

**Project 'Modernization of Local Public Services' (MLPS) - phase 2
Operational Plan (2020-2021)**

No.	Output/Milestone	Timeframe/year								Responsible	Support by	Stakeholders	
		2016	2017	2018	2019	2020							2021
						Q I	Q II	Q III	Q IV				
Project Objective (Outcome)	The framework conditions for a citizen-oriented implementation of regional development policy in priority sectors of local public service provision are improved.												
Project Objective Indicator (POI) 1	75 % of the beneficiaries (partner local public authorities, represented by the local councils) and 75% of involved stakeholders (members of the Regional Development Councils and Regional Development Agencies) are satisfied with the processes of planning and implementation of the infrastructure investment measures in priority sectors of local public service provision (water supply and sanitation (WSS), solid waste management (SWM), energy efficiency of public buildings (EE), regional and local roads (RLR)) Baseline value: 0 Target value: 75 % of the representatives of 52 benefitting LPAs and 75 % of the representatives of 8 involved stakeholder institutions express a level of 4 or more on a six-level scale with 1 = strongly dissatisfied and 6 = very satisfied										Project manager	RBM	MARDE, RDCs, RDAs
Project Objective Indicator (POI) 2	Regional Development Councils (RDCs) confirmed, in coordination with relevant sector ministries, the implementation of 18 in a participatory and gender sensitive way established infrastructure investment measures, which are in line with the regional sector programmes as well as the regional development strategies. Baseline value: 0 Target value: 18 infrastructure projects are confirmed by the RDCs to be ready for operation.										RDCs	PAU	MARDE/RDAs
Project Objective Indicator (POI) 3	The National Coordination Council for Regional Development (NCCRD) confirmed that financing of investment measures for improved service provision in the priority sectors, granted by national funds and the international donors, has increased by 465%. Baseline value: EUR 28.3 million (EUR 7.7 million via the National Fund for Regional Development and approximately EUR 20.6 million granted via international bilateral investments). Target value: EUR 132.7 million (increase of baseline value by 465%)										MARDE	PAU	Other ministries, donors, civil society
Specific Objective (SO) A	MARDE puts in place a coherent framework for the effective implementation of national regional development policy in priority sectors.								MARDE	PAU	Line ministries		
Specific Objective Indicator (SOI) A.1	2 National Strategies for Regional Development (NSRD), which were elaborated in a participatory way (1 for the phase 2016-2020, 1 for the phase 2021-2025), are confirmed by the NCCRD. Baseline value: 0 (no strategy exists for this period) Target value: 2 strategies.										MARDE	PAU	NCCRD, RDCs
A.1.1	NSRD 2016-2020 is developed	x									MARDE	PAU	NCCRD/RDCs
A.1.2	NSRD 2016-2020 presented and discussed/debated at public hearings	x									MARDE	PAU	NCCRD/RDCs
A.1.3	NSRD 2016-2020 is approved by the Government of the Republic of Moldova taking into consideration the recommendations presented	x									MARDE	PAU	NCCRD/RDCs
A.1.4	NSRD 2016-2020 is approved by the Parliament of the Republic of Moldova	x									MARDE	PAU	NCCRD/RDCs
A.1.5	The concept for the new RD Paradigm is developed				x						MARDE	PAU	NCCRD/RDCs
A.1.6	The concept for the new RD Paradigm is approved by NCCRD					x					MARDE	PAU	NCCRD/RDCs
A.1.7	Draft NSRD post 2020 is developed in a participatory way								x		MARDE	PAU	NCCRD/RDCs
A.1.8	Draft NSRD post 2020 is presented and discussed/debated at public hearings									x	MARDE	PAU	NCCRD/RDCs
A.1.9	Draft NSRD post 2020 is approved by NCCRD									x	MARDE	PAU	NCCRD/RDCs
A.1.10	Draft concept on call for proposals from NFRD is elaborated							x			MARDE	PAU	NCCRD
A.1.11	Draft concept on call for proposals from NFRD is approved by NCCRD									x	MARDE	PAU	NCCRD
Specific Objective Indicator (SOI) A.2	3 (existing) legislative and normative documents regarding the regulation of regional development and involved institutions (e. g. the decrees on the National Fund for Regional Development, the Law on Regional Development, procedure manuals) were reviewed and if needed adjusted by the responsible state bodies regarding their accordance with the requirements of the EU Association Agreement. Baseline value: 0 Target value: 3 reviewed/adjusted legislative and normative documents										MARDE	PAU	NCCRD, RDCs
A.2.1	Joint contributions to the development of new Regulation on WSS standards is provided			x							MARDE	PAU	NCCRD, RDCs
A.2.2	Public policy on urban development/centres for urban development is developed			x							MARDE	PAU	NCCRD, RDCs
A.2.3	Public policy on urban development/centres for urban development is publicly consulted				x						MARDE	PAU	NCCRD, RDCs
A.2.4	Programme on urban development/centres for urban development is developed							x			MARDE	PAU	NCCRD, RDCs
A.2.5	Programme on urban development/centres for urban development is approved by NCCRD								x		MARDE	PAU	NCCRD, RDCs
A.2.6	The draft Regulation on Administration of NFRD and NEF is developed			x							MARDE	PAU	NCCRD, RDCs
A.2.7	New draft Law on RD is adjusted taking into account the new RD paradigm and possible territorial-administrative reform									x	MARDE	PAU	NCCRD, RDCs
A.2.8	New draft Law on RD is publicly consulted									x	MARDE	PAU	NCCRD, RDCs
A.2.9	New draft Law on RD is approved by Government									x	MARDE	PAU	NCCRD, RDCs
A.2.10	Relevant normative documents, including on spatial planning are amended/developed in accordance with the best practices								x	x	MARDE	PAU	NCCRD, RDCs

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A.2.11	Advisory support to Parliamentary Committee on Environment and Regional Development is provided in accordance with the agreed work plan								x	x	MARDE	PAU	Parliamentary Committee on Environment and Regional Development
Specific Objective Indicator (SOI) A.3	A results-based monitoring system for steering the NSRD/RDSs is approved by national and regional development councils (NCCRD, RDC) Baseline value: 0 Target value: One RBM system										MARDE	PAU	NCCRD, RDCs
A.3.1	Technical evaluation of proposals from the 3rd RD Call for Proposal is carried out		x								MARDE	PAU	NCCRD, RDCs
A.3.2	RBM for NSRD and RDS is revised and approved			x							MARDE	PAU	NCCRD, RDCs
A.3.3	Revised RBM for NSRD and RDS is applied. Reports on implementation of NSRD and RDS are available.				x	x		x		x	MARDE	PAU	NCCRD, RDCs
A.3.4	RBM for programmes/projects funded from NFRD (and possibly NEF) is revised and harmonized with the NSRD RBM framework							x			MARDE	PAU	NCCRD, RDCs
A.3.5	Concept for Digitalization of Project Management System of the projects funded from NFRD (with possible extension to NEF) is developed				x						MARDE	PAU	NCCRD, RDCs
A.3.6	Concept for the Database for the projects funded from NFRD (with possible extension to NEF) is approved by MARDE								x		MARDE	PAU	NCCRD, RDCs
A.3.7	Database for the projects funded from NFRD (with possible extension to NEF) is developed									x	MARDE	PAU	NCCRD, RDCs
A.3.8	Impact evaluation of selected Regional Development Projects is carried out and results are presented to relevant stakeholders	x	x	x	x					x	MARDE	PAU	NCCRD, RDCs
A.3.9	Support to MARDE in establishing of the mechanism for implementation of EIB loan in SWM is provided, including updating of FS for SWM Zone 5							x	x		MARDE	PAU	NCCRD
A.3.10	Capacity of MARDE and RDAs in RBM is enhanced (advisory support, workshops, study visits)			x	x			x		x	MARDE	PAU	NCCRD, RDCs
A.3.11	RBM system for the programme and projects level is revised and approved by MARDE								x		MARDE, RDAs	PAU	NCCRD, RDCs
Specific Objective (SO) B	The capacities of RDCs and partner LPAs to plan, coordinate and implement are improved.										RDCs	PAU	RDAs, MARDE
Specific Objective Indicator (SOI) B.1	Regional sector commissions, consisting of representatives of various government levels, civil society and sector specialists, reported annually on the sector-specific implementation of RDSs in at least 2 sectors (WSS, SWM) to the respective responsible RDCs. Baseline value: 0 Target value: 8 reports (1 report per sector per development region)										RDCs	PAU	RDAs, MARDE
B.1.1	RDCs functionality is assessed	x									PAU	RDAs	RDCs/MARDE
B.1.2	The support package for RDAs and RDCs is defined and agreed with partners		x								PAU	RDAs	RDCs/MARDE
B.1.3	RDCs' regulations are revised in order to formalise the establishing of Regional Sector Commissions		x								RDCs	RDAs/PAU	MARDE
B.1.4	RSC Regulations are approved by RDCs		x								RDCs	RDAs/PAU	MARDE
B.1.5	RSCs in 2 fields (WSS and EE or SWM) from 3 regions are created by RDCs		x								RDCs	RDAs/PAU	MARDE
B.1.6	RSCs in at least 2 domains from Gagauzia Development Region are created by RDC			x							RDC	RDA/PAU	MARDE
B.1.7	MLPS support for RDCs/RSCs secretariat from 4 Development Regions is agreed with partners		x								MARDE/RDAs	PAU	RDCs/RSCs
B.1.8	The work plans and activities of RSCs, are prepared and approved with support of contracted experts in WSS and SWM sectors			x							RSCs	RDAs/PAU	MARDE
B.1.9	Baseline studies for two sectors (WSS and SWM) for 3 DRs (North, Centre and South), including collecting of data and recommendations for development are ready and discussed at RSCs			x							RSCs	RDAs/PAU	RDCs/MARDE
B.1.10	Experience exchange for RSC members from each DR is insured by organizing a study visit to successful projects (WSS and SWM sectors) from neighboring countries			x							RDAs	PAU	RDCs/RSCs
B.1.11	Information portals dedicated for RDC/RSC members from 4 Development Regions are functional and updated			x	x						RDCs	PAU	MARDE
B.1.12	Training of RDC/RSC members is institutionalized through the Academy of Public Administration			x							PAU	APA	MARDE
B.1.13	The report on lessons learned and recommendations on the support already provided during 2017-2019 for further strengthening the capacities of RDCs is available and consulted with partners				x						PAU	RDAs	RDCs/MARDE
B.1.14	Advisory support in creation of the new composition of RDCs from 4 Development Regions is provided				x	x					RDCs	RDAs/PAU	MARDE
B.1.15	Financing agreements with 4 RDAs for the support of corresponding RDCs are signed							x			PAU/RDCs	RDAs	MARDE
B.1.16	Internal and external communication and visibility of RDCs is improved								x	x	RDCs/RDAs	PAU	NCCRD/MARDE
B.1.17	Intra- and inter-regional exchange of RDC members is enhanced								x	x	RDCs/RDAs	PAU	NCCRD/MARDE
B.1.18	Platforms for identifying/analysing sectoral issues and regional development opportunities are functional								x	x	RDCs/RDAs	PAU	NCCRD/MARDE
B.1.19	4 Draft RDSs or ROPs post 2020 are developed by RDAs in a participatory way								x		RDAs	PAU	RDCs/MARDE
B.1.20	4 Draft RDSs or ROPs post 2020 are publicly consulted									x	RDAs	PAU	RDCs/MARDE
B.1.21	4 Draft RDSs or ROPs post 2020 are approved by RDCs									x	RDCs	PAU	RDAs, MARDE
B.1.22	Support for RDAs in preparation and presentation to RDCs meetings of Progress Reports on implementation of RDS for July-December 2019 is provided						x				RDAs/RSCs	PAU	RDCs/MARDE
B.1.23	Support for RDAs in preparation and presentation to RDCs meetings of Progress Reports on implementation of RDS for January-June 2020 is provided								x		RDAs/RSCs	PAU	RDCs/MARDE
Specific Objective Indicator (SOI) B.2	3 selected project proposals from the project pipelines (WSS, EE and RLR) are promoted to donors and national funds in at least 3 events for the newly established Gagauzia Development Region, based on the regional sector programmes Baseline value: 0 Target value: 3 project proposals										RDA Gagauzia	PAU	RDC Gagauzia
B.2.1	3 Regional Sector Programmes for ATU Gagauzia (WSS, EE and RLR), including list of possible project concepts are developed			x							RDA/RDC Gagauzia	PAU	MARDE
B.2.2	3 Regional Sector Programmes for ATU Gagauzia (WSS, EE and RLR) are approved			x							RDA/RDC Gagauzia	PAU	MARDE
B.2.3	The results from the participative planning processes in WSS and EE in public buildings and RLR sectors for Gagauzia Development Region are presented to donor community				x	x					RDA/RDC Gagauzia	PAU	MARDE

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B.2.4	3 Selected project proposals from the project pipelines (WSS, EE and LRL) are promoted in at least 3 events								x	x	RDA/RDC Gagauzia	PAU	MARDE
Specific Objective Indicator (SOI) B.3	Local Development Plans of 25 partner LPAs (I and II), elaborated in a participatory way, reflect the priorities of RDSs in at least 1 sector (WSS or EE). Baseline value: 0 Target value: 25 Local Development Plans										LPAs	PAU	RDA/RDCs
B.3.1	2 WSS chapter from SEDS (Edinet and Falesti rayons) are updated/developed in a participative way and adequately reflect social and gender aspects			x							LPAs	PAU	RDA/RDCs
B.3.2	2 EE programm/plan in public buildings (Balti municipality and Singerei rayon); 2 WSS chapter from SEDS (Drochia and Riscani Rayons); 9 WSS chapter from Local Development Plan (Edinet town, Falesti town, Drochia town and Pascauti, Damascani, Proscureni, Galasani, Malaiesti and Hiliuti communities); are updated/elaborated in a participative way and adequately reflect social and gender aspects			x	x						LPAs	PAU	RDA/RDCs
B.3.3	2 WSS chapter from SEDS (Ungheni and Calarasi Rayons); 2 WSS chapter from Local Development Plan (Ungheni town and Calarasi town); are updated/developed in a participative way and adequately reflect social and gender aspects			x							LPAs	PAU	RDA/RDCs
B.3.4	4 EE programmes/plans in public buildings (Soldanesti, Dubasari, Ungheni and Straseni rayons) are updated/developed in a participative way and adequately reflect social and gender aspects			x							LPAs	PAU	RDA/RDCs
B.3.5	1 WSS chapter from SEDS (Cahul rayon); 2 WSS chapter from Local Development Plan (Pelenei and Gavanoasa commune); are updated/developed in a participative way and adequately reflect social and gender aspects			x							LPAs	PAU	RDA/RDCs
B.3.6	1 EE programm/plan in public buildings (Basarabasca rayon) is updated/developed in a participative way and adequately reflect social and gender aspects			x							LPAs	PAU	RDA/RDCs
B.3.7	LPAs benefit on support and exchange of experience in planning processes in EE sector through GIZ Regional Office in EE			x							PAU	RDA/RDCs	LPAs
B.3.8	LPAs benefit on exchange of experience in planning processes in EE in public buildings and WSS sectors through in country study visits				x						RDA/RDCs	PAU	LPAs
B.3.9	(x) regional workshop(s) on lessons learned, recommendations and next steps for improving energy efficiency planning is organized				x						EEA	PAU	RDA/RDCs
B.3.10	Lessons learnt from participatory local planning in EE in public buildings and WSS sectors are compiled and disseminated				x			x			PAU	RDA/RDCs	LPAs
B.3.11	(1) workshop for RDA specialists in elaboration of project proposals is organized								x		PAU	MARDE	RDA/RDCs
B.3.12	The support for RDAs in organizing at least (2) workshops per region for LPAs on strategic sectoral planning, including data collection, is provided								x	x	RDA/RDCs	PAU	LPAs/RDCs
Specific Objective (SO) C	RDAs are capacitated to implement the public service projects developed within the regional sector programmes.										RDAs		RDCs, MARDE
Specific Objective Indicator (SOI) C.1	18 public service projects in the field of water supply and sanitation and energy efficiency in public buildings are implemented in a transparent way by the RDAs North, Centre and South. Baseline value: 0 projects implemented, 40 projects eligible for funding Target value : 18 projects with an investment volume of approx. EUR 35 million are implemented										RDAs	PIU	RDCs, MARDE
C.1.1	Technical endorsement of 15 WSS Feasibility Studies by GIZ Construction Department is obtained		x										
C.1.2	Technical endorsement of 8 EE Audit Reports by GIZ Construction Department is obtained		x										
C.1.3	Technical endorsement of 8 EE Audit Reports by Energy Efficiency Agency is obtained		x										
C.1.4	1 contract are signed with design companies for project in WWS (RDA South, Pelenei-Gavanoasa-Vulcanesti WSS)		x										
C.1.5	RD Centre: 3 LPAs that endorse the preferred option from feasibility study in WSS (Ungheni, Calarasi, Ustia)		x										
C.1.6	RD South: 10 LPAs that endorse the preferred option from feasibility study in WSS (Pelenei, Gavanoasa, Vulcanesti Filipeni, Romanovca, Cupcui, Iargara, Leova, RC Leova, RC Cahul)		x										
C.1.7	RD North: 7 LPAs that endorse the preferred option from feasibility study in WSS (Edinet, Falesti, Drochia, Galaseni, Hiliuti, Costesti, RC Riscani)		x										
C.1.8	RD Centre: 4 LPAs that endorse the preferred option from the feasibility study in EE in public buildings (Ungheni, Soldanesti, Straseni, Dubasari)		x										
C.1.9	RD South: 2 LPAs that endorse the preferred option from the feasibility study in EE in public buildings (Leova, Basarabasca)		x										
C.1.10	RD North: 2 LPAs that endorse the preferred option from the feasibility study in EE in public buildings (Singerei, Balti)		x										
C.1.11	18 TORs (technical design theme) for design companies are develop and approved by GIZ Construction Department (GIZ CD) (8 in EE sector and 10 in WSS sector)		x										
C.1.12	The organisation of 18 public procurement procedures for design services is ensured by 3 RDAs according to the approved public procurement procedures			x									
C.1.13	17 contracts are signed with design companies (8 in EE sector and 9 in WSS sector)			x									
C.1.14	18 detail designs (8 in EE sector and 10 in WSS sector) are completed considering gender and social aspects and approved by GIZ Construction Department.												
C.1.14.1	RDA Centre; Detail design for 3 projects in WSS are completed: Ungheni, Ustia, and Calarasi WSS projects				x								
C.1.14.2	RDA Centre; GIZ Construction Department approved detail design for 3 projects in WSS: Ungheni, Ustia, and Calarasi WSS projects				x								
C.1.14.3	RDA Centre; Detail design for 4 projects in EE are completed: Straseni, Ungheni, Holercani and Soldanesti EE Projects in public buildings.				x								
C.1.14.4	RDA Centre; GIZ Construction Department approved detail design for 4 projects in EE : Straseni, Ungheni, Holercani and Soldanesti EE Projects in public buildings.				x								
C.1.14.5	RDA South; GIZ Construction Department approved detail design for 3 projects in WSS : Lebedenco, Vulcanesti, Alexandru Ioan Cuza municipalities, Leova town sewerage system and internal water supply for Iargara, Filipeni, Romanovca and Cupcui municipalities.				x								
C.1.14.6	RDA South; Detail design for 2 projects in EE are completed: Leova and Basarabasca EE Projects in public buildings.				x								

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C.1.14.7	RDA South ; Detail design for 3 projects in WSS: Lebedenco, Vulcanesti, Alexandru Ioan Cuza municipalities, Leova town sewerage system and internal water supply for Iargara, Filipeni, Romanovca and Cupcui municipalities are completed and transferred to LPAs				x									
C.1.14.8	RDA South ; GIZ Construction Department approved detail design for 2 projects in EE : Leova and Basarabasca EE Projects in public buildings.				x									
C.1.14.9	RDA North ; Detail design for 4 projects in WSS are completed : Riscani, Falesti, Edinet and Drochia WSS projects.				x									
C.1.14.10	RDA North ; GIZ Construction Department approved the detail design for 4 projects in WSS:Riscani, Falesti, Edinet and Drochia WSS projects.				x									
C.1.14.11	RDA North ; Detail design for 2 projects in EE are completed: Flaminzeni and Balti EE Projects in public buildings.				x									
C.1.14.12	RDA North ; GIZ Construction Department approved the detail design for 2 projects in EE : Flaminzeni and Balti EE Projects in public buildings.				x									
C.1.15	3 RDAs ensure the development of 18 sets of technical design documents in conformity with the requirements of tender documents													
C.1.15.1	RDA Centre ensure the development of 7 packages (3 in WSS and 4 in EE sector) of technical design documents in conformity with the requirements of tender documents				x									
C.1.15.2	RDA South ensure the development of 5 sets (3 in WSS and 2 in EE sector) of technical design documents in conformity with the requirements of tender documents				x									
C.1.15.3	RDA North ensure the development of 6 sets (4 in WSS and 2 in EE sector) of technical design documents in conformity with the requirements of tender documents				x									
C.1.16	18 detail designs (8 in EE sector and 10 in WSS sector) are transferred to LPAs				x									
C.1.16.1	RDA Centre +RDA South + RDA North Workshop for LPAs beneficiaries of 18 design package (10 WSS+8 EE) on public property management including on the job coaching is organized (following the APA training)				x									
C.1.16.2	RDA Centre ensure the transfer of 7 packages (3 in WSS and 4 in EE sector) of technical design documents to LPAs				x						RDA	PIU		
C.1.16.3	RDA South ensure the transfer of 5 sets (3 in WSS and 2 in EE sector) of technical design documents to LPAs				x						RDA	PIU		
C.1.16.4	RDA North ensure the transfer of 6 sets (4 in WSS and 2 in EE sector) of technical design documents to LPAs				x						RDA	PIU		
C.1.16.5	LPA 1/2 accept the technical design within the Council Decision										LPA1/2	PIU		
C. 1.17	RDAs receive the decision of NCCRD on list of projects approved for implementation for construction works										MARDE	RDAs	LPAs	
C. 1.18	The organization of 15 public procurement procedures for 18 projects for contracting the construction works are ensured by 3 RDAs and LPAs according to the approved public procurement procedures											RDAs	PIU	LPAs
C1.18.1	RDA Centre ensures the set up of 6 public procurement working groups (2 in WSS and 4 in EE) for contracting the construction works											RDAs	PIU	LPAs
C1.18.2	RDA Centre develops and approves 6 tender dossiers (2 WSS and 4 EE) - WSS Ungheni, WSS Calarasi, EE Ungheni, EE Soldanesti, EE Straseni, EE Holercani.											RDAs	PIU	LPAs
C1.18.3	RDA Centre publication for tender (including pre-announcement) for 2 WSS and 4 EE projects											RDAs	PIU	LPAs
C1.18.4	GIZ endorses the tender evaluation reports for 2 WSS and 4 EE projects in Centre Region											PIU	G230	
C1.18.5	RDA South ensures the set up of 4 public procurement working groups (2 in WSS for 5 projects and 2 in EE sector) for contracting the construction works											RDAs	PIU	LPAs
C1.18.6	RDA South develops and approves 4 tender dossiers (2 WSS for 5 projects and 2 in EE) - WS Leova, S Leova (Iargara, Filipeni, Romanovca and Cupcui villages), EE Basarabasca, EE Leova.											RDAs	PIU	LPAs
C1.18.7	RDA South publication for tender (including pre-announcement) for 2 WSS for 5 projects and 2 EE projects											RDAs	PIU	LPAs
C1.18.8	GIZ endorses the tender evaluation reports for 2 WSS for 5 projects and 2 EE projects in South Region											PIU	G230	
C1.18.9	RDA North ensures the set up of 5 public procurement working groups (3 in WSS and 2 in EE sector) for contracting the construction works											RDAs	PIU	LPAs
C1.18.10	RDA North develops and approves 5 tender dossiers (3 WSS and 2 in EE) - WS Edinet, WS Falesti, WS Drochia, EE Balti, EE Flaminzeni.											RDAs	PIU	LPAs
C1.18.11	RDA North publication for tender (including pre-announcement) for 3 WSS and 2 EE projects											RDAs	PIU	LPAs
C1.18.12	GIZ endorses the tender evaluation reports for 3 WSS and 2 EE projects in North Region											PIU	G230	
C.1.19	15 contracts are signed with construction companies for 8 EE and 10 WSS projects											RDAs	PIU/G230	LPAs
C1.19.1	RDA Centre signed 6 contracts (2 WSS and 4 EE) for implementation of construction works											RDAs	PIU/G230	LPAs
C1.19.2	RDA South signed 4 contracts (2 for 5 WSS projects and 2 EE) for implementation of construction works											RDAs	PIU/G230	LPAs
C1.19.3	RDA North signed 5 contracts (3 WSS and 2 EE) for implementation of construction works											RDAs	PIU/G230	LPAs
C.1.20	3 RDAs and LPAs beneficiary are ensuring the management of 15 construction works contracts for 18 projects in conformity with the requirements of tender documents												PIU/G230	LPAs
C.1.20.1	GIZ endorses the tender dossiers including the ToRs for contracting technical supervision services by RDAs											PIU	G230	
C.1.20.2	RDAs published the announcement for selection the technical supervisor											RDAs	PIU	
C.1.20.3	Technical supervisors are contracted by RDAs											RDAs	PIU	LPAs
C.1.20.4	GIZ monitoring services in regard to construction supervision services is contracted (G230)											G230	PIU	
C.1.21	Construction works for 18 projects (10 WSS and 8 EE) completed (final reception) and endorsed by GIZ Construction Department												PIU/ G230	LPAs
C.1.22	18 constructed objects transferred and accepted by LPAs via Council Decision												RDAs/ LPAs	
C.1.23	18 constructed objects (8 EE and 10 WSS projects) are registered in the LPAs local registers (4 registers: cadastral, public property, real estate, accountant)												LPAs	PIU/ RDAs Service Provider
C.1.24	RDA Centre +RDA South + RDA North Workshop for LPAs beneficiaries of 18 investment projects (construction phase and equipment) (10 WSS+8 EE) on public property management including on the job coaching is organized (following the APA training)				x								PIU/CD	APA LPAs/ Service Providers
C.1.25	8 specialists from 4 RDAs (North, Center, South and ATU Gagauzia) are capacitated in the accounting and financial management procedures				x								GIZ admin	PIU/RDAs

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C.1.26	Study visit in Romania on public procurement procedures and contract management of construction works for RDAs staff are organized				x									
C.1.27	RDAs revised manual of the public procurements procedures and contract management of construction works				x					x	RDAs	PIU		
C.1.28	Promotion of Inter-Municipal Cooperation between LPAs for local public service delivery;									x	PIU	CD		
C.1.28.1	RD North: The LPAs from Falesti, Edinet and Drochia rayons are aware and know how to apply the tools and steps implementation for the inter-municipal cooperation in WSS sector				x						LPAs	CD	RDC/RDA	
C.1.28.2	RD North: 3 service delegation contracts are signed by LPAs: Falesti, Edinet and Drochia benefiting from investment measures				x		x				LPAs	CD	RDC/RDA	
C.1.28.3	RD Center: The LPAs from Calarasi and Ungheni rayons are aware and know how to apply the tools and steps of implementation for the inter-municipal cooperation in WSS sector				x						LPAs	CD	RDC/RDA	
C.1.28.4	RD Center: Two (2) public service delegation contracts between WSS operator and LPAs: Calarasi and Ungheni are signed						x				LPAs	CD	RDC/RDA	
C.1.28.5	RD South: Two (2) public service delegation contracts signed by WSS operator from Cahul and LPAs from Pelenei and Gavanoasa				x	x					LPAs	CD	RDC/RDA	
C.1.28.6	RD South: Three (3) public service delegation contracts signed by WSS operator from Leova and LPAs from Filipeni, Romanovca and Cupcui				x	x					LPAs	CD	RDC/RDA	
Specific Objective Indicator (SOI) C.2	7 pilot projects in the field of water supply and sanitation, energy efficiency in public buildings and solid waste management are fully implemented in a transparent way by the RDAs North, Centre and South by the year 2019. Baseline value: 1 project fully implemented, 6 partially implemented Target value: 7 projects with an investment volume of EUR 13.4 million implemented										RDAs	PIU	RDCs, MARDE	
C.2.1	Customer satisfaction survey on 7 pilot projects in the field of WSS, EE in public buildings and SWM is elaborated				x						PIU	LPAs	RDAs	
C.2.2	10 service delegation contracts between WSS operators from Cahul and Leova LPAs (Lebedenco, Crihana Veche, Manta, Rosu and Cahul town and Iargara, Filipeni, Romanovca, Cupcui and Leova) are signed				x						LPAs	PIU		
C.2.3	Construction works for Cahul - Lebedenco WSS project are completed and transferred to LPA / operator				x						LPAs	PIU		
C.2.4	Satisfaction survey on quality of provided WSS services in Lebedenco, Hutulu and Ursoaia villages is conducted (including gender disaggregated data & data on disadvantaged group)									x	CD	LPAs	RDA South	
Specific Objective (SO) D	Representatives of rayon's, municipalities and local service providers benefit from demand-oriented training modules of governmental and non-governmental organizations for the modernization of local public services in the priority sectors.										APA,AMAC, LPAs	CE&CDU		
Specific Objective Indicator (SOI) D.1	Both governmental and non-governmental organizations include 15 training modules into their programmes, in accordance with the requirements of the respective competent institution on the modernisation of local public services in priority areas. Baseline value: 2 training modules are implemented by the Academy of Public Administration and the Technical University Target value: 15 training modules										CE&CDU			
Specific Objective Indicator (SOI) D.2	80% of participants consider the offered training courses as useful for their work. Baseline value: 0 Target value: 80% of participants of 15 training modules.										CE&CDU			
D.1.1	Institutionalised training modules in WSS, EE and RLR sectors (reflecting gender and social aspects) are implemented													
D.1.1.1	1 training module in WSS developed and piloted by TUM-WSS in line with the National Capacity Development Programme in WSS									x	TUM	CE&CDU		
D.1.1.2	3 webinars in cooperation with AMAC and ANRE organised								x		AMAC	CE&CDU		
D.1.1.3	2 training modules in WSS updated and reimplemmented by Contabil Service						x				AMAC	CE&CDU		
D.1.1.4	4 training modules in WSS updated and reimplemmented									x	TUM, AMAC	CE&CDU		
D.1.1.5	Concept and program re-qualification of technical staff in WSS developed									x	TUM	CE&CDU		
D.1.1.6	Program of re-qualification of technical staff in WSS piloted									x	AMAC	CE&CDU		
D.1.1.7	An aggregated evaluation of the training modules implemented on a yearly base is available									x	CE&CDU	CE&CDU		
D.1.1.8	Trainings impact assessed									x	CD & RMB	CE&CDU		
D.1.1.9	At least 2 training modules are hosted on available e-learning platforms									x	CE&CDU	CE&CDU		
D.1.1.10	1 training module in EE for energy auditors developed and piloted by TUM-EE									x	TUM	CE&CDU		
D.1.1.11	1 training module in EE updated and reimplemmented by TUM-EE (M3) - webinar								x		TUM	CE&CDU		
D.1.1.12	5 training modules updated and reimplemmented by APA									x	AAP	CE&CDU		
D.1.1.13	1 training module for LPAs adapted and updated by APA (Management of public services)									x	AAP	CE&CDU		
D.1.2	Institutional capacities of selected organisations providing trainings in priority sectors is improved													
D.1.2.1	Staff and management of CCE TUM & APA enabled with skills in training needs assessment									x	TUM & APA	CE&CDU		
D.1.2.2	Trainers of TUM enabled with improved didactical skills (ToT)									x	TUM & APA	CE&CDU		
D.1.2.3	TUM-EE supported in setting up the mechanism for trainings sustainability								x		TUM	CE&CDU		
D.1.2.4	APA supported in implementation of priority measures of Strategic Development Plan									x	APA	CE&CDU		
D.1.3	Information exchange in priority sectors is improved													
D.1.3.1	Webinars with newly elected mayors and councillors in IMC and WSS regionalisation organised									x	AMAC	CE&CDU		
D.1.3.2	In-country study mission for WSS operators staff organised									x	AMAC	CE&CDU		
D.1.3.3	National Conference in WSS sector organised									x	AMAC	CE&CDU		
D.1.3.4	Round-table on EE projects results									x	CE&CDU	CE&CDU		
D.1.3.5	CCI supported in development of e-learning modules of EUREM Course (1-2 modules)									x	CCI RM	CE&CDU		
D.1.3.6	1 open forum on local governance and regional development organized									x	APA	CE&CDU		
D.1.4	Capacities of 6 WSS service operators and Energy team from 8 educational institutions are enhanced													
D.1.4.1	4 WSS operators developed tariffs according to ANRE methodology								x	x	Operators	CE&CDU		
D.1.4.2	Knowledge product for Diagnosis Analysis and Business Planning developed and shared with WSS operators									x	CE&CDU			

No.	Output/Milestone	Timeframe/year									Responsible	Support by	Stakeholders
		2016	2017	2018	2019	2020				2021			
						Q I	Q II	Q III	Q IV				
D.1.4.3	WSS operators familiarised with the KPIs setting and assesment system for WSS sector								x		CE&CDU		
D.1.4.4	CIM Expert integrated in one WSS operator and experience shared with AMAC members								x	x	CE&CDU		
D.1.4.5	Edinet WSS operator supported with 2-3 priority actions from its diagnostic analysis and/or business plan								x	x	Operators	CE&CDU	
D.1.4.6	Drochia WSS operator supported with 2-3 priority actions from its diagnostic analysis and/or business plan								x	x	Operators	CE&CDU	
D.1.4.7	Falesti WSS operator supported with 2-3 priority actions from its diagnostic analysis and/or business plan								x	x	Operators	CE&CDU	
D.1.4.8	Calarasi WSS operator supported with 2-3 priority actions from its diagnostic analysis and/or business plan								x	x	Operators	CE&CDU	
D.1.4.9	Ungheni WSS operator supported with 2-3 priority actions from its diagnostic analysis and/or business plan								x	x	Operators	CE&CDU	
D.1.4.10	Leova WSS operator supported with 2-3 priority actions from its diagnostic analysis and/or business plan								x	x	Operators	CE&CDU	
D.1.4.11	Survey in Lebedenco comune to define the level of water service satisfaction carried out and results shared with SDC								x		CDU	CE	
D.1.4.12	2-3 initiatives presented by citizens for improving WSS services quality by operators in cooperation with NGOs									x	CE&CDU		
D.1.4.13	Eight educational institutions are supported in set-up and implementation of the energy management system (EnMS)								x		CE&CDU		
D.1.4.14	At least 2 actions from EE Action Plan are implemented in partnership with schools & NGOs								x	x	CE&CDU		
D.1.5	Complementary Private Sector Support										CCI		
D.1.5.1	Market desk research of construction companies in WSS/EE sectors with recommendations on improvement of tender dossier is done				x						CCI	CE&CDU	
D.1.5.2	Construction companies in WSS/EE sectors are informed/trained regarding relevant procurement procedures, requirements on construction norms and standards, tender documents requirements based on PraG procurement procedures, creation of bidding consortiums				x	x	x	x	x		CCI	CE&CDU	
D.1.5.3	Construction companies in WSS/EE sectors are aware about the ongoing tendering for construction measures (emails, phone calls, visits, web site links)				x	x	x	x	x		CCI	CE&CDU	
D.1.5.4	Helpdesk for construction companies in WSS/EE sectors on development of better tender documents based on PraG procurement procedures is done						x	x	x		CCI	CE&CDU	
D.1.5.5	Anti corruption brochure is disseminated								x		APA	PIU /MLPS Admin	
Specific Objective Indicator (SOI) D.3	2 training institutions introduced a quality management system for the provision of the trainings Baseline value: 0 Target value: 2 institutions										CE&CDU		
D.3.1	Operational Procedure for continuous education of TUM-CEE updated							x	x		TUM	CE&CDU	
D.3.2	Elements of Quality Management System implemented by TUM CCE (incl. Operational Procedure)									x	TUM	CE&CDU	
Specific Objective (SO) E	Civil society participates in public projects										Regional CSOs	CE&CDU	MARDE, RDCs, National Council of NGOs
Specific Objective Indicator (SOI) E.1	5,000 citizens implement projects to improve local public services in the water supply, sanitation, solid waste management and energy efficiency sectors or activities to promote environment and climate protection Baseline value: 0 Target value: 5,000 citizens										CE&CDU		
E.1.1	CSO Action launched in the four development regions				x						CE&CDU		EUD
E.1.2	Regional CSOs for implementation of Local Grants Programme selected				x						CE&CDU		EUD
E.1.2.1	Criteria for selection of regional CSOs developed				x						CE&CDU		EUD
E.1.2.2	One information session per each region (North, Centre, South, UTA Gagauzia) with prospective CSOs organized				x						CE&CDU		EUD
E.1.2.3	Grant Management training for selected CSOs organized				x						CE&CDU		EUD
E.1.2.4	Contracts with selected regional CSOs signed				x						CE&CDU		EUD
E.1.2.5	Operations Manual for selected CSOs endorsed by EU Delegation				x						CE&CDU		EUD
E.1.3	Media CSO for increasing outreach and communication potential selected												
E.1.3.1	Criteria for selection of Media CSO developed and endorsed by EU Delegation				x						CE&CDU		EUD
E.1.3.2	One information session with prospective Media CSOs organised				x						CE&CDU		EUD
E.1.3.3	Contract with selected Media CSO signed				x						CE&CDU		EUD
E.1.4	Local Grants Programme launched in four development regions (North, Centre, South, UTA Gagauzia)												
E.1.4.1	Local Applicants Guide coordinated and endorsed by EU Delegation				x						CE&CDU		EUD
E.1.4.2	Four Local Grants Programme launch events organized in four development regions, one per each region - North, Centre, South, UTA Gagauzia				x						Regional CSOs	CE&CDU	Local CSOs, LCCs
E.1.4.3	At least two information sessions, per region, for potential applicants of the Local Grants Programme				x						Regional CSOs	CE&CDU	Local CSOs, LCCs
E.1.4.4	Committee for evaluation and selection of applications for implementation of local grants created				x	x					CE&CDU, regional CSOs	CE&CDU	EUD
E.1.4.5	List of selected applications endorsed by EU Delegation						x	x			CE&CDU		EUD
E.1.4.6	Grants awarding ceremonies organized in four development regions, including networking of local CSOs on project implementation							x			Regional CSOs	CE&CDU	EUD
E.1.4.7	Launch of the second call of the LGP in regions, including EU Delegation endorsement of requirements							x	x		Regional CSOs	CE&CDU	EUD
E.1.4.8	Information sessions, including online, on LGP in regions second call							x	x		Regional CSOs	CE&CDU	Local CSOs, LCCs
E.1.4.9	Evaluation of project proposals of second call LGP in regions							x	x		Regional CSOs	CE&CDU	
E.1.4.10	List of selected applications of second call endorsed by EU Delegation								x		CE&CDU	CE&CDU	EUD
E.1.5	Grants Programme in Media and Communication launched												
E.1.5.1	Applicants Guide coordinated and endorsed by EU Delegation				x						CE&CDU		EUD
E.1.5.2	One Grants Programme launch event organized by Media CSO				x						Media CSO	CE&CDU	EUD
E.1.5.3	At least two information sessions for potential applicants of the Local Grants Programme				x						Media CSO	CE&CDU	EUD
E.1.5.4	Committee for evaluation and selection of applications for implementation of local grants created				x	x					CE&CDU, media CSO		EUD

No.	Output/Milestone	Timeframe/year									Responsible	Support by	Stakeholders
		2016	2017	2018	2019	2020				2021			
						Q I	Q II	Q III	Q IV				
E.1.5.5	Selected applications evaluated and results endorsed by EU Delegation						x				CE&CDU		EUD
E.1.5.6	Grants awarding ceremonies organized, including networking of local media CSOs on project implementation							x			Media CSO	CE&CDU	EUD
E.1.5.7	Launch of the second call of the LGP for media, including EU Delegation endorsement of requirements							x	x		Media CSO	CE&CDU	EUD
E.1.5.8	Information sessions, including online, on media LGP second call							x	x		Media CSO	CE&CDU	Local CSOs, LCCs
E.1.5.9	Evaluation of project proposals, media LGP							x	x		Media CSO	CE&CDU	EUD
E.1.5.10	List of selected applications of media LGP of second call endorsed by EU Delegation								x		CE&CDU		EUD
E.1.6	Citizens' participation in drafting/updating, monitoring and evaluation of local plans is enhanced												
E.1.6.1	At least 5 meetings and public consultations with constructive participation of citizens, men and women equally, and CSOs are organized by LPAs								x	x	Local CSOs	Regional CSOs	LPAs
E.1.6.2	Local CSOs participate and have interventions in Regional Development Council meeting and Sector Commissions								x	x	Regional CSOs, Local CSOs	CE&CDU	RDC, MARDE
E.1.6.3	One national event (webinar) with local and regional CSOs for exchange of good practices on participatory planning, including based on GIZ experience								x	x	CE&CDU	Regional CSOs	DUE, MARDE
E.1.7	Awareness of citizens and local CSOs on relevance of cost-recovering tariff setting for the provision of local public services is raised												
E.1.7.1	At least 5 campaigns to raise public awareness (considering gender and social perspectives) on relevance of cost-recovering tariff setting for the provision of local public services implemented through local grants								x	x	Media CSO, Local CSOs	CE&CDU, Regional CSOs	LPAs, WSS operators
E.1.7.2	At least 5 interventions of local CSOs at Local Councils with recommendations on efficient cost tariff setting								x	x	Local CSOs	Regional CSOs	LPAs
E.1.8	Platforms for creation/strengthening of CSO networks is provided												
E.1.8.1	One national networking meeting (webinar) for CSOs on participation in decision-making processes and mobilization of citizens								x		CE&CDU	Regional CSOs	EUD, MARDE
E.1.8.2	Eight regional networking meetings for CSOs, two per development region, on participation in decision-making processes and mobilization of citizens organized (four in 2020, four in 2021)								x	x	Regional CSOs	CE&CDU	National Council of NGOs
E.1.8.3	Annual event for awarding successful CSOs for good performance and innovative projects organized									x	CE&CDU	Regional CSOs	EUD
E.1.9	Regional and local CSOs and Media CSOs (represented by men and women equally) capacities to raise awareness on gender- and vulnerable group-sensitive community mobilization, participation in decision-making, and monitoring of public procurements is enhanced												
E.1.9.1	Desk review of regional and media CSOs experience in the field carried out				x						CE&CDU		EUD
E.1.9.2	Concept and guidelines for regional and media CSOs capacity building developed				x						CE&CDU		EUD
E.1.9.3	One tailored workshop for regional and media CSOs delivered				x						CE&CDU		EUD
E.1.9.4	Two tailored workshops for regional CSOs and media CSOs delivered					x			x	x	CE&CDU	PIU	EUD
E.1.9.5	At least two trainings per region, for local CSOs on project writing, community mobilization, participation in decision-making, and monitoring of public procurements				x	x			x	x	Regional CSOs, Media CSO	CE&CDU	EUD
E.1.9.6	Study visit for regional CSOs and media CSO on citizen empowerment and networking instruments									x	CE&CDU		Regional CSOs, Media CSO
E.1.10	Communication and visibility materials developed, ensuring mainstreaming gender and social aspects												
E.1.10.1	CSO Action banners and promo materials developed				x	x					CE&CDU, regional CSOs, Media CSO		EUD
E.1.10.2	CSO Action website developed and updated				x			x	x	x	CE&CDU		EUD
E.1.10.3	Development of standard design for communication and visibility materials, for local and regional CSOs							x	x	x	CE&CDU	Regional CSOs, Media CSO	EUD
Specific Objective Indicator (SOI) E.2	18 Local Citizens' Committees are established and monitor the procurement, construction and implementation of 18 infrastructure projects for improving local public services. Baseline value: 0 Target value: 18 citizens' groups monitor the procurement, construction and implementation of 18 projects										CE&CDU		
E.2.1	Local Citizens Committees (LCC) and Parents Associations (PA), represented by men and women equally, to actively participate in monitoring the procurement, construction and maintenance of infrastructure and advocate on behalf of different gender and social groups, are created/revitalized												
E.2.1.1	LCCs and PAs are represented, men and women equally, and participate in Local Steering Committees meetings in 10 WSS projects and 8 EE projects				x	x	x	x	x	x	LPA	CE&CDU	RDA
E.2.1.2	LCC and Parents Associations hold regular meetings and discuss implementation of 10 WSS projects and 8 EE projects				x	x	x	x	x	x	LPA	CE&CDU	RDA
E.2.1.3	LCCs in 10 WSS projects and 8 PAs in EE projects are involved in monitoring of technical design development				x						LPA	CE&CDU	RDA
E.2.1.4	LCCs in 10 WSS projects and 8 PAs in EE projects are involved in monitoring of public procurement				x	x	x	x	x		LPA	CE&CDU	RDA
E.2.1.5	LCCs in 10 WSS projects and 8 PAs in EE projects are involved in monitoring of contract management of construction works							x	x	x	LPA	CE&CDU	RDA
E.2.1.6	LCCs in 10 WSS projects and 8 PAs in EE projects are involved in monitoring of construction works							x	x	x	LPA	CE&CDU	RDA
E.2.1.7	LCCs in 10 WSS projects are engaged in informing citizens to contribute and ensure individual connections				x	x	x	x	x	x	LPA	CE&CDU	RDA, WSS operators
E.2.2	LCCs and PAs' capacities on monitoring of public procurements and infrastructure maintenance is enhanced												
E.2.2.1	Ensure participation of LCCs and PAs representatives in the trainings on public procurement procedures for implementation of the investment projects					x					CE&CDU		RDA
E.2.2.2	Ensure participation of LCCs and PAs presentatives in the launch of the construction works contracts							x	x		CE&CDU	CE&CDU	RDA
E.2.2.3	One training for representatives of LCCs and PAs on contract management and monitoring of construction works							x			Regional CSOs	CE&CDU	RDA
E.2.2.4	Four events (webinars) for representatives of LCCs and PAs to exchange experience on WSS and EE infrastructure projects monitoring and implementation are organized								x	x	CE&CDU	Regional CSOs	LPA