Agency)

SIDA is the lead donor in the Republic of Moldova in the area of energy efficiency, which is part of the 2011-2014 strategy of SIDA for Moldova. MLPS has established working relations with SIDA in Moldova, participating in the regular meetings of the Coordination Council on energy efficiency. At the beginning of 2011 MLPS and SIDA jointly assessed options of MLPS being potentially partially financed by SIDA in view of providing its services in the context of regional development.

3.1.6. Partnership with institutions outside of Moldova

- Centre for Advanced Training in Rural Development (SLE)

SLE is an organisational unit of the Agricultural-Horticultural Faculty at the Humboldt University of Berlin. Its main task is to implement a one-year supplementary training programme. Other areas of work include consultancy and research as well as seminars and workshops on special topics of international cooperation. An important part of the course is a three-month assignment abroad, in order to look at development-policy issues in practice and to strengthen the analytical and social skills of participants. SLE will become partner of MLPS for increasing capacities of the public service providers from the pilot-projects.

- Ost-Ausschuss der Deutschen Wirtschaft/Committee on Eastern European Economic Relations

Together with the Ost-Ausschuss der Deutschen Wirtschaft, GIZ has organized a visit to the Energy Efficiency Fair that took place in Frankfurt am Mein, Germany on October 3-7, 2010. During this visit the participants had chance to meet representatives of Frankfurt Trade Chamber, Energy Efficiency agencies and other players on the German energy market. The main purpose was the exchange of experience in the field and specifically tuning up the European Energy Managers training course that is intended to take place in Moldova beginning with April, 2011.

Trilateral cooperation: Moldova - Germany - Romania

Republic of Moldova is the major partner of Romania in the development field. The budget for development assistance to Moldova administered by the Ministry of Foreign Affairs of Romania constituted 2 mln. Euro in 2010 – the biggest amount allocated until then. In the period of pre-accession of Romania, Ministry of Foreign Affairs of Romania benefited from the assistance from the BMZ for its institutional capacity building. The romanian-german dialog reached the point to analyse possibility to implement a trilateral project in the Republic of Moldova, through GIZ. As part of the process, MLPS prepared the draft Memorandum of Understanding that was examined by the the respective Ministries from the German, Romanian and Moldovan sides. The MOU was finalised and signed by three parties in summer 2010. As a result, the MLPS received additional 500.000 Euros from the Romanian Government, as part of the international development assistance offered to Moldova, which will be used for implementing a pilot project on improving water supply and sewage systems in Rosu village, Cahul rayon.

3.2 Pilot-projects identification

In May, 2010 the first call for proposals within the framework of the NFRD was launched by the Ministry of Construction and Regional Development. All local public administrations of the first and second level from Moldova were eligible to submit project proposals for the NFRD. Out of 135 proposals submitted to the three RDAs, 56 were identified by RDCs as potentially relevant projects. GIZ project followed the rules and standards of the national call for proposals, and after examining the project proposals, MLPS pre-selected 20 projects. MLPS hired 4 technical experts with expertise in energy efficiency, W&S, waste management to make rapid appraisal of the pre-selected projects. Based on the expert reports and the internal project criteria, the final decision was taken to approve the following project proposals as pilot-projects:

- Construction of water supply and sewage systems in Duruitoarea Veche village, Costesti commune, Riscani rayon
- Providing potable water to the citizens of Rosu village, Cahul rayon.
- Solid waste management improved in 7 villages and Soldanesti city from Soldanesti rayon and in village Lipceni, Rezina rayon.
- Efficient street illumination in Tatarauca Veche village, Soroca rayon
- Energy efficiency improvement of Orhei city hospital, Orhei rayon

The technical experts with expertise in energy efficiency, W&S, waste management were hired to improve the approved project proposals and to make them ready for being implemented.

The fact that the project decided to identify the investment opportunities for specific projects to improve local public services within the procedures of NFRD has been highly appreciated by the main stakeholders of regional development, as it helped to reduce transaction costs and strengthen the RDAs and RDC.

3.3 Pilot-projects implementation

All the selected pilot-projects have the potential to become models for the similar projects in the region/country, bringing substantial contribution for the implementation of the regional development strategies. The selected projects promote increased inter-communal cooperation and thus increase the synergy of the project for the regional development.

3.3.1 Water&Sewage

Water supply and sewerage services in Duruitoarea Veche village, Costesti commune, Riscani rayon.

Project description

This project will meet the needs of villagers Duruitoarea Veche, who face the problem of insufficient drinking water. The project aims to provide about 470 villagers with quality water supply and sewerage services. Local system will be connected to water and sewage system of Costesti city.

The project expects the following results:

1. 470 citizens (120 households) will be connected to safe drinking water.
2. At least 30% of households will be connected to a sewage system.
3. Will be improved management of municipal enterprise "Apa Canal Costesti".

4. Environmental pollution will be reduced.

The main planned activities: technical drawings, construction of water and sewage system, household connection, baseline study, economic analysis of water supply service provider, training and consultancy for capacity building of actors in this sector, information and awareness campaign for citizens. The investment budget of the project is 2.1 mln. MDL.

Achievements:

Technical:

Identification/implementation of the technical solution.

In July and August, 2010 the original project design was evaluated and modified. Following a detailed analysis performed by the technical expert in the W&S field P. Panus and consultation with the community and local experts, the original proposed solution has changed, namely: water source and sewage / treatment technology. Instead of originally planned use of artesian wells (which are old, not certified, with unknown water quality and water flow) it was proposed connecting the aqueduct to the system of Costesti city. This change will provide qualitative source of water and reduce future maintenance costs. The original version of the project envisions construction of sewage mini-stations, but this water treatment technology cannot be used, given the fact that the village is located in Duruitoarea Veche protection area of the river Prut. Thus, it was decided to connect to the sewage system of Costesti. A problem occurs as the wastewater treatment plant does not work. It was decided to start renovation of the wastewater treatment plant. The proposed amendments increase the efficiency of planned investments and reduce operational costs for water and sewage system maintenance.

Technical documents progress

Two designs are being developed: (a) W&S system construction in Duruitoarea Veche and (2) renovation of the wastewater treatment plant in Costesti. Request for proposals for technical drawings was organized, and four engineering companies applied. BONCOM LLC was contracted for the technical project for water supply and sewerage of Duruitoarea Veche, and Ecology Expert - for drafting the technical renovation of wastewater treatment plant. The technical design for Duruitoarea Veche is in verification process.

Capacity building:

Cooperation and development

Three working meetings were held in Costesti village involving key players in the water and sanitation services in the rayon. On July 29, 2010 the first working meeting with participation of LPA, Apa Canal Costesti, Apa Canal Riscani and beneficiaries was organised. They discussed ways to address local needs and solutions proposed by the technical expert. For the working meeting of August 18, 2010 were invited specialists in the field of environmental protection techniques to identify the optimum solution for wastewater treatment and to assess the level of existing wastewater treatment plant. The same day another meeting was held in the village of Duruitoare Veche where proposed technical solutions were discussed with beneficiaries and a local working group was formed.

Development needs assessment

Project implementation will be adjusted to the needs of beneficiaries. For this reason the research and identification of beneficiaries' needs is a permanent activity and accompanies most of the organized activities. During the working sessions in Costesti (18.08.2010), Riscani (09.08.2010), Ocnita (29.07.2010) have discussed the problems facing local governments in the area of public procurement and management of public assets. Some of the problems identified have been elucidated in the public procurement workshop held on September 3, 2010 in Chisinau. Consulting company was hired in February, 2011 to perform diagnostic analysis of the municipal enterprise from Costesti.

Training activities/exchange of experience

On October 13, 2010 a workshop was held in Costesti on "Implementation of W&S projects". Representatives of state and local structures involved in W&S sector from the Ministry of Environment, MDRC, decentralized regional services, Riscani rayon council, local city hall, the project beneficiaries participated in the event. Participants expressed their views on the proposed work plan and discussed the project milestones.

Diagnostic analysis of the municipal enterprise "Apa Canal Costesti".

In the period February – April, 2011 diagnostic analysis of the enterprise "Apa Canal Costesti" was undertaken. It was provided by Consortium Ingineria Apelor, Moldova and Steinbacher-Consult Ingenieurgesellschaft mbH &Co.KG, Germany. As a result of this activity, restructuring plan of the municipal enterprise "Apa Canal Costesti" will be approved.

Service improving

On August 6, 2010 during a working session, organized in collaboration with Riscani rayon council, the idea of modernization of W&S services, benefits and difficulties of this process were discussed. During the project implementation the rayon strategy for water and sanitation sector will be updated.

Pilot-Project “Drinking water to village Rosu inhabitants”

Background

As a traditional source of drinking water in the localities of Republic of Moldova always was underground water. Presently, 67% of existent water mains in rural localities do not correspond to the hygienic requirements, being in unsatisfactory condition. Only 20% of underground water sources from 77 rural localities has a quality of water corresponding to the requirements and could be used as sources for water supply for drinking and household purposes.

The water source in the Rosu village is groundwater. During 2008 – 2009 the quality of distributed water complied with sanitary norms, with both chemical and bacteriological parameters. The project will solve the problem of water supply in Rosu village and would allow improving life level of the village inhabitants.

Project Objectives

General objective: to create conditions for supply of drinking water to the 3700 inhabitants of village Rosu and surrounding villages.

Specific objectives:

- Improving water quality by reducing pollution caused by certain dangerous substances discharged into the aquatic environment;
- Extending the water infrastructure in the agglomerations of the area;
- Developing local management capacity of water supply networks;
- Improving the capacity of local governments to manage public resources efficiently and transparently and provide public services effectively and in a participative manner.

Project Outputs

The project will produce the following outputs: 12.5 kilometers of water pipe, two stations to maintain pressure on 5 points for water supply of transport units for fire alarm condition and newly formed 18 jobs.

Output Indicators to Use for Project Monitoring

- 12,5 km of water network built in accordance with technical parameters specified in the project
- Increased technical capacity of drinking water supply (m³ / 24 hours)
- Increased capacity of the sewerage system (m³/24 hours)
- Number of employees trained in institutional management
- Number of people trained in proper use and maintenance of technical and modern equipment

Beneficiaries and Expected Impact

The benefit of this Project will be supplying with water: the institution preschool, gymnasium, 800 households, eight local companies, 35 enterprises. The project is sustainable in the long run because it will lead to removing much more the chronic diseases that come from poor quality water consumption, improving living standards and quality of life, community sustainable development, socio-economic development, improving environmental quality in the village and region and the possibility of carrying out new activities and enhance existing activities.

Technical part.

National water and sanitation expert M. Cojocarui was hired in September, 2010 to further improve the project proposal of Rosu and all technical documents according to the requirements of the public procurement process, to be undertaken by the RDA South. The technical design drawings and explanatory report of the project were made by the Construct Complex company, with proficient expertise and experience in the field of project design, which was identified through a tender process.

In December, 2010 in Cahul was signed the Memorandum of Understanding, for initiating and implementing the pilot-project "Providing potable water to the citizens of Rosu village, Cahul rayon". The purpose of this MOU is to create a partnership for launching and subsequent implementation of the project. Through this MOU, the parties have established roles and responsibilities, relations between partners, necessary for successfully implementing the above-mentioned project. MOU was signed between: GIZ, RDA South, Rosu Village Hall, Cahul Town Hall, Cahul rayon and municipal enterprise "Apa Canal Cahul".

On February 1, 2011 in village Rosu was created committee of the project implementation and monitoring. This Committee will facilitate contacts between city hall and public and will lead in organizing the collection of contributions for connecting individuals to the water supply network.

Capacity building.***Training activities/exchange of experience.***

On July 22, 2010 a working meeting was held with the participation of Cahul rayon council, Cahul town Hall, Apa Canal Cahul and neighboring mayors. Participants agreed on the effectiveness of W&S service management by a single operator, especially if the Rosu water supply system will be connected to the Cahul network. At the same time were raised issues that can arise in the property management.

On October 14, 2010 in Cahul was held workshop on "Implementation of W&S projects", where participants expressed their views regarding the proposed work plan, brought up the milestones in this project and have proposed other solutions, in particular, a call for a deeper study on how to organize a regional W&S service, in case the property is held by different actors, and also developing a master plan in the W&S of Cahul rayon.

The opportunity study was conducted for the project "Drinking water to village Rosu inhabitants". Consulting company was hired in February, 2011 to perform diagnostic analysis of the municipal enterprise from Cahul. In March, 2011 the preliminary results of the analysis were presented to the enterprise management team, MLPS and RDA South.

3.3.2 Waste administration***"Expanding integrated waste management towards rural areas located in the basin of the Ciorna river"*****Description of the project**

The basin of the Ciorna river is heavily polluted for a distance of 23 km due to uncontrolled solid waste storage and due to pollution of small affluent rivers passing through the villages of: Parcani, Glingeni, Mihuleni, Oliscani, Sestaci, Sipca from the district of Soldanesti and the village of Lipceni from the district of Rezina. Groundwaters in these villages are polluted as well. Ciorna river's pollution affects 14,844 inhabitants.

Overall project goal is to decrease the environmental pollution by expanding the integrated management of waste collection and storage of Soldanesti city towards 7 villages located in the basin of the Ciorna river. Project objectives are:

- Strengthening technical capacity of waste separation and expanding the sanitation service towards the villages located in the basin of Ciorna river: the villages of Parcani, Oliscani,

Sestaci, Sipca, Mihuleni, Glingeni from Soldanesti rayon and to the village of Lipceni, Rezina rayon;

- Developing of a landfill site for storage of solid waste for all project communities;
- Increasing waste management capacity of LPAs of 8 communities (located in the basin of the Ciorna river: Parcani, Oliscani, Sestaci, Sipca, Mihuleni, Glingeni from Soldanesti rayon and village Lipceni, Rezina rayon);
- Building awareness and educating people on separate waste collection.

Expected project results:

By the end of the project, a modern sanitation service will operate in 8 villages located in the basin of the Ciorna river. 14,844 people in eight villages will benefit from the expanded sanitation service. 16 permanent jobs and 50 temporary jobs will be created. 14,844 people will be informed and trained, including 3000 pupils and 200 teachers.

Achievements:

Technical part.

The original project was improved by introducing a landfill construction in Soldanesti. A design company was selected to develop the technical design of the Soldanesti landfill. At the same time Tender Books for public procurements were prepared.

On November 3, 2010 G. Janikowski, environment foreign expert met with the project applicants and their partners, contributing to project improvement. Also, the MLPS contracted a company for developing technical drawing of the Soldanesti landfill.

Capacity building:

Training activities/exchange of experience.

On November 4-5, 2010 a workshop "Looking for Best Practices in Solid Waste Management - Exchange of Practical Experiences and Innovative Approaches" was organised in Soldanesti. Representatives of LPAs that have implemented the solid waste management projects, directors and representatives of municipal enterprises, MRDC and CALM, local and external environment experts participated at the workshop. During the seminar it was possible to analyze the positive and negative experiences of similar projects. It was found that there are many gaps in terms of method of calculation of fees for rendered services, and unclear legal issues. It was agreed that such workshops to be held regularly and the problems to be studied in order to come with concrete proposals for improving the legal framework by the Ministry of Environment. Also at the seminar was presented a public-private partnership model that has brought many questions in discussions on the mechanism of operation and management of this service.

Needs assessment

The first assessment was done during the meetings with direct beneficiaries. The municipal enterprise of Soldanesti and LPA staff lack information about appropriate tools of improving the situation in the field. Consulting company was hired in February, 2011 to perform diagnostic analysis of the municipal enterprise from Soldanesti.

3.3.3 Energy Efficiency

Energy efficiency improvement of Orhei city hospital

Project description

The initial proposal submitted to the NFRD was related to renewable sources of energy. The project was focused on:

- Installing solar collectors on the roof for supplying heating and hot water;
- Connecting the system to existent heating and hot water supply;
- Reduce the costs of heating and hot water for one block of the hospital.

Currently, the hospital is located on a territory of 6 ha and comprises a number of 18 buildings. The complex was built in the soviet times and corresponds to the design and energy efficiency standards of that time.

Technical implementation.

The evaluation of the proposal together with the site visits disclosed weak energy efficiency management of the buildings:

- Lack of metering system for thermal and electrical energy for each of the buildings;
- Power system inherited from former Soviet Union is not feasible: the hospital is over paying for electricity avg. 100.000 MDL per year;
- There is a lot of very old equipment that is very expensive because of high electricity consumption.

As a main recommendation for improving the project proposal and take a technical decision on improvement it is necessary to:

- Make the measurements of electrical and thermal energy consumption per building;
- Identify the most feasible solution for the current problems faced by the hospital technical department.

Capacity building activities

There is a limited potential for project management and implementation at the level of hospital administration. It is necessary that the investment in increasing the energy efficiency of

the buildings is followed by a capacity building activity that will focus on involving all level administrations in solving the issues of energy efficiency of socially vulnerable objects.

Under this component, it is planned to organize a workshop that will identify the necessary interventions (generation of ideas) at each level that will lead to an improvement of energy efficiency in all public buildings. In order to increase the multiplication effect of the project activities, a considerable number of neighboring LPAs will be invited to these activities.

Needs assessment

The first assessment was done during the meetings with direct beneficiaries. The hospital management and staff are aware about the problems but do not have a clear picture of how to solve them.

Training activities

Specialists of Orhei hospital and Orhei LPA will attend the European Energy Managers training course. The course will provide all necessary information for increasing the quality of energy efficiency management of the hospital in Orhei.

Efficient street illumination in Tatarauca Veche village

Project description

The project proposal has been identified from the total pool of applications submitted to the NFRD. Initially the project idea was focused on:

- Photovoltaic elements for street illumination;
- Illumination of one street in each of the six villages;
- A sophisticated high-tech project with a big budget;

For a realistic implementation of the project an analysis was absolutely needed.

Technical implementation

After a detailed analysis of the project proposal and the site visit there has been identified the following:

- The project proposal in its initial form did not envisage an integrated solution for street illumination in Tatarauca Veche;
- The technical solution was sophisticated and very expensive comparing to other socio-economic problems in the village;
- There were no chances that the project serves as a model for other villages because of a high investment and also maintenance costs of the photovoltaic equipment.

The following recommendations were proposed for project improvement:

- Change the focus of the project from renewable energy to efficient use of energy;
- Change the technical solution proposed in the initial proposal to energy efficient bulbs for street illumination connected to a conventional energy source;
- Create a company to effectively manage the service of street illumination in all six villages.

Capacity building activities

Although on the local level some potential for project management and implementation has been identified, it is absolutely necessary that the investment in street illumination equipment is followed by a strong capacity building activity. Under this component, it is planned to develop a training program for the LPA as well as for the municipal company personnel. In order to increase the multiplication effect of the project activities, a considerable number of neighboring LPAs will be invited to these activities.

Needs assessment

From discussions with communities, it became obvious to LPAs that all citizens of Tatarauca Veche village are willing to have a street illumination system in place.

Major goal of the European Energy Managers Training course is training of specialists in energy efficiency issues. All LPAs from Moldova as well as freelance specialists are expected to benefit out of this project. It is expected that the trainees will be able to write project proposals for improving the energy efficiency issues and apply knowledge in their everyday work.

CROSS CUTTING ISSUES

3.3.4 Public Procurement

National system of public procurement should be practiced by all institutions that are involved in the process of public procurement, in the case of the project: MRDC, RDAs, LPAs. There is a need in increasing capacities of the specialists from the respective institutions in public procurement.

3.3.5 Public Property Management

Public property management is an important issue for the local governments that will implement pilot-projects. It is extremely important for the pilot-projects to choose an efficient way to manage newly created or renovated public property. Also for the LPAs it is important to have access to the geo-spacial data what can improve decision-making process of the LPAs. In this regard the MLPS together with the RDA South prepares a workshop for the pilot-projects involved in W&S projects to inform the LPAs about the options and models of efficient management of public property.

3.4 Projects database

In order to increase project activities synergy with other projects that are implemented locally/regionally, a database with development projects implemented in different parts of Moldova was set up. The initial step of collecting the data from regions was concluded by the MLPS in October 2010. As a second step in the implementation of this activity, a web-design company was hired to work on the concept and the structure of the database. After completion of work, the database will be transferred to the MRDC and RDAs for regular updates.

4. Consulting

Consulting is one of the modes the MLPS provides its assistance. Since the project launch, the MLPS hired several consultants (both national and international), to provide their expertise to the project activities. Hiring of national technical experts is presented in the sub-chapter on Project fields.

Thus, the MLPS hired short-term consultant Z. Cordasic in June, 2010 to examine technical and administrative capacities of three RDAs (North, Centre and South) with a focus on their role.

Also in June, 2010, MLPS invited W. Borowczak, to support the MLPS team in identifying adequate process indicators, developing impact chains and elaboration of a planning matrix.

In November, 2010 the MLPS contracted G. Janikowski, an international expert in solid waste, to provide assessment of the solid waste pilot-project and come with some examples of best-practices in the field.

In January, 2011 an international expert J. Henger was contracted by the MLPS to accompany the consulting companies that perform diagnostic analysis of the municipal enterprises from the pilot-projects and develop reports for the respective service providers with focus on the assessed capacity development gaps and training needs of the enterprises.

In January, 2011 an international consortium that includes consulting companies GOPA, Kommunale Kredit and Eptisa was selected to provide consulting services in the frames of the MLPS. In February, 2011 the team leader presented the company during the common planning workshop of MLPS, MRDC and RDAs. In March, 2011 the team leader met MLPS advisors to discuss in details the operational plans of each pilot-project and carefully plan needed in consulting services.

In February, 2011 the international expert in regional development L. Drewsky had working meetings with the representatives of the MRDC, RDAs from the North and Center, RDC Center, the State Chancellery, Parliament, several ministries. The aim of the mission was to assess the institutional development needs of the MRDC, RDAs and RDCs in order to prepare a technical project proposal for potential co-financing by interested development partners.

5. Capacity Development for Regional Development and Cross-Border Cooperation in the Republic of Moldova

The project “Capacity Development for Regional Development and Cross-Border Cooperation in the Republic of Moldova” activates in a very close cooperation with the MLPS. It was approved by the German Ministry of Economic Cooperation and Development in 2010, based on a request by the Moldovan Ministry of Construction and Regional Development, and in order to consolidate the results of the previous project “Support to Cross-Border Cooperation of Northern Moldova with neighbouring Regions from Romania and Ukraine”.

The project refers to two aspects:

- Support on conceptual level (policy, institutions and structures for regional development);
- Technical assistance regarding project identification and preparation, participation at calls for proposals, quality control in project implementation.

The project will contribute to:

- Increased awareness of LPAs on the relevance of partnerships, inter-communal and regional cooperation;
- Better regional cooperation between actors on National - NFRD and EU Programs - CBC/TNC;
- Capacity building of local actors to identify viable project ideas and use different funding opportunities, specifically the NFRD , EU Programs - CBC/TNC and other programs;
- Contributing to the establishment of partnerships and development cooperation on local, regional, national, cross-border and transnational level;
- Development of project proposals to be applied in Calls of EU, CBC/TNC programs and national programs of regional and inter-communal development

Due to financial limitations, this project is primarily oriented towards the improvement of the capacities and competences of the local and regional public authorities and organizations from the northern region of Moldova.

The project expects the following results:

- Regional actors informed about EU and National funds;
- Persons from the Northern region trained on Project Cycle Management;
- At least 2-3 projects supported at the stages of elaboration and implementation;
- Establishment of sustainable partnerships;
- Strengthen capacities of Moldavian organisations in the domain of Cross-Border Cooperation

The main activities planned: develop a training course program on Project Identification, Development and Cycle Management, organize 21 training sessions in the northern region beginning with April 2011, provide assistance in developing projects for EU and national funds, organize study visits to successfully implemented and innovative projects, between others.

The project beneficiaries will LPAs from the first and second level from the northern region of Moldova as well as other potential project applicants, like: NGOs; consulting companies; technical experts for regional development projects; RDC North; RDA North; MRDC; NCRD.

- **Capacity building activities**

In December, 2010 the RDA North organised an event to inform regional actors (local governments, NGOs, private sector) about the financing opportunities through international and national funds.

On February 8, 2011 the expert on the EU-Cross-Border and Transnational Cooperation Programmes came to Moldova and presented a plan for a series of training sessions on project cycle management in the context of EU-financed cross-border- and transnational projects as well as inter-communal and regional projects funded from other sources. To achieve the desired objective, one consulting company from the northern region will be selected to develop and implement a training programme. The service provider will work closely with RDA North and GIZ and will receive the necessary conceptual and technical assistance to guarantee quality training provision.

6. Lessons learnt

Since the MLPS project beginning, the following issues and challenges were discovered:

- weak capacity of the LPA in developing project proposals;
- weak capacity in identifying the optimum technical solution of the projects;
- weak capacity of the RDAs in project management;
- insufficient abilities of RDAs and LPAs in public procurement.

Based on these challenges and weaknesses, the MLPS learnt several lessons:

- An infrastructure project should be developed based on a feasibility study - otherwise there is a big risk that the proposed solution is not the optimum.
- Evaluation of project proposals to be made with field trips and with the support of experts in the sector.
- Successful experiences in the field are an important support for communities which are starting to implement their projects.

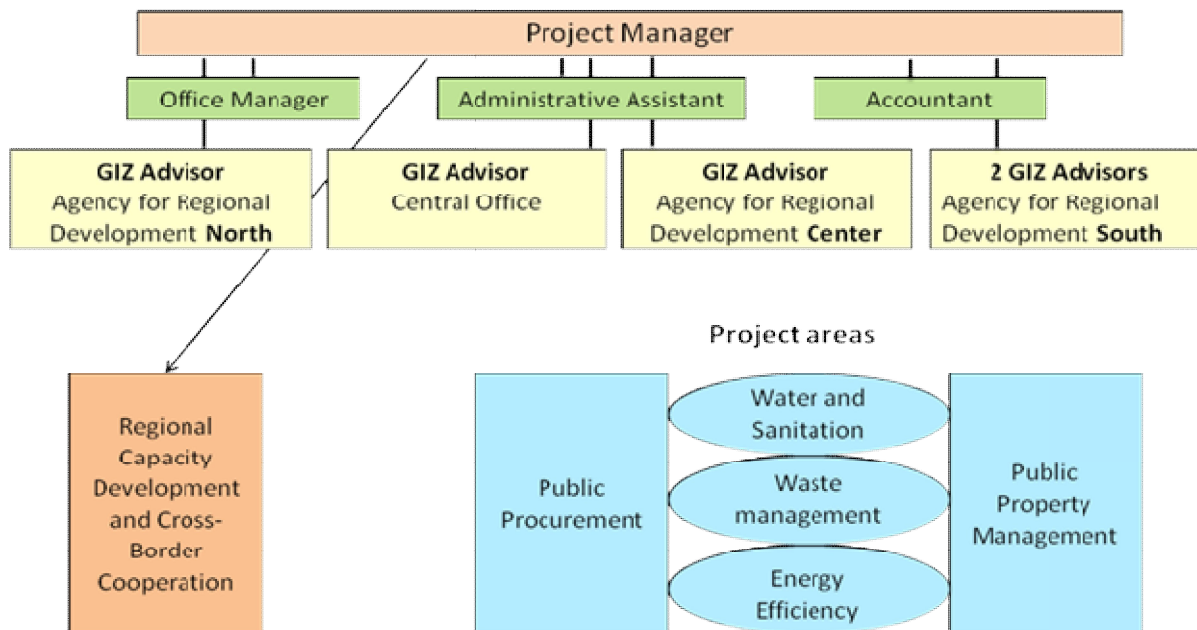
7. Planned activities (next 3 months)

Planned activities are reflected in the operational plans for each sector, both technical and capacity-building activities. MLPS constantly makes exchange of information with the project partners and beneficiaries in order to adjust the operational plans and make them more specific. While developing plans for future, MLPS takes into account lessons learnt from the previous experience.

8. Annexes
8.1.

Project Structure

“Modernization of local public services in the Republic of Moldova”



8.2.

Operational Plans for 2011

OPERATIONAL PLAN 2011

Name of pilot-project: Water supply and sewage systems in Duruitoarea Veche village, Costesti commune, Riscani rayon														Estimation of costs, Euro		
#	Activity	To which indicator contributes	Time frame, 2011												Responsible	
			1	2	3	4	5	6	7	8	9	10	11			12
I	TECHNICAL															
1.1	Identify the best technical solution	B1													GTZ	
1.2	Technical drawing W&S Duruitoarea Veche	B1, B2													LPA BONCOM LTD Ecologie Expert LTD	

1.2.1	Company contracted to extend the sewer system design																			
1.2.2	Verification og technical design by state services																			
1.3	Public procurement																		RDA	
1.3.1	Develop tender's book	B2																		
1.3.2	Tendering	B2																		
1.3.3	Employment site supervisor	B2																		
1.4	Construction works																		RDA Construction company	130 000
1.4.1	Monitoring of the construction works	B2																		
1.5	Tehcnical evaluation																		RDA	
1.5.1	Organization of work of the evaluation, contracting of technical experts	B2																		
1.6	Transfer of ownership																		RDA	
1.6.1	Elaboration of the property transfer contract	B1, B2																		
II	CAPACITY BUILDING																			
2.1	Agreements																		GTZ	
2.1.1	Joint elaboration and signing of the MoU	B4																		
2.1.2	Signing of the financial agreements	B4																		
2.2	Identifying development needs																		GTZ, RDA, LPA	

2.2.1	Economic diagnostic of ÎM ”Apă Canal Costești”	B3																		
2.2.2	Workshop ” Recommendations for restructuring the company”	B3																		
2.3	Elaboration of training program																			GTZ
2.3.1	Develop training program "Implementation and monitoring of W&S projects”	B5																		
2.4	Develop instructional materials																			GTZ
2.4.1	Develop Brochure ”Best practices in W&S project implementation”	B3																		
2.5	Training																			GTZ
2.5.1	Workshop for W&S company employments	B4																		
2.5.2	Workshop “W&S projects implementation and monitoring”	B4																		
2.5.3	Workshop “ Main challenges in the W&S sector”	B4																		
2.6	Excange of good practice																			GTZ, RDA
2.6.1	2 stady visits at succesfully W&S projects	B3																		
2.7	Information and awareness campaign to residents																			GTZ, LPA Contracted NGO
2.7.1	Contracted NGO (ToR, agreement)	B2																		
2.7.2	Publication of informational and educational materials	B2																		
2.7.3	Carrying out of information and awareness campaign	B2																		
III	SUPPORT FOR THE SECTOR DEVELOPMENT																			

3.1	Regionalization of W&S service																		GTZ, Raional PA	
3.1.1	Updating of the investment plan for Riscani raion	B1																		
IV	MONITORING, EVALUATION																			
4.1	Consumer survey																		GTZ, RDA, contracted NGO	
	Develop baseline study	B2																		
4.2	Collecting statistical data																		RDA	
4.2.1	Monthly monitoring of the project indicators	B2																		

INDICATORS:

I. Output indicators:

- 1.1 2 technical drawing developed
- 1.2 5.1 km water pipeline constructed
- 1.3 2 km sanitation pipeline constructed
- 1.4 # of people trained
- 1.5 # of people informed
- 1.6 # of training and informational materials developed
- 1.7 # of models of documents developed (ex. agreements, tenders book)
- 1.8 # of survey, master plan developed
- 1.9 # of regulatory documents updated

II. Outcomes indicators

- 2.1 470 people have access to potable water
- 2.2 Min 120 householders connected to sanitation system
- 2.3 Consistent quality of drinking water quality standards

III. Impact indicators

- 3.1 W&S Service Consumer Satisfaction
- 3.2 Reducing environmental pollution
- 3.3 Better living conditions
- 3.4 Better conditions for business development

OPERATIONAL PLAN 2010-2012

Name of pilot-project: Construction of water supply in Rosu village, Cahul rayon The project will contribute to: Module results 6. Collaboration between different levels has improved 7. Investment plans are being implemented 8. Satisfaction with service delivery has improved 9. Inter-communal cooperation has improved 10. Access to women has improved Phase results 6. Integrated development plans 7. Pilot activities are being implemented 8. Changes in planning and organization have occurred 9. Formal cooperation agreements are signed/part of regional investment plan Participants of trainings assess these as helpful																												
#	Activity	To which indicator contributes	Time frame																								Responsible	Estimation of costs, Eur
			2010			2011												2012										
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24		
I	TECHNICAL																											
1.1	Develop works specification	B2																										
1.2	Public procurement process	B2																									RDA	
1.2.1	Public announcement of the acquisition																											
1.2.2	Tender procedure	B2																										
1.2.3	Employment site supervisor	B2																										

1.2.4	Contracting construction company	B2																																		RDA	
1.3	Construction works Construction monitoring	B2																																		RDA, Construction company	200000
1.4	Technical evaluation Commissioning of the W&S system	B2																																	RDA		
1.5	Transfer of ownership Elaboration of the property transfer contract	B1,B2																																	GIZ		
1.5.1	Property transfer agreement to LPA Rosu	B2																																	RDA, LPA Rosu		
1.6	Transferring the management service Elaborating Management transfer agreement	B1,B2																																	GIZ		
1.6.1	Management transfer agreement to “Apa Canal Cahul”	B2																																	LPA Rosu, LPA Cahul, IM ApaCanal Cahul		
II	CAPACITY BUILDING																																				
2.1	Agreements																																				
2.1.1	Elaboration and signing of the MOU	B4																																		GTZ	
2.1.2	Signing financial agreements	B4																																		RDA, GTZ	
2.2	Identifying development needs of: enterprise service provider (ÎM Apă Canal Cahul,LPA,RDA)																																		RDA, GTZ, LPA		
2.2.1	Economic diagnostic study of IM ApaCanal Cahul	B3																																	GTZ		
2.2.2	Workshop „Regionalization of public service on water and sewer in the Republic. Moldova: conditions,	B3																																	RDA, GTZ GOPA		

	problems, forms and mechanisms"																																					
2.2.3	Assessment of LPA's management capacity of public services	B3																																			RDA, GTZ, LPA	
2.3	Elaboration of training program																																			GIZ		
2.3.1	Develop training program "Management of quality of W&S service providers"	B5																																				
2.3.2	Develop training program "Management of public services"	B5																																				
2.4	Develop instructional materials																																			GIZ		
2.4.1	Develop Guide "Institutional development of W&S company"	B3																																				
2.4.2	Guide: "Drafting and implementing investment projects W&S"	B3																																				
2.5	Training																																			GIZ		
2.5.1	Workshop for W&S company employments	B4																																				
2.5.2	Workshop "Main challenges in the W&S sector"	B4																																				
2.5.3	Workshop "W&S projects monitoring"	B4																																				
2.4	Information campaign to residents																																		GIZ, LPA, contracted NGO			
2.4.1	Contracted NGO (ToR, agreement)	B2																																				

Operational Plan 2011

Name of pilot-project: Expanding the integrated solid waste management of the city Soldanesti towards 7 villages from the districts of Soldanesti and Rezina, located in the basin of the Ciorna river

The project will contribute to:

Operational Plan 2011

A. Module results

- 11. Collaboration between different levels has improved
- 12. Investment plans are being implemented
- 13. Satisfaction with service delivery has improved
- 14. Inter-communal cooperation has improved
- 15. Access for women to public services has improved

B. Phase results

- 10. Integrated development plans
- 11. Pilot activities are being implemented
- 12. Changes in planning and organization have occurred
- 13. Formal cooperation agreements are signed/part of regional investment plan
- 14. Participants of trainings assess these as helpful

#	Activity	To which indicator contributes	Time frame, 2011											Responsible	Estimation of costs, MDL	
			1	2	3	4	5	6	7	8	9	10	11			12
I	TECHNICAL															
1.1	Identify the best technical solution Improvements and adjustments Presentation of results and next steps	B1													GIZ	

1.2	Technical drawing of Soldanesti landfill	B1, B2	1 2 3 4 5 6 7 8 9 1 1 1	APL, GIZ, IPS	
				0 1 2	Iprocom
1.2.	Contracting the company for technical drawing of landfill				24 000
1					
1.2.	Verification of technical drawing			APL,	20 000
2				GIZ/national/international expert	
1.2.	Environmental and Technical Expertise of the technical drawing documents				
3					
1.2.	GIZ approval of the technical drawing documents				
4					
1.3	Public procurement				
1.3.	Develop tender's book	B2		National expert	3 000
1					
1.3.	Tendering	B2		RDA Center	
2					
1.3.	Employment site supervisor	B2			
3					
1.3.	Procurement of motorized technique and equipment	B2			105533
4					0
1.4	Construction works			RDA Center	298827
	Building partially Soldanesti landfill			Construction	9
	Building 3 Eco houses			Company	
	Building 54 platforms			National/international expert	
1.4.	Monitoring construction works	B2		GIZ/RDA	
1				Center	
1.5	Technical evaluation		1 2 3 4 5 6 7 8 9 1 1 1		
				0 1 2	
1.5.	Organization of evaluation,work by commission and	B2		GIZ, RDA	3 000

1	technical experts																	National expert	
1.6	Transfer of ownership																		
1.6.	Develop agreement for ownership transferring	B1,B2																GIZ, RDA	3 000
1																			
II	CAPACITY BUILDING																		
2.1	Agreements																		
2.1.	Signing of the MoU	B4																GIZ, RDA	
1																		partners	
2.1.	Signing of the financial agreements	B4																GIZ, RDA	
2																			
2.2	Identifying development needs of: enterprise service provider (ME Regia Apa Soldanesti, LPA, RDA)																		
2.2.	Economic diagnostic of ME "Regia Apa Soldanesti"	B3																GIZ, RDA, Pro	143550
1																		Consulting	
2.2.	Workshop "Recommendations for the company"	B3																GIZ, ADR,	3 000
2																		compania	
2.2.	Assessment of LPA's management capacity of public services	B3																GIZ, ADR	
3																		National expert	
2.3	Workshops, trainings																	GIZ, experti	
2.3.	Workshop "Quality of Management of service providers"	B5																GIZ nat/intern	18 000
1																		expert	
2.3.	Workshop "Management of public services"	B5																GIZ	18 000
2																		0 1 2	
2.3.	Workshop "Regionalization of SWM service: issues, challenges"																	International /	
3																		national experts	
2.4	Manuals, guidelines																		
2.4.	Develop Guide "Institutional development of SWM service providers company"	B3																National/interna	30 000
1																		tional expert	
2.5	Training																		
2.5.	Basics on SWM-Regulatory framework	B4																ADR, GIZ	75 000
1																		National expert	

2.5. 2	Elements of SWM	B4	1day ADR, GIZ Nat.expert 2 days	75 000
2.5. 3	Advanced course for landfill	B4	ADR, GIZ Experts 1-2d	75 000
2.5. 4	Financial aspects of SWM system	B4	Nat/internat. Expert 1 day	75000
2.6	Study trips			
2.6. 1	2 study visits at succesfully similary projects	B3	ADR, GIZ National/interna tional	50000
2.7	Information campaign to residents		GTZ, LPA	
2.7. 1	Contracted NGO (ToR, agreement)	B2	Contracted NGO	
2.7. 2	Publication of informational and educational materials	B2	National expert	
2.7. 3	Conducting information campaign	B2	NGO	
III	SUPPORT FOR DEVELOPMENT IN SWM SECTOR			
3.1	Regionalization of SWM service			
3.1. 1	Updating the Soldanesti district social-economical development strategy for the investment plan for SWM	B1	ADR, GIZ, APL	
3.2	Support of improvement of regulation framework		Min. of Environment, MRDC,nat/inter n expert	
IV	MONITORING, EVALUATION			
4.1	Consumer survey			
4.1. 1	Develop base line study	B2	GIZ, ADR National expert	70 000

4.2 Collecting statistical data

4.2. Monthly pilot-project indicators monitoring
1

B2

RDA

INDICATORS:**IV. Output indicators:**

- 1.10 1 technical drawing developed
- 1.11 3 Eco houses constructed
- 1.12 54 platforms constructed
- 1.13 Partially constructed landfill
- 1.14 # of people trained
- 1.15 # of people informed
- 1.16 # of training and informational materials developed
- 1.17 # of models of documents developed (ex. agreements, tenders book)
- 1.18 # of survey, master plan developed
- 1.19 # of regulatory documents updated

V. Outcomes indicators

- 5.1 14,844 people in eight villages will benefit from the expanded sanitation service
- 5.2 A modern sanitation service will operate in 8 villages located in the basin of the Ciorna river.
- 5.3 Continuous improvement efficiency of service management

VI. Impact indicators

- 6.1 Reduction of environmental pollution
- 6.2 Reduction of health risks
- 6.3 Increasing levels of customer satisfaction
- 6.4 Improvement of conditions for business development

Operational Plan, 2011
Public Property Management

	Activity	2011												Responsible	Estimation of costs, Euro		
		1	2	3	4	5	6	7	8	9	10	11	12				
1.	Find out the needs of the LPAs regarding public assets managements	■	■													GIZ Advisers, RDAs	
2.	Prepare a 2-day workshop to discuss possible ways to improve public assets management by the LPAs (LPAs, RDA, MRDC, Public Property Agency, National Agency of Land Relations and Cadastre) in South region			■	■											GIZ, RDA South	3000
3.	Hold a 2-day workshop to discuss possible ways to improve public assets management by the LPAs (LPA, RDA, MRDC, Public Property Agency) in South region					■										GIZ, RDA South	
4.	Analyse workshop outcomes and prepare action plan for project partners					■										GIZ, RDA South	
5.	Implement action plan						■	■	■	■	■	■	■			GIZ, National Public Property Agency, LPAs	5000
6.	Evaluation												■		GIZ		

CAPACITY BUILDING ■

Planned activities

Capacity development for regional development and cross-border cooperation in the Republic of Moldova

- Inform beneficiaries about funding programs
- Develop and Implement a training programme on partnership projects and project development in the context of EU-financed cross-border- and transnational projects as well as regional projects funded from other (Moldovan) sources
- Provide assistance in developing projects for EU and National funds: information services, consulting, coaching, etc.
- Contribution to establish partnerships
- Monthly monitoring of the project indicators