

**MINISTRY OF REGIONAL DEVELOPMENT AND CONSTRUCTION  
OF THE REPUBLIC OF MOLDOVA**

**ORDINANCE**

**28<sup>th</sup> of September 2011**

**no. 87**

**Chisinau municipality**

***on approval of the Instruction  
regarding the monitoring and evaluation  
of actions aimed at supporting regional development***

In order to provide transparency to the regional policy implementation process, in line with item (2), art. 4 and item (4), art.8 of the Law no.438 of 28.12.2006 on Regional Development in the Republic of Moldova,

**I HEREBY ORDER:**

- 1. To approve the Instruction regarding the monitoring and evaluation of actions aimed at supporting regional development.**
- 2. The General Directorate for Regional Development and the Regional Development Agencies shall execute the provisions and duties set forth in the Instruction.**
- 3. The Vice-minister Veaceslav Gututui shall be in charge for the execution of this ordinance.**

**Minister**

**Marcel Raducan**

Developed by \_\_\_\_\_ **V. Evtodienco**

Agreed by \_\_\_\_\_ **V. Gututui**

\_\_\_\_\_ **I. Malai**

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\_\_\_\_\_ **V. Gaina**

Approved through ordinance of  
the Minister of Regional  
Development and Construction  
no.87 of 28<sup>th</sup> of September 2011

***INSTRUCTION  
REGARDING THE MONITORING AND EVALUATION  
OF ACTIONS AIMED AT SUPPORTING REGIONAL DEVELOPMENT***

Chisinau 2011

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## Abbreviations

RDA	- Regional Development Agency
LPA	- Local Public Authority
NBS	- National Bureau of Statistics
NCCRD	- National Coordination Council for Regional Development
RDC	- Regional Development Council
GDRD	- General Directorate for Regional Development
RD	- Regional Development
UPD	- Unique Program Document
NFRD	- National Fund for Regional Development
GoM	- Government of Moldova
SADI	- Small Area Deprivation Index
MRDC	- Ministry of Regional Development and Construction
MoE	- Ministry of Economy
ROP	- Regional Operational Plan
DR	- Development Region
RDS	- Regional Development Strategy
NSRD	- National Strategy for Regional Development
RSO	- Regional Statistics Office

## **Introduction**

The regional development policy is one of the main priorities of the GoM and is aimed at building balanced and sustainable social-economic development in the Republic of Moldova.

The MRDC is the authority in charge for implementing the national policy for regional development.

The goal of this instruction is to explain the role and need of M&E activities in order to increase performances and improve the efficiency of regional development policy interventions, providing also methodological support for these activities.

The instruction indicates the goal and conceptual delimitations between monitoring and evaluation activities, levels and entities of accountability, M&E tools used in the implementation of regional development.

### **1. Monitoring and evaluation – conceptual delimitations**

M&E are activities conducted during and after the implementation of regional development programs and projects to establish the achievement of the objectives and their impact on the level of social-economic development of the DR and on the quality of people's life.

*Monitoring* refers to the periodical collection and analysis of information with a view to inform the decision-making process by decision makers providing transparency to this process and the grounds for future evaluation activities.

Monitoring highlights the following aspects:

- how the allocated resources and services reached their goal;
- compliance with deadlines and content of activities stipulated in the implementation plans of regional development programs and projects;
- delays in the fulfillment of the planned activities and reasons for such delays;
- compliance of the activities with the existing standards and regulations.

The main goal of monitoring is to analyze the implementation and identify possible deviations from the initial goals.

*Evaluation* is a tool of estimating the relevance, efficiency, effectiveness of the provided financial assistance, the impact and sustainability of the outcomes achieved in the implementation of the regional development policy.

Evaluation uses the information submitted at the monitoring stage and aims at formulating final conclusions concerning the outcomes achieved in the implementation of the regional development policy.

The evaluation criteria refer to:

- the extent to which the outcomes of program and project implementation comply with those set at the stage of formulation;
- the relation between the costs of achieving the outcomes and the costs estimated during the formulation of programs and projects and specified in the process of implementation;

- the compliance with the content of activities and deadlines set in the implementation plan.

Monitoring and evaluation processes are closely related with planning. If no measurable objectives and expected outcomes of the activities, programs and/or projects are established, M&E cannot achieve its goal, which is to correct the process of implementation.

## **2. M&E levels**

The M&E system must be integrated at all levels of regional development policy implementation. This implies:

- including output and outcome indicators in the project proposal submitted by the applicant;
- identifying output and outcome indicators with regard to the implementation of RDS;
- quantifying the initial values of monitoring indicators for projects that have been approved for funding;
- quantifying the initial values of monitoring indicators for RDS;
- sequence of activities listed in the annual implementation plan of the project for reaching the output and outcome indicators.

The MRDC will provide an adequate M&E framework that will cover not only activities and investments in each region, but also in the overall implementation of the regional development policy in the Republic of Moldova.

RDA will also establish and maintain an M&E system to track progresses in the regional development of each region. It will also implement a reporting system that will provide adequate and timely information to the RDC, MRDC and NCCRD.

### **2.1 M&E of the NSRD**

The main planning document for regional development in Moldova that includes the national policy and introduces national mechanisms in this area is the NSRD.

The goal of the NSRD monitoring is to link its priorities, objectives and targets with the outcomes achieved during the implementation of NSRD, so that an accurate evaluation of the NSRD implementation and its impact on the economic development and people's life quality is conducted.

The permanent monitoring of activities and outcomes achieved in line with the action plan on NSRD implementation will be conducted throughout the NSRD implementation so that the necessary changes are introduced in the policy and in the activities.

In particular, the M&E of NSRD will contribute to:

- the analysis of the current situation and tendencies in the achievement of NSRD objectives;
- the analysis of the implementation NSRD action plan;
- the assessment of the achieved final outcomes.

The NSRD refers to the overall implementation of regional development, including the development and implementation of RDS. Thus, the duty of the MRDC is to monitor and evaluate all aspects of the regional development process.

The MRDC, in cooperation with RDAs, will implement the NSRD, RDS, UPD and ROP making sure that they are monitored and evaluated in line with the legislation.

The M&E activities start at individual project level and are applied up to the level of the NSRD. This process is proportional to the levels of resources available for regional development.

## **2.2 Monitoring of the NFRD**

NFRD monitoring is part of the overall regional development monitoring system.

NFRD monitoring means monitoring of individual projects included in the UPD and funded from the NFRD, as well as of RDA operational expenses that are also covered by the NFRD. The role of monitoring is increasing since it provides the stakeholders of the project with information on the success/progress or failure of implementation so that the required activities are carried out.

The monitoring system must also provide the MRDC and the NCCRD with the possibility to evaluate the progress in implementing the NFRD-funded projects. This goal can be successfully achieved if the projects are grouped by types of projects, according to priorities. The priorities are defined in the public policy papers, both at national and regional level.

## **2.3 M&E of RDS and ROP**

RDAs, in coordination with the RDC, monitor and evaluate the RDS and ROP implementation in line with the legislation in force. The M&E of the RDS starts with individual projects, subject to the amount of available resources for RDS implementation.

Every year, an RDS implementation plan shall be drafted (the RDA activity plan). It will cover the activities performed to reach the objectives and priorities provided for in the DR. This plan will be developed taking into account the objectives and priorities stipulated in sector national strategies, such as: Strategy on water supply and sewerage in communities of Moldova; Strategy for sustainable development of tourism in Moldova for 2003-2015; Strategy on road transport infrastructure for 2008-2017 and other.

The goal of this activity is to link the regional development policy at regional level with the rest of the national sector policies.

## **2.4 Monitoring of an individual project**

### **2.4.1 Integrating the M&E system at the stage of drafting the project proposal**

When writing the project proposal, it is important that the basis for project monitoring is integrated in it from the very beginning.

This means that the project's logic must answer the following questions:

- What are the overall objectives of the project that contribute to the achievement of national objectives, as they are stipulated in strategic planning documents at national level?
- What are the immediate objectives for reaching the project's outputs and outcomes?
- What is the project's contribution to the achievement of the goal of NSRD and RDS?
- What will be the immediate results of the project?
- What will be the outcomes of the project?
- What activities must be conducted to achieve these outputs?
- What other inputs will be required?

#### **2.4.2 Record of project proposals**

The record of individual projects shall be kept throughout their implementation starting with the receipt of the project proposal. Therefore, the RDA will keep the Project Proposals Registry (see annex 2).

The Registry will contain all stages of a project until the stage of funding approval. At the same time, projects will be divided by priorities and programs. The specific priorities for every region are defined by the RDS. The records in the above mentioned registry will be made by the specialist in project development, implementation and monitoring.

For an individual project that has reached the implementation stage, a project implementation plan will be developed and will include the list of planned activities, deadline and people in charge. The RDA will appoint an employee to monitor the project. In addition, a project manager will be employed.

The project manager is the person that will organize the delivery of the activities specified in the project implementation plan. The project manager will visit the project at least once per week. If the project is not implemented according to the plan or obstacles have arisen, the visits to the project will be more frequent.

The project manager also has the duty to check the initial values of monitoring indicators (the real situation at the project implementation phase) that were stipulated in the project proposal. Other relevant indicators may be identified as well.

#### **2.4.3 Evaluation of projects by colors**

The projects will be evaluated by colors: green, yellow and red. All ongoing projects will be evaluated by colors on a monthly basis. If the project is assigned the yellow or red color, the reason and action plan for achieving the goal and objectives of the project shall be indicated.

The decision to assign the color to the project shall be made by the Commission established in the RDA consisting of the RDA director, specialist in developing, implementing and monitoring projects, project manager, other people involved in project implementation. The Commission will thoroughly consider the project monitoring reports and will make monitoring visits in the field if required.

**Criteria for evaluating projects by colors:**



*Green* - the project is implemented according to the implementation plan.

*Yellow* – the project faces problems and needs more detailed monitoring:

1. Deviations from the schedule of project implementation activities;
2. Project funding:
  - Delays in the allocation of funds for the project;
  - Works not finished in line with the schedule;
  - Overspending;
  - Delays in providing specific inputs (workers, materials).

*Red* – the project has major problems and required detailed evaluation of the technical project or the project management:

1. Force majeure:
  - Natural disasters;
  - Embezzlement;
  - Major design errors;
  - Inadequate period of works execution.

### **3. Monitoring indicators**

A key element in developing an efficient M&E system is the correct integration of monitoring indicators in the project's structure. This will allow effective monitoring of the project throughout its implementation. In addition, this will show the project's contribution to the strategic objectives of regional development that are stipulated in strategic documents at regional and national level. In order to achieve this, it must be possible to aggregate the impact that individual projects will have on these objectives by using the appropriate context indicators, such as:

1. New jobs, on the short term (for the implementation of the project) and on the long term;
2. Volume of industrial production, in % as compared to the respective period of the previous year;
3. Investments in the fixed capital and in constructions in % as compared to the respective period of the previous year;
4. Transportation of goods via transport companies, in % as compared to the respective period of the previous year;
5. Value of retail sale of goods, in % as compared to the respective period of the previous year;
6. Remuneration of the employees, tempo of growth, in % as compared to the respective period of the previous year;
7. Number of new companies;
8. Number of trained people by sex;
9. Number of households with improved access to utilities.

These indicators will be used to establish the contribution of outcomes of the regional development policy to the achievement of national strategic objectives and to make relevant comparisons.

These indicators are, to a large extent, a combination of output indicators and outcome indicators. They should be directly measurable based on the effective monitoring at project level. However, the successful projects will have both immediate outputs and outcomes and long-term

impact. This approach can encourage the creation of new companies or of new jobs by employing more people in the existing companies.

It is important to establish the impact that large projects and programs have by conducting evaluation studies at the end of the project and impact analysis studies at a later stage depending on the expected trajectory of project impact. Not all indicators will be relevant for all projects, but all projects must contribute to one or several objectives stipulated in the strategic documents.

These 9 indicators can also be linked with regional and national indicators. The collection of this data at regional level will not be the task of the RDA. These indicators will be found on the webpage of the NBS: [www.statistica.gov.md](http://www.statistica.gov.md) and of the MoE (IDAM): [www.mec.gov.md/sector/241/1369](http://www.mec.gov.md/sector/241/1369).

The monitoring indicators must be specific, with quantifiable values and collected in specific terms. The project proposal must also specify major assumptions that inform the project, as well as the anticipated risks. For instance, a general reduction of the economic activity means that it is unlikely that the project achieves its goals.

### **3.1 Types of indicators**

*Inputs.* Should be presented in the form of general expenses and in the form of a monthly budget. They must also be transformed into needs of labor force and materials.

*Activities.* For examples, the delivery of training sessions or the construction of a number of kilometers of road setting the schedule for this activity.

*Outputs.* Must be presented in quantitative terms at certain intervals (or as a flow during a certain period). For example, the number of trained people or kilometers of built roads. The output indicators will be very specific for the project typology, but must be consistent in the sectors and should be, when appropriate, aggregated in higher level indicators, e.g. number of trained people by sex.

*Outcomes.* The outcome indicators must be included in the project proposal. However, it may not be possible to collect information on certain outcomes during the implementation of the project. In this case, it is necessary to carry out surveys or to question the project's end beneficiaries at the right time. For example, a road building project may result in the reduction of costs for economic entities that are located near this road. To assess this, a survey of these economic entities should be carried out soon after the finalization of the project. Clear quantitative targets with a fixed schedule must be established for the outcome indicators.

*Impact.* Impact indicators must be included in the project proposal, but again, it will not be possible to measure the direct impact during project implementation. It is important that the project proposal also covers the estimate of the interval after project implementation before the impact can be perceived. If we take the same example with the road, the impact might be the growth in the number of companies and employees. But, it may take 1-2 years before the possibility to perceive such impact arises. It would be adequate to assess the impact three years after the implementation of the project. It may be difficult to foresee the impact with accuracy, but, the project proposal must indicate the expected value of the impact.

*Initial values.* It is important that the initial values for monitoring indicators are measured at the project's initial stage. This will allow assessing the project and its impact after its completion.

The type of indicators can be shown in the following way. If the implementation of a project, e.g. the rehabilitation of a road between two rural areas is co-funded by the applicant, it can be achieved through the allocation of funds, labor force and materials for road construction. The output would be the number of kilometers of rehabilitated road, while the outcome would be shorter travelling time and lower costs for vehicle maintenance. The impact might be the higher level of economic activity and the increase in the number of employees in one or both areas, which will contribute to the reduction of regional inequalities, which is one of the regional development policy objectives.

In case of the above mentioned road, there might be a hypothesis, by reducing the transport expenses, the market conditions become more favorable therefore the growth of demand is possible. However, there is a risk for certain industries. The reduction of transport expenses may lead to the reduction of production costs and growth of consumers' demand for other products. For example, if the price of bread for consumers decreases, the money saved by consumers can be used to purchase other products. Similarly, if the price for fuel increases while the project is being implemented, the rehabilitated road may reduce the negative impact of the increase of costs for vehicle maintenance rather than result in enhanced economic activity.

The inputs, activities and outputs must be measured for all projects. In case it is necessary to carry out surveys for measuring outcomes and impact, this must be done only for projects where the allocated resources are sufficient to justify the expenses related to surveys. In general, it is not preferable to spend more than 2-3% of the project's resources that are intended for M&E activities.

The output and outcomes indicators are established according to the types of projects in line with the priorities set in strategic planning documents at regional level.

The initial values of monitoring indicators (real situation at the initial phase of project implementation) will be indicated in the project proposal submitted by the applicant. They will also be checked by the RDA employees based on the real situation as of the beginning of project implementation at the place of its implementation and based on justification documents. These documents will have the signature and stamp of the applicant. The check can also identify other indicators than those identified by the applicant that would allow demonstrating the project's impact more obviously.

#### **4. Levels and responsibilities of reporting**

##### **4.1 Reporting on individual projects**

At the same time with the approval of funding for an individual project, monitoring reports on its implementation will be drafted and presented to the director of RDA, RDC, MRDC and NCCRD.

As a result of each visit at the site of project implementation by the project manager or other person in charge for project implementation from the RDA, the *Report on monitoring the implementation of activities in line with the project implementation plan* (see annex 3) will be developed.

This report will present the monitoring of the activities carried out in the corresponding period, the deadline for their implementation, the achieved outputs/outcomes, challenges, conclusions and decisions made. The report will be presented to the manager and the necessary measures to eliminate different obstacles will be taken. These reports will be included in the file of the respective projects.

The *Report on capitalizing the budget of the individual project* (see annex 3) is developed by the project manager on a monthly basis and shall cover the funds that have been approved, contracted and transferred, as well as the expenses incurred within the individual project and redistributed in line with the budget structure and sources of funding. The report will be written on the basis of accounting documents, cumulatively from the beginning of the year.

The report will contain an informative note on the implementation of activities planned in the project implementation plan for the reporting period. It is presented to the manager and counter-signed by the specialist in project development, implementation and monitoring, the lead accountant and the RDA director. The report will be included in the file of the project.

The *Report on individual project monitoring* (see annex 3) is developed by the project manager on a quarterly basis. It is structured in 4 compartments:

1. General information on the project cost, amount of funding by sources of funding, project duration, evaluation by colors, contracted funds that are transferred from the MRDC to the RDA.
2. Output and outcome indicators set in line with the project typology. The initial values of indicators will be established on the basis of informative notes referring to the project proposal submitted by the NCCRD and verified according to the confirmative documents presented by the applicant.
3. The informative note on project implementation that will describe the activities conducted in the reporting period, according to the project implementation plan.
4. Annex: Monthly report on the capitalization of the individual project's budget for the last reporting period.

The report signed by the project manager and counter-signed by the specialist in project development, implementation and monitoring, the lead accountant and the RDA director. The report will be included in the file of the project.

## **4.2 Reporting to the RDC and MRDC**

Within five working days before the ordinary quarterly meetings of the RDC, the RDA will present to the RDC members the *Quarterly report on monitoring of funds* (see annex 4). The report will be presented to the RSO within the MRDC as well.

This report will inform the RDC and MRDC about the implementation of projects funded from the NFRD and other sources and about the goods and services generated by these projects. The report will include aggregated information on all projects.

The report will contain an informative note on the implementation of ongoing regional development projects in line with their implementation plans. This will contain a brief description of the implementation of every ongoing project, the carried out activities and the achieved outcomes, taking into account the color assigned to the project implementation (green, yellow and red). In case when the implementation of certain projects is problematic, the reason and action plan aimed at reaching the project objectives will be indicated.

The generalization of quarterly reports by individual projects, dividing them by priorities will also present the overall progress of regional development project implementation in the region and in the country.

The RDA also reports on a quarterly basis (every 6 months and annually) to the RDC and MRDC about the monitoring of RDS implementation – *Report on implementation of the RDA annual activity plan*. The report presents the achievement by RDA of objectives in RDS implementation in the reporting period in line with the RDA annual activity plan, as well as the funding of activities from the NFRD and other sources.

The report will include: the introduction that makes an analysis of the economic tendencies in the reporting period in the respective region, the main outcomes of the previous reporting period; an executive summary with the main outcomes of the reporting period; the achievement of objectives planned in the RDA annual activity plan and of progress in their achievement; the cooperation with development partners; the exchange of international experience; conclusions on the experience acquired and lessons learned; annexes.

The report will also present brief information on the final assessments of the implemented projects, as well as the evaluation or analysis of the impact of implemented projects on the quality of life of people who live in the respective region.

The report will also indicate the context indicators for the region, as listed in item 3 of the present instruction.

### **4.3 Reporting to the NCCRD and GoM**

In line with Government Decision no.158 of 04.03.2010 “On Approval of the National Strategy for Regional Development”, the MRDC will report to the NCCRD on a biannual basis and to the GoM on an annual basis regarding the NSRD implementation.

The *Report on monitoring of NSRD implementation* will be developed on the basis of the GDRD annual activity plan (annual plan on NSRD implementation). The RDA reports on the implementation of annual activity plans will represent the basis for the development of the report. The report presents the implementation of activities funded from the NFRD and other sources for NSRD implementation.

The report will contain:

- introduction with an analysis of the economic tendencies in the regions and in the country, carried out using the official statistics produced by the NBS, as well as administrative statistic data produced by the MoE and RDA, the major results of the previous reporting period;
- executive summary with the key outcomes of the reporting period;
- achievement of the planned objectives in line with the GDRD annual activity plan;
- cooperation with development partners;
- exchange of international experience;
- conclusions on the acquired experience and lessons learned;
- annexes.

The report will be presented to the NCCRD members every semester by the 30<sup>th</sup> of the month following the expiry of the semester and to the State Chancellery – annually, by the 15<sup>th</sup> of February.

Every year, before the end of the first quarter of the year following the reference year, the MRDC, in line with Government Decision no.772 of 26.08.2010 “On Approval of the Unique Program Document for 2010-2012” presents the *Report on implementation of the Unique Program Document (UPD)* to the GoM. The report shows the performed activities and outcomes achieved as a result of implementation of the projects included in the UPD and funded from the NFRD.

In addition, the MRDC presents to the GoM reports on progresses in regional development in compliance with the key strategy planning documents, such as: National Development Strategy for 2008-2011; Government’s Action Plan “European Integration: Freedom, Democracy, Wellbeing”, 2011-2014, GoM annual activity program.

## **5. Impact assessment and analysis**

At the end of implementation, every project will present a detailed report that will assess the overall success of the project. This report must compare the initial values of monitoring indicators (the real situation at the initial stage of project implementation), as indicated in the project proposal with the final outcome of the project.

In case of large projects, the RDA, through public procurement procedures, will employ experts-evaluators that will carry out a specific assessment, including participatory surveys regarding the results of the project. For instance, a project that has an objective to improve the water supply system in an area, may have as one of the outcome indicators the number of households connected to the new the water supply system. In this case, a survey of the end beneficiaries of the project regarding the service quality can be conducted. In addition, focus group discussions can be held with the end beneficiaries. Their view will be included in the project’s final report.

The resources required for evaluation activities will be included in the project’s budget as part of operational costs. If these resources are not foreseen in the project’s budget, the RDA will identify additional sources to fund these activities.

The RDA will also carry out periodic surveys concerning local people’s perception of the RDC activity and the progress in RDS implementation. The results of these surveys must be indicated both as part of the quarterly reporting and in separate reports submitted to the RDC.

## Annexes

The M&E framework includes reporting at the level of individual project, RDS, UPD, NSRD and national strategic planning documents. Annex 1 indicates the structure, frequency and who is in charge for the submission of reports.

### Annex 1. Roles of monitoring and evaluation of projects and strategic planning documents, as well as reporting duties

<b>Name of report</b>	<b>Report on</b>	<b>Reporting from</b>	<b>Reporting to</b>	<b>Frequency</b>	<b>Content</b>
Report on monitoring of implementation of the activities set forth in the project implementation plan	Implementation of individual projects	Project manager; People in charge for the project, as a result of the field visit	RDA Director	On every field visit, but not less than once per week	<ol style="list-style-type: none"> <li>1. The planned activities monitored.</li> <li>2. Deadline for planned activities.</li> <li>3. Outcomes/outputs.</li> <li>4. Challenges/obstacles in the implementation of the project.</li> <li>5. Conclusions and decisions made to solve the challenges.</li> </ol>
Report on capitalization of the individual project's budget	Implementation of individual projects	Project manager	RDA Director	Every month, by the 10 <sup>th</sup> of the month following the reference one	<ol style="list-style-type: none"> <li>1. Informative note on project implementation in line with the project implementation plan.</li> <li>2. Capitalization of the individual project's budget according to the budget structure by sources of funding.</li> <li>3. Funds approved, contracted and transferred.</li> <li>4. Incurred expenses.</li> <li>5. Color assigned to the project.</li> </ol>
Report on monitoring of the individual project	Implementation of individual projects	Project manager	RDA Director	Every quarter, by the 10 <sup>th</sup> of the first month of the quarter following	<ol style="list-style-type: none"> <li>1. General information on the project: <ul style="list-style-type: none"> <li>- Overall cost of the project;</li> <li>- Amount of funding by sources of funding;</li> <li>- Color assigned to the project;</li> <li>- Expenses planned according to the funding plan by implementation years;</li> <li>- Project expenses incurred by</li> </ul> </li> </ol>

				the reference one	<p>implementation years;</p> <ul style="list-style-type: none"> <li>- Funds contracted and transferred by implementation years.</li> </ul> <ol style="list-style-type: none"> <li>2. Informative note on project implementation in line with the project implementation plan.</li> <li>3. Output and outcome indicators of the project.</li> <li>4. Annex: Monthly report on capitalization of the individual project's budget for the reporting period.</li> </ol>
Report on monitoring of funding sources	Summary of individual projects	RDA	RDC Ministry	Every quarter, by the 10 <sup>th</sup> of the first month of the quarter following the reference one	<ol style="list-style-type: none"> <li>1. Informative note on the implementation of ongoing projects.</li> <li>2. Monitoring of funds by projects, divided by priorities, programs, sources of funding.</li> <li>3. Color assigned to the project.</li> <li>4. Annex: Reports on monitoring of quarterly individual projects for the reporting period.</li> </ol>
Report on UPD implementation	Projects included in the UPD	Ministry	GoM NCCRD	Annually, by the end of the 1 <sup>st</sup> quarter of the year following the reference one	<ol style="list-style-type: none"> <li>1. Informative note on the implementation of UPD projects that have been approved for funding.</li> <li>2. Annex: quarterly report on the monitoring of funding sources for the last reporting period.</li> </ol>
RDS monitoring report	Achievement of objectives in the RDA annual	RDA	RDC Ministry	Every semester, by the 10 <sup>th</sup> of	<p>Narrative text.</p> <ol style="list-style-type: none"> <li>1. Introduction with the analysis of economic tendencies in the regions, results of the</li> </ol>



	activity plan			the first month of the semester following the reference one	<p>previous reporting period.</p> <ol style="list-style-type: none"> <li>2. Executive summary: short description of the main outcomes of the reporting period, according to the objectives set for the respective year.</li> <li>3. Achievement of objectives in line with the RDA annual activity plan.</li> <li>4. Cooperation with development partners in attracting donors and implementing investment and technical assistance projects in the field of regional development.</li> <li>5. Exchange of international experience.</li> <li>6. Conclusions.</li> <li>7. Annexes.</li> </ol>
NSRD monitoring report	Achievement of objectives of the GDRD annual activity plan	Ministry	NCCRD	Every semester by the 30 <sup>th</sup> of the first month of the semester following the reference one	<p>Narrative text:</p> <ol style="list-style-type: none"> <li>1. Introduction with the analysis of economic tendencies in the regions, results of the previous reporting period.</li> <li>2. Executive summary: short description of the main outcomes of the reporting period, according to the objectives set for the respective year.</li> <li>3. Achievement of objectives in line with the GDRD annual activity plan.</li> <li>4. Cooperation with development partners in attracting donors and implementing investment and technical assistance projects in the field of regional development.</li> <li>5. Exchange of international experience.</li> <li>6. Conclusions.</li> <li>7. Annexes.</li> </ol>

NSRD monitoring report	Achievement of objectives of the GDRD annual activity plan	Ministry	GoM	Every year, by the 15 <sup>th</sup> of February of the year following the reference one	<p>Narrative text:</p> <ol style="list-style-type: none"> <li>1. Introduction with the analysis of economic tendencies in the regions, results of the previous reporting period.</li> <li>2. Executive summary: short description of the main outcomes of the reporting period, according to the objectives set for the respective year.</li> <li>3. Achievement of objectives in line with the GDRD annual activity plan.</li> <li>4. Cooperation with development partners in attracting donors and implementing investment and technical assistance projects in the field of regional development.</li> <li>5. Exchange of international experience.</li> <li>6. Conclusions.</li> <li>7. Annexes.</li> </ol>
Reports on the RD compartment in national strategic planning documents	Achievement of RD objectives in national strategic planning documents	Ministry	GoM	Every quarter	At the GoM's request

**Annex 2. Register of project proposals**

Period: from \_\_\_\_\_dd/mm/yy

till \_\_\_\_\_dd/mm/yy

No. /or	Number of project proposal by priority and programs	Regis. date	Name of project proposal	Administrative verified by RDA		Included in ROP		Sent to the MRDC		Assessed by MRDC		Approved by CCCRD		Included in PD		Approved to be financed		Project code assigned by the Ministry of Finance
				date /no	no and date of minutes	date /no	date and no of decision	date /no	date and no of covering letter	date /no	no and date of minutes	date /no	date and no of decision	date /no	date and no of GD	date /no	date and no of decision	
<b>PRIORITY 1 "Physical infrastructure rehabilitation"</b>																		
<b>PROGRAM 1 "Development and modernization of water and sewerage systems"</b>																		
1	1.1.1/crda-10																	
2	1.1.2/crda-10																	
<b>PROGRAM 2 "Modernisation and improvement of regional and local roads"</b>																		
3	1.2.1/ crda-10																	
4	1.2.2/ crda-10																	
<b>PROGRAM 3 "Development of airport infrastructure services and creation of border crossing points"</b>																		
5	1.3.1/ crda-10																	
6	1.3.2/ crda-10																	

**PRIORITY 2 “Supporting private sector development, especially in rural areas”**

***PROGRAM 4 “Human Resource Development”***

7	2.4.1/ crda-10																	
8	2.4.2/ crda-10																	

***PROGRAM 5 “Development of SME and business infrastructure”***

9	2.5.1/ crda-10																	
10	2.5.2/ crda-10																	

**PRIORITY 3 “Improvement of environmental factors and tourism attractiveness”**

***PROGRAM 6 “Environmental protection and prevention of natural disasters”***

11	3.6.1/ crda-10																	
12	3.6.2/ crda-10																	

***PROGRAM 7 “Improving tourist attraction”***

	3.7.1/ crda-10																	
	3.7.2/ crda-10																	

### **NOTE to fulfill the Register of project proposals**

1. The individual projects are kept under observation throughout the period of implementation and starting with the project proposal registration.
2. The inventory of the register of proposals is carried out by the specialist in the development, implementation and monitoring of ADR.
3. Each received project proposal is given the number which consists of priority order number, program order number, project proposal order number, toolbar, short name of the regional development agency, dash, last two digits of the registration year, (1.1.1/crda-10), (2.4.2/ crda-10), registration date.
4. The project proposal is monitored during the cycle of proposals until its funding approval or rejection. The table reflects the stages covered by the project proposal.
5. Following the approval of financing the project proposal by NCCRD, the Ministry of Finance will assign a code to the project, after that will be further pursued. When developing the project monitoring reports, a reference will be made to the code assigned by the Ministry of Finance.
6. \* dd/mm/yy means date / month / year.
7. \*\* p-v means Minutes.

**Annex 3. Reports prepared and submitted by the project manager**

Once we reached the implementation phase, the monitoring report of activities conducted under the project implementation plan will be developed for each project.

The project assessment development will be based on weekly or even more frequent visits to the project site. The said report shall be prepared by the project manager to each output at the project implementation place, as well as by other employees of RDA responsible for project implementation (see the form report below).

**Report 1. On monitoring the implementation of activities according to the  
project implementation plan**

**REGIONAL DEVELOPMENT AGENCY \_\_\_\_\_**

**R E P O R T**

**on monitoring the implementation of activities according to the  
project implementation plan**

Project code \_\_\_\_\_

Project name \_\_\_\_\_

Reporting period: \_\_\_\_\_

	Planned activity	Deadline for implementation	Outcome / product	Challenges / barriers project implementation	Conclusions and decisions taken to address difficulties
1					
2					
3					

Executor of the report \_\_\_\_\_ (name, surname)  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ (signature)

Report submission date \_\_\_\_\_

Monthly, the project manager will develop the Report on individual project budget recovery for the projects that have reached the implementation phase (see the form report below).

## **Report 2. Report on individual project budget recovery**

**REGIONAL DEVELOPMENT AGENCY \_\_\_\_\_**

### **REPORT ON INDIVIDUAL PROJECT BUDGET RECOVERY**

**(monthly)**

**January - \_\_\_\_\_ 201\_\_**

Project code \_\_\_\_\_

Project name \_\_\_\_\_

Priority name \_\_\_\_\_

Program name \_\_\_\_\_

Applicant name \_\_\_\_\_

Project implementation duration \_\_\_\_\_

Color assigned to the project \_\_\_\_\_

(green, yellow, red)

Report submission date \_\_\_\_\_ 201\_\_

## **CONTENTS OF THE REPORT**

**1. Individual project budget recovery for reporting period**

**2. Informative note on project implementation**

## NOTE:

1. The report for each individual project shall be completed on a monthly basis.
2. The report shall be submitted monthly to RDA Director, ***until the 10th*** of the following month of the reporting period, by the project manager.
3. The report shall be completed in the basis of accounting documentation, cumulative from the beginning of the year. Monitoring of project implementation is based on weekly (or more frequent) visits, conducted by the project manager.
4. The financing sources, received later, are to be specified by adding the corresponding lines. The applicant's contribution will be reflected in report based on the supporting information.
5. Approved financial means constitute:  
total - the total value of projects approved by decision of NCCRD;  
  
including the reporting year - project value approved for funding in the reporting year.
6. Contracted financial means constitute:  
total – the total value of procurement contracts concluded for project implementation;  
  
including the reporting year - value of procurement contracts concluded for project implementation in the reporting year.
7. The financial means invoiced represent the value of invoices submitted by economic operators showing the execution of works, services, procurement of goods.
8. The financial means transferred from MDRC to ADR are financial means transferred on RDA accounts by MRDC on the basis of acts of acceptance, invoices and other confirmatory documents.
9. The incurred costs are financial means transferred by RDA to economic operators for the executed works, rendered services, goods purchased in the basis of accounting documentation. Such expenses shall also include the performance guarantee of executed works, rendered services, purchased goods.
10. The project shall be rated as green, yellow and red.
11. The decision on project evaluation according to color, shall be taken by the Committee established within RDA, composed of: RDA Director, specialist project design, implementation and monitoring, project manager, other persons directly involved in the project implementation.



12. Evaluation criteria for assigning color corresponding to the project:  
*Green*: the project is implemented according to the implementation plan.

*Yellow*: (the project meets some difficulties and needs a more detailed monitoring):

1. Deviations from the schedule of project implementation's works execution.
2. Project financing:
  - Delays in allocation of financial means for the respective project;
  - Works unfinished in due time;
  - Expenses exceeding;
  - Delays in providing specific contributions (workers, materials)

*Red*: (the project has major issues and requires a detailed assessment of design or project management):

1. Force majeure events:
  - Natural disasters
  - Misappropriation of funds
  - Major mistakes in designing
  - Inadequate period for execution of works.

13. The project code is assigned by the Ministry of Finance, according to the project funding plan.

14. The report shall contain the information note on implementation of activities from project implementation plan. If the project is evaluated as yellow or red, the note shall display the reason and plan of actions to be taken in order to direct the project in the right direction. The note shall be signed by the project manager.

**INDIVIDUAL PROJECT BUDGET RECOVERY**

January - \_\_\_\_\_ 201\_\_

Budgetary structure of financing sources	Financial means						Expenses incurred														
	approved		contracted		invoiced	transferred from MRDC to RDA	Total	January	February	March	April	May	June	July	August	September	October	November	December	Balance at end of the reporting period compared to the amount of funding approved for the reporting year	
	total	incl. in the rep. year	total	incl. in the rep. year																	
1	000 002	3	4	5	00000 6	000007	8	9	10	11	12	13	14	15	16	17	18	19	20	21= 3-8	
<b>Construction works, mounting according to technical project, total</b>	0	0	0	0	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>NFRD</b>							0														0
<b>LPA</b>							0														0
<b>GIZ</b>							0														
<b>Others (to specify)</b>	0			0	0			0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Services (total)</b>							0														0

<b>NFRD</b>							0														0
<b>LPA</b>							0														0
<b>GIZ</b>							0														
<b>Others (to specify)</b>							0														
<b>Equipment, furniture, inventory, total</b>	0			0	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>NFRD</b>							0														0
<b>LPA</b>							0														0
<b>GIZ</b>							0														0
<b>Others (to specify)</b>																					
<b>Administrative expenses (total)</b>	0			0	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>NFRD</b>																					
<b>LPA</b>							0														0
<b>GIZ</b>							0														0
<b>Others (to specify)</b>																					
<b>Other expenses</b>																					

<b>(total)</b>	0			0	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>NFRD</b>																					0
<b>LPA</b>							0														0
<b>GIZ</b>							0														
<b>Others (to specify)</b>							0														0
<b>Total project costs</b>	0			0	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>NFRD</b>							0														0
<b>LPA</b>							0														0
<b>GIZ</b>							0														0
<b>Others (to specify)</b>	0			0	0			0	0	0	0	0	0	0	0	0	0	0	0	0	

Countersigned by:

RDA Director \_\_\_\_\_/name, surname/ \_\_\_\_\_/signature/

RDA Chief Accountant \_\_\_\_\_/name, surname/ \_\_\_\_\_/signature/

Specialist in design, implementation and monitoring of projects \_\_\_\_\_/name, surname/ \_\_\_\_\_/signature/

Project manager \_\_\_\_\_/name, surname/ \_\_\_\_\_/signature/

Phone: \_\_\_\_\_

E-mail: \_\_\_\_\_

Quarterly, the project manager will develop the individual project monitoring report for each project under development. It shall contain more extensive information than the monthly report on individual project budget recovery (see the form report below).

**Report 3. Quarterly report on individual project monitoring**

**REGIONAL DEVELOPMENT AGENCY \_\_\_\_\_**

**REPORT ON INDIVIDUAL PROJECT MONITORING**

**(quarterly)**

**January - \_\_\_\_\_ 201\_\_**

Project code \_\_\_\_\_

Project name \_\_\_\_\_

Priority name \_\_\_\_\_

Program name \_\_\_\_\_

Applicant name \_\_\_\_\_

Project implementation duration \_\_\_\_\_

Report submission date \_\_\_\_\_ 201\_\_

**CONTENTS OF THE REPORT**

- 1. General information**
- 2. Product and result indicators**
- 3. Informative note on project implementation**
- 4. Annex: Monthly report on individual project budget recovery for the respective reporting period.**

**NOTE:**

1. The report shall be completed on a quarterly basis for each individual project;

2. The report shall be submitted quarterly to RDA Director, until the 10th of the following month of the reporting period, by the project manager;
3. The report, after approval by the Director of RDA will be presented to CDR and respectively MRDC (SSR).
4. The report shall be completed in the basis of accounting documentation, cumulative from the beginning of the year. Monitoring of project implementation is based on weekly (or more frequent) visits, conducted by the project manager;
5. Product and result indicators will be established in accordance with the project typology;
6. The project baseline indicators and expected results will be taken up from project proposals and verified at the project implementation place based on confirmation documents submitted by the applicant.
7. Monitoring indicators, during project implementation, shall be collected taking into account the confirmation documents presented by the beneficiary, by placing copies of relevant documents in the project file (copies of service contracts, business registration certificates, decisions of LPA, others).
8. The indicator values will be submitted on a quarterly basis, cumulative from the beginning of the project.
9. The financing sources, received later, are to be specified by adding the corresponding lines. The applicant's contribution will be reflected in report based on the supporting information.
10. The project shall be rated as green, yellow and red.
11. The decision on project evaluation according to color, shall be taken by the Committee established within RDA, composed of: RDA Director, specialist project design, implementation and monitoring, project manager, other persons directly involved in the project implementation.

12. Evaluation criteria for assigning color corresponding to the project:

*Green:* the project is implemented according to the implementation plan.

*Yellow:* (the project meets some difficulties and needs a more detailed monitoring):

1. Deviations from the schedule of project implementation's works execution.
2. Project financing:
  - Delays in allocation of financial means for the respective project;
  - Works unfinished in due time;

- Expenses exceeding;
- Delays in providing specific contributions (workers, materials)

*Red:* (the project has major issues and requires a detailed assessment of design or project management):

1. Force majeure events:

- Natural disasters
- Misappropriation of funds
- Major mistakes in designing
- Inadequate period for execution of works.

13. The project code is assigned by the Ministry of Finance, according to the project funding plan;

14. The decision on project evaluation according to color, shall be taken by the Committee established within RDA, composed of: RDA Director, specialist project design, implementation and monitoring, project manager, other persons directly involved in the project implementation.

**1. GENERAL INFORMATION**

Project cost as approved budget, thousand MDL: \_\_\_\_\_

Financial means approved after funding, total, thousand MDL: \_\_\_\_\_

including NFRD: \_\_\_\_\_

LPA \_\_\_\_\_

GIZ \_\_\_\_\_

Others (specify): \_\_\_\_\_

Project implementation period, months \_\_\_\_\_

Project assigned color (green, yellow, red) \_\_\_\_\_

Financial means and project expenses	Total	Including		
		2010	2011	2012
Contracted financial means				

Financial means transferred from MRDC to RDA				
Planned project expenditures according to the funding plan				
Project costs incurred				

## 2. PRODUCT AND RESULT INDICATORS

Product and result indicators are determined by typologies of projects according to the priorities established in the strategic planning documents at regional level.

At early stage of regional development, in regions, were established three priorities, which are set out in regional development strategies of North, Central and South regions:

- physical infrastructure rehabilitation;
- support of private sector development, especially in rural areas;
- improvement of environmental and tourist attraction factors.

Thus, given the set priorities, the following types of projects were determined:

- solid waste management;
- water supply and sewerage services;
- road infrastructure;
- improvement of tourism attractiveness;
- energy efficiency.

Below is exposed, as a model, the product and result list of indicators for a project

in solid waste management. The list of indicators may be supplemented depending on the purpose and specific objectives of the project.

The report will reflect project baseline indicators which will be taken from project proposal and verified at project location by RDA staff. The expected results will also be taken from the project proposal. The indicator values will be presented on a quarterly basis, cumulative from the beginning of project implementation.



**Extension of integrated solid waste management of Soldanesti Town in 7 localities from Soldanesti and Rezina District.**

**Applicant:** Soldanesti Town Hall

**Priority 3:** Improvement of environmental factors and tourism attractiveness

**Measure 3.2:** Development of integrated solid waste management systems, including separate collection, recycling and creation of modern polygons for unrecyclable waste storage.

**Project implementation period:** 24 months

Indicator name	unit	initial values	expected results	2011				2012			
				trim I	trim II	trim III	trim IV	trim I	trim II	trim III	trim IV
<b>Output indicators:</b>											
1. Localities benefiting from sanitation service	No. of localities										
2. Trained persons, total, including	No. persons										
men											
women											
of which:											
service employees, including											
men											
women											
LPA representatives, including:											
men											
women											
3. Informed persons	No. persons										
4. Awareness and information campaign, including											
TV-radio shows	No. shows										
publications in local and national	No. publicat										
Press conferences	No. conf.										
information booklets	No. booklets										
informational posters	No. posters										
banners for awareness campaigns	No. banners										
others (specify)											
5. Expenses for arrangement and environmental protection	Thousand MDL										
<b>Result indicators:</b>											
1. New created enterprises	No. companies										
2. New jobs, including:	No. jobs										
short term											
long term											
3. Population with improved access to sanitation services	No. persons										

4. Contracts concluded for separate collection of municipal waste,	No. contracts										
Economic agents											
Public institutions											
households											
5. The total amount of solid waste collected separately and delivered to recycling, including:	tons										
paper											
glass											
plastic											
6. Unauthorized dumps liquidated	No. dumps										

**Annex 4. Reports prepared and submitted by the specialist in design,  
implementation and monitoring of projects**

During the monitoring and evaluation process of projects, the monitoring funding sources is also very important. Thus, on a quarterly basis, the specialist in design, implementation and monitoring of projects will develop and present to CRD and MRDC, the quarterly report on financing sources monitoring (see the form report below).

**Report 1. The quarterly report on financing sources monitoring**

**REGIONAL DEVELOPMENT AGENCY \_\_\_\_\_  
REPORT ON FINANCING SOURCES MONITORING  
(quarterly)**

January - \_\_\_\_\_ 201\_\_

Report submission date \_\_\_\_\_ 201\_\_

**CONTENTS OF THE REPORT:**

- 1. Financial means monitoring**
- 2. Informative note on implementation process of regional development projects under development**
- 3. ANNEX: Monitoring reports of quarterly individual projects for that respective reporting period.**

**NOTE:**

1. The report is developed by the RDA the specialist in design, implementation and monitoring of projects.
2. The report is presented on a quarterly basis, until the 10th of the following month of the reporting period, to the Regional Council for Development and Ministry of Regional Development and Construction, cumulative from the beginning of the year and represents the consolidated information of monthly reports on individual project budget recovery.
3. The financing sources, received later, are to be specified by adding the corresponding lines.
4. The reporting year is the current budget year to which it relates.
5. The reporting period is the quarter for which it is reported.
6. The projects will be assessed as green, yellow and red.
7. The decision on project evaluation according to color, shall be taken by the Committee established within RDA, composed of: RDA Director, specialist project design, implementation and monitoring, project manager, other persons directly involved in the project implementation.

8. Evaluation criteria for assigning color corresponding to the project:

Green: the project is implemented according to the implementation plan.

Yellow: (the project meets some difficulties and needs a more detailed monitoring):

1. Deviations from the schedule of project implementation's works execution.

2. Project financing:

- Delays in allocation of financial means for the respective project;
- Works unfinished in due time;
- Expenses exceeding;
- Delays in providing specific contributions (workers, materials)

Red: (the project has major issues and requires a detailed assessment of design or project management):

1. Force majeure events:

- Natural disasters

- Misappropriation of funds
- Major mistakes in designing
- Inadequate period for execution of works.

9. If the project is evaluated as yellow or red, the note shall display the reason and plan of actions to be taken in order to direct the project in the right direction.

10. The project code is assigned by the Ministry of Finance, according to the project funding plan.

11. The informative note of the report shall contain a brief description of the implementation of each project under development, taking into account the color assigned to project implementation (green, yellow and red). Note shall be signed by the specialist in the design, implementation and monitoring projects.

**1. FINANCIAL MEANS MONITORING DURING THE YEAR 201\_\_\_\_\_**

No.	Project code	Project name	Source and amount of financial means approved during project implementation						Contracted financial means	Expenses incurred											Balance at the end of reporting period  amount of funding approved for the reporting period	Project evaluation by color (green, yellow, red)	
			total	NFRD		LPA	GIZ	Others (sp)		total	incl. for report. year	total	NFRD	LPA	GIZ	Others (sp)	including reporting period						
				total	incl. for rep. year												total	NFRD	LPA	GIZ			Others (sp)
1	2	3	4=5+7+8+9	5	6	7	8	9	11	12	12=13+14+15+16	13	14	15	16	17=18+19+20+21	18	19	20	21	22=6-12	23	
<b>1. PRIORITY 1 "Physical Infrastructure Rehabilitation"</b>																							
<i>PROGRAM 1 "Development and modernization of water and sewage systems"</i>																							
1																							
2																							

	<b>PROGRAM 2 “Modernisation and improvement of regional and local roads”</b>																				
3																					
4																					
	<b>PROGRAM 3 “Development of airport infrastructure services and creation of border crossing points”</b>																				
5																					
6																					
	<b>Total Priority 1</b>																				
	<b>PRIORITY 2 “Supporting private sector development, especially in rural areas”</b>																				
	<b>PROGRAM 4 “Human Resource Development”</b>																				
7																					
8																					
	<b>PROGRAM 5 “Development of SME and business infrastructure”</b>																				
9																					
10																					
	<b>Total Priority 2</b>																				
	<b>PRIORITY 3 “Improvement of environmental factors and tourism attractiveness”</b>																				
	<b>PROGRAM 6 “Environmental protection and prevention of natural disasters”</b>																				
11																					
12																					

<b>PROGRAM 7 "Improving tourist attraction"</b>																					
13																					
14																					
<b>Total Priority 3</b>																					
<b>Total RDA</b>																					

RDA Director \_\_\_\_\_/name, surname/ \_\_\_\_\_/signature/

RDA Chief Accountant \_\_\_\_\_/name, surname/ \_\_\_\_\_/signature/

–

Specialist in design, implementation and monitoring of projects \_\_\_\_\_/name, surname/ \_\_\_\_\_/signature/

Project manager \_\_\_\_\_/name, surname/ \_\_\_\_\_/signature/

Phone: \_\_\_\_\_

E-mail: \_\_\_\_\_

