



**DRAFT**

**Progress report No.3**  
on the implementation of GIZ project  
**'Modernization of Local Public Services in the Republic of  
Moldova' phase 2**

Reporting period: 1 January – 31 March 2017

**May 2017**  
**Chisinau, Republic of Moldova**

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## ABBREVIATIONS AND ACRONYMS

<b>ADA</b>	Austrian Development Agency
<b>ALRC</b>	Agency of Land Relations and Cadastre
<b>AMAC</b>	Moldovan Water Supply Association
<b>APA</b>	Academy of Public Administration
<b>BoQ</b>	Bill of Quantities
<b>BMZ</b>	German Ministry of Economic Cooperation and Development
<b>CALM</b>	Congress of Local Authorities of Moldova
<b>CBC</b>	Cross-Border Cooperation
<b>CCI</b>	Chamber of Commerce and Industry
<b>CD</b>	Capacity Development
<b>CM</b>	Community Mobilisation
<b>CPA</b>	Central Public Administration
<b>CPSP</b>	Complementary Private Sector Support
<b>CSO</b>	Civil Society Organization
<b>DR</b>	Development Region
<b>EE</b>	Energy Efficiency
<b>EEA</b>	Energy Efficiency Agency
<b>EF</b>	Ecological Fund
<b>EEF</b>	Energy Efficiency Fund
<b>EIA</b>	Environmental Impact Assessment
<b>ENI</b>	European Neighbourhood Instrument
<b>ENPI</b>	European Neighbourhood Partnership Instrument
<b>FS</b>	Feasibility Study
<b>GIZ</b>	German Development Cooperation through Deutsche Gesellschaft für Internationale Zusammenarbeit
<b>GOPA</b>	Gesellschaft für Organisation, Planung und Ausbildung (Consulting Group)
<b>GPS</b>	Global Positioning System
<b>IA</b>	Intervention Area
<b>IDS</b>	Indicator Definition Sheet
<b>IM</b>	Investment Measures
<b>IMC</b>	Inter-Municipal Cooperation
<b>ISWMC</b>	Integrated Solid Waste Management Center

<b>JSC</b>	Joint Stock Company
<b>LC</b>	Local Council
<b>LCC</b>	Local Citizens Committee
<b>LPA</b>	Local Public Administration
<b>LPP</b>	Local planning and programming
<b>LPS</b>	Local Public Services
<b>LSC</b>	Local Steering Committee
<b>MDL</b>	Moldovan Lei
<b>ME</b>	Municipal Enterprise
<b>M&amp;E</b>	Monitoring and Evaluation
<b>mIn.</b>	Million
<b>MLPS</b>	Modernization of Local Public Services
<b>MoEnv</b>	Ministry of Environment
<b>MOLDSWA</b>	Moldova National Solid Waste Association
<b>MoTRI</b>	Ministry of Transport and Road Infrastructure
<b>MoU</b>	Memorandum of Understanding
<b>MRDC</b>	Ministry of Regional Development and Construction
<b>MIEPO</b>	Moldovan Investment and Export Promotion Organization
<b>NALAS</b>	Network of Associations of Local Authorities of South-East Europe
<b>NCCRD</b>	National Coordination Council of Regional Development
<b>NCFM</b>	National Commission for Financial Markets
<b>NFRD</b>	National Fund for Regional Development
<b>PD</b>	Project Development
<b>PIP</b>	Project Implementation Plan
<b>PMSI</b>	Public Medical-Sanitary Institution
<b>PPC</b>	Possible Project Concept
<b>PPM</b>	Public Propriety Management
<b>POP</b>	Project Operational Plan
<b>PSP</b>	Public Services Projects
<b>PWG</b>	Project Working Group
<b>RBM</b>	Results-Based Monitoring
<b>RC</b>	Rayon Council
<b>RD</b>	Regional Development
<b>RDA</b>	Regional Development Agency

<b>RDC</b>	Regional Development Council
<b>RLR</b>	Regional and Local Roads
<b>RM</b>	Republic of Moldova
<b>RPP</b>	Regional Planning and Programming
<b>RSP</b>	Regional Sector Programme
<b>R(S)WG</b>	Regional (Sector) Working Group
<b>RUTIF</b>	Register of Urban Technical Infrastructure Facilities
<b>SEDS</b>	Socio-Economic Development Strategy
<b>SIADR</b>	Information System for RDAs
<b>SPD</b>	Single Programme Document
<b>SS</b>	Sorting Station
<b>SSVEPC</b>	State Service for Verification and Expertise of Projects and Constructions
<b>SWM</b>	Solid Waste Management
<b>SWMZ</b>	Solid Waste Management Zone
<b>TA</b>	Technical Assistance
<b>ToR</b>	Terms of Reference
<b>ToT</b>	Training of Trainers
<b>USAID</b>	U.S. Agency for International Development
<b>WSS</b>	Water Supply and Sanitation
<b>WTP</b>	Water Treatment Plant

## EXECUTIVE SUMMARY

Since 2010, GIZ is implementing the project 'Modernization of Local Public Services in the Republic of Moldova' (MLPS) under the commission of the German Ministry for Economic Cooperation and Development (BMZ).

At the beginning of 2016, the implementation of the 2<sup>nd</sup> phase of the MLPS project commenced. The project builds on the results of the first phase and has a timeframe for project implementation for the period 01/2016 – 12/2018, with a foreseen extension up to 2020.

Its **general objective** is to improve the framework conditions for a citizen-oriented implementation of regional development policy in priority sectors of local public service provision. The target group of the development measure is the population in selected jurisdictions of Local Public Authorities (LPAs) from the four Development Regions North, Centre, South and Gagauzia. Key partners of the project include the Ministry of Regional Development and Construction (MRDC), Regional Development Councils (RDCs), Regional Development Agencies (RDAs) and LPAs from the aforementioned regions.

The Project focuses its support in four priority sectors encompassing Water Supply and Sanitation (WSS), Energy Efficiency in Public Buildings (EE), Solid Waste Management (SWM) and Regional and Local Roads (RLR).

The total budget of MLPS project for the 2<sup>nd</sup> phase is EUR 7.416.762 for the

implementation period. MLPS donors in the 2<sup>nd</sup> phase include:

- Government of Germany (EUR 3.700.000);
- Swiss Federal Department of Foreign Affairs via the Swiss Cooperation Office in Moldova (EUR 3.190.372);
- European Commission (EUR 321.107);
- Government of Romania (EUR 205.283).

The total project budget for MLPS 1<sup>st</sup> phase (2010 – 2015) was EUR 23.8 million.

MLPS donors in the 1<sup>st</sup> phase:

- Government of Germany (EUR 12.6 million);
- Government of Sweden (EUR 5.5 million);
- Government of Romania (EUR 0.700 million);
- European Commission (EUR 5 million).

Additionally, within the first phase of the MLPS project, the 'German Fund for Regional Development' was launched. It provided financial support to a number of pilot projects aimed at improving local public services delivery in the WSS, EE and SWM sectors. The budget of the mentioned project is EUR 7.300.000.

The 2<sup>nd</sup> phase of the MLPS project is structured around four **Intervention Areas (IA)**:

- (1) Policy and strategy advice for improving framework conditions

for implementation of regional development policy;

(2) Improvement of coordination and monitoring of Regional Development Strategies (RDSs);

(3) Improvement of development and implementation of Regional Development Strategies (RDSs);

(4) Institutionalisation of training and capacity development measures.

- LPAs level 1 (municipalities) and LPAs level 2 (Rayon administrations);
- RDCs;
- Energy Efficiency Agency;
- Chamber of Commerce and Industry;
- Academy of Public Administration;
- Congress of Local Authorities of Moldova;
- Association 'Moldova Apa-Canal' (Water Utilities Association).

The steering mechanism for the implementation of the MLPS project encompasses three coordination levels:

- MLPS Steering Committee (meeting twice a year)
- MLPS Monitoring Committee (meeting quarterly)
- Local Steering Committees for each Public Services Projects (meeting quarterly)

### **Institutional counterparts and key stakeholders**

In addition to the institutional counterparts MRDC and the four RDAs (North, Centre, South and Gagauzia), the main partners of the MLPS project are:

- State Chancellery;
- Ministry of Environment;
- Ministry of Economy;
- Ministry of Education;
- Ministry of Health;
- Ministry of Transport and Road Infrastructure;

### **ACHIEVEMENTS:**

During the reporting period 1 January - 31 March 2017, MLPS achieved the following results and progress in its four IAs:

#### **Intervention Area 1**

##### **IA 1 Specific Objective:**

'MRDC puts in place a coherent framework for the effective implementation of the national regional development policy in the priority sectors'.

- The National Strategy on Regional Development (NSRD) 2016-2020 approved by the Parliament by Law No. 239 dated 13 October 2016 on approval of NSRD 2016-2020 was published in the Official Gazette (Monitorul Oficial) Nr.30-39 dated 03 February 2017<sup>1</sup>. In this context, MLPS completed its support in the development of the NSRD 2016-2020 and provided support in the development of the Action Plan for the NSRD 2016-2020 which has undergone public consultations and reviews from the line ministries.

<sup>1</sup>Source: <http://monitorul.md/monitor/v-217-v/>

- The Strategy on Regional Development for Gagauzia for the period 2017-2020<sup>2</sup> was developed in line with the NSRD 2016-2020 and has undergone public consultations. The Regional Development Council of Gagauzia approved the Final Strategy on Regional Development for Gagauzia for the period 2017-2020 on 24 January 2017.
- The new draft Law on Regional Development was developed and submitted to the Ministry of Regional Development for initial approval. Currently it is subjected to internal consultations with the RDAs.
- During the reporting period, the NCCRD met twice (on 27 January 2017 and 27 March 2017). During these meetings, the financing of 28 regional development projects in 2017 amounted to about MDL 186 million from the approved Single Programme Document (SPD) was discussed and approved. It is worth mentioning, that SPD includes 52 new projects derived for the last Call for Proposal and 10 projects from the previous SPD, including 26 projects – in Centre Region, 29 projects – in North Region, 12 projects – in South Region and 5 projects – in UTA Gagauzia Region. In total, the National Fund for Regional Development will allocate in the next 4 years MDL 1.46 billion for the implementation of these projects. Also, the NCCRD approved the draft M&E framework for the NSRD 2016-2020. In addition, the NCCRD decided to allocate additional MDL 16 million

(equivalent to EUR 700.000) by the end of 2018 for the implementation of Leova-Iargara WSS project.

- On 11 January 2017<sup>3</sup> MRDC approved the communication strategy for the period 2017-2020<sup>4</sup>. The draft action plan for communication strategy of MRDC was developed and will be approved after a session of discussion.

## Intervention Area 2

### **IA 2 Specific Objective:**

'The RDCs are enabled to coordinate the implementation of regional development strategies.'

#### ▪ **Strengthening the capacities of RDC**

The results of focus group discussions and recommendations for strengthening the capacities of Regional Development Councils (RDCs) were presented at RDC meetings in the North Development Region on 18 January 2017, in the Centre and South Development Regions - on 26 January 2017. At the RDC meetings, the decisions on creation of the working groups for developing the draft regulation on functioning of Regional Sector Commissions (RSCs) were approved. During the meetings held in each Development Region with participation of RDC members and RDAs representatives, MLPS offered support in drafting the regulations expected to be approved by RDCs at the next council meetings in May – June 2017.

<sup>2</sup>[http://adrgagauzia.md/public/files/ADR\\_UTAG/SDR\\_UTAG\\_2017-2020\\_RU.pdf](http://adrgagauzia.md/public/files/ADR_UTAG/SDR_UTAG_2017-2020_RU.pdf)

<sup>3</sup>[http://www.mdrc.gov.md/public/files/vmdrc2015/dezreg/ordin\\_cu\\_privire\\_la\\_aprobarea\\_Strategiei.pdf](http://www.mdrc.gov.md/public/files/vmdrc2015/dezreg/ordin_cu_privire_la_aprobarea_Strategiei.pdf)

<sup>4</sup><http://www.mdrc.gov.md/libview.php?l=ro&idc=36&id=3508&t=/Transparenta-decizionala/Documente-aprobate/Strategia-de-Comunicare-a-Ministerului-Dezvoltarii-Regionale-i-Constructiilor-pentru-anii-2017-2020>

The establishment of RSCs is intended to strengthen the capacity of RDCs to lead socio-economic development processes within their region. RSCs are expected to be platforms for regional sector governance. They are envisioned to hammer out the details of regional sector strategies which reflect the prevailing needs of citizens in local communities. This includes detailed analysis of technical options, weighing evidence, and examining expert opinions to reach reasoned conclusions.

The package for support in strengthening the role of RDCs in regional development processes was presented and endorsed during the MLPS Steering Committee held on 27 January 2017.

▪ **Engaging Civil Society Organisations (CSOs) to improve local public service delivery**

The engagement of Civil Society Organisations (CSOs) is considered essential for promoting the active participation of citizens in key processes in planning, implementation and monitoring of the investments projects for increased service delivery.

Based on the agreement achieved during MLPS Steering Committee held on 27 January 2017, there were launched the tender procedures for contracting of two international and two national experts in supporting the national CSOs in the areas of social accountability, awareness raising and procurement monitoring.

▪ **Regional planning and programming**

The activities carried out during the reporting period were focused mainly on development of two feasibility studies in Solid Waste Management sector: for Waste Management Zone 5 from Centre Development Region and 8 from North Development Region. The main achievements include:

- Completing the chapter on baseline conditions;
- Completing the database with the current dumpsites;
- Drawing up the model for options analysis;
- Completing the drawings for new investments;
- Drawing up the chapters on: options analysis, conceptual design, and special waste flows management;
- Drawing up the Reports on site selection.

In January 2017, the meetings to set up the Local Steering Committee (for WMZ 5 on 25 January 2017 and for WMZ 8 on 24 January 2017) took place. On 29 March, 2017 the second meeting of the Local Steering Committee for WMZ 5 took place. During the meetings, the activities carried out were presented and the following steps were determined. The second meeting of the Local Steering Committee for WMZ 8 has been scheduled for 3 April, 2017.

At the same time, the awarding documentation was prepared and public procurement procedure was launched to select the company that is to provide support during EIA procedures for WMZ 5 and WMZ 8. It is estimated that the procurement procedure will be completed in April 2017.

Besides that, discussions were held with EIB and EBRD on modalities for piloting the implementation of Waste Management Zone 1 project from South Development Region based on feasibility study prepared with MLPS support in 2015<sup>5</sup> and public consultations on environmental impact assessment held in 2016. The optional complementary measures which can be supported by MLPS in project implementation were presented as well. During the reporting period, the feasibility was approved by Cahul, Taraclia and Cantemir Rayon Councils, and is subjected for approval by the executive body of ATU Gagauzia.

### Intervention Area 3

#### **IA 3 Specific Objective:**

**'Capacities of RDAs to implement regional development strategies have improved'**

Using the 12 regional sector programs (4 sectors WSS, SWM, RLR and EE in public buildings from North, Centre and South Development Regions) and the projects pipeline deriving from them as a basis, the following milestones were achieved during the reporting period.

#### ▪ **WSS sector**

All 15 WSS<sup>6</sup> feasibility studies were evaluated, 14 of which received the technical endorsement from the GIZ Construction Department. One feasibility study for Hincesti should be revised and improved by experts that developed the document. Currently the feasibility study has been submitted for improvement and will be completed by the end of June 2017.

The technical design documents and the Bill of Quantities (BoQ) of Leova-largara project are completed and are currently undergoing technical review and checks by GIZ Construction Department and international engineers. The updated cost calculation for the project evidenced that the funds earmarked by the German Fund for Regional Development are not sufficient to finance the project. EUR 1.050.000 have to be provided from other sources. MRDC and Ministry of Environment were informed about the additional required funding. During the NCCRD meeting from 27 March 2017 it was decided to allocate additional MDL 16 million (equivalent to EUR 700.000) by the end 2018 for the implementation of Leova-largara WSS project. The remaining part of EUR350.000 is being negotiated with Leova Rayon Council to be identified and allocated from budget resources.

#### ▪ **EE sector**

GIZ Construction Department reviewed and approved the technical design and BoQ for Calarasi hospital boiler house project. Following the procedures, the public procurement tender for construction works was launched in March 2017. The opening of the bids is planned for 5 May, 2017.

During the reporting period the main activities were carried out in developing EE Audit Reports for 8 projects. Although the selected consulting companies presented the first drafts of EE Audit Reports to GIZ Construction Department in time, their endorsement is still ongoing. The major delay is due to the conceptual difference between Moldovan and

<sup>5</sup><http://serviciilocale.md/pageview.php?l=en&idc=35&id=1310&t=/Regional-Planning-and-Programming/Feasibility-Studies/>

<sup>6</sup><http://serviciilocale.md/pageview.php?l=en&idc=35&id=1310&t=/Regional-Planning-and-Programming/Feasibility-Studies/>

German standards in preparing the EE Audit report. After many working meetings, the national consulting companies should revise and improve the EE Audit Reports according to GIZ Construction Department requirements. It is planned to obtain the technical endorsement for 8 EE Audit Reports by GIZ Construction Department by the end of April 2017 and after that to present the EE Audit Reports to the National EE Agency for endorsement. According to the action implementation plan, LPAs should approve the construction measures for EE projects to be included into the technical design theme for development of technical documentation. In this regard, a working meeting was organised in March at the premises of RDA attended by GIZ/MLPS representatives and officials from LPAs beneficiaries of EE projects where all 8 EE projects related measures have been accepted by LPAs.

#### ▪ **Procurement procedures**

The project's team prepared the draft procurement procedures manual in line with EU standard procedures, which have to be applied in the projects developed with EU support. During the reporting period the manual has been consulted with MRDC and RDAs, the recommendations have been collected and integrated into the manual. Also, on 2 and 21-22 February 2017, two training events have been organised by GIZ/MLPS in the field of public procurements according to EU PraG procedures. The trainings were attended by 54 participants from RDAs, MRDC and GIZ/MLPS staff. Currently this manual is under completion. Due to some unforeseen issues on changing the international expert, the completion of the manual and further

training is postponed until the end of April 2017.

#### **Public Services Projects (PSP):**

All PSPs implemented with MLPS support are applying the 5-pillar-approach (see Figure 1) including the following elements:

- (1) Support to local strategic planning and programming (support on development/updating of respective chapter of Rayon's Socio-Economic Development Strategy and local development plans);
- (2) Promotion of Inter-Municipal Cooperation between LPAs for local public service delivery;
- (3) Implementation of measures to improve the relevant infrastructure for local service delivery;
- (4) Strengthening the capacity of LPAs and service providers;
- (5) Community mobilization through information and participation (by creating the Local Citizens Committees) and awareness raising campaigns among citizens as final beneficiaries of local public services.

#### **Intervention Area 4:**

##### **IA 4 Specific Objective:**

'Representatives of rayons, municipalities and local service providers benefit from demand-oriented training modules of non-governmental organisations for the modernization of local public services in the priority sectors'.

- **Support the Institutionalisation of Trainings**

The Academy of Public Administration (APA) successfully piloted the new training module 'Local and Regional Marketing for Competitive Regional Development' in the period 28 February – 2 March with a cohort of 14 future trainers from APA, MRDC and RDAs. The planned reimplementation of already existing training modules was postponed to the 2nd quarter of 2017 due to logistical considerations.

The updated training methodology in the WSS sector based on the needs assessment was validated on 28 March with representatives of Centre of Continuous Education (CCE) at TUM and the National Association of Water Utilities (AMAC). The methodology provides a clear roadmap for the development of new training modules until end of 2018.<sup>7</sup>

The finalisation of the needs assessment in the EE sector as a basis for future training modules is slightly delayed. While a draft of the final report, as well as, the concept of three training modules derived from the assessment are available, the validation session with the key stakeholders in the sector has not yet been initiated by the Energy Efficiency Agency. The report identifying legal options to enhance the sustainability of the trainings provided to Rayon Energy Managers was submitted to MRDC and the Ministry of Economy.

- **Support the Organisational Development of Training Institutions**

Based on a participatory capacity assessment of APA's Department of

Professional Training on 20 January, priority areas for further institutional development were prioritised for implementation. This includes the introduction of a quality management system, new approaches of impact assessments, as well as, targeted competence development for trainers.

On 1 February, as part of the jointly defined institutional development measures, the Moldova National Solid Waste Association (MOLDSWA) in cooperation with the International SWM Association organised a forum on the perspectives of developing a national SWM association in Moldova.<sup>8</sup> As a result of the forum which took place in Chisinau with 170 participants, MOLDSWA received 12 new membership applications and 15 additional SWM operators indicated an interest to join MOLDSWA.

In the WSS sector, the institutional development plan for the CCE at TUM (operating in partnership with AMAC) was validated in March with key stakeholders identifying priority measures for further implementation.<sup>9</sup> This includes measures to strengthen the institutional coordination between TUM, AMAC and water utilities, as well as, to regionalise trainings in the long-term.

- **Strengthen Exchange of Good Practices and Experiences**

APA was supported in the organisation of the 3rd Local Government Open Forum on 'Modernisation of Local Public Services in the Republic of Moldova' on 29 March with around 90 participants of central, regional

<sup>7</sup> Overview presentation available online at: <http://amac.md/obrazovanie/GIZ/IFCAAC/4.Metodologie.pdf>

<sup>8</sup> Further details at: <http://www.moldswa.md/forumul-international-moldswa-1-02-2017/>

<sup>9</sup> Overview presentation available online at: <http://amac.md/obrazovanie/GIZ/IFCAAC/4.Metodologie.pdf>

and local public authorities, civil society and academia engaging during various sessions in an open and fruitful discussion on solutions and innovative approaches for efficient delivery of local public services.<sup>10</sup>

Within the scope of MLPS complementary private sector support, a study visit to Romania (Iasi, Ploiesti, Bucharest) was organised on 14 – 17 February in partnership with the Chamber of Commerce and Industry for design companies in WSS and EE fields, Agency of Public Procurement and MRDC. During the visit, more than 50 ‘business-to-business’ meetings took place allowing for strategic networking and relationship building between Moldovan and Romanian companies in order to facilitate potential joint ventures.<sup>11</sup>

Several measures to strengthen exchange and development of multi-actor-partnerships in the priority sectors are currently under preparation. This encompasses analysis of the feasibility of targeted measures for SWM and EE sectors in cooperation with GIZ regional offices, as well as, preparation of a concrete measure to support exchange between Moldova, Georgia and Ukraine on the implementation of chapters relevant for regional development in the EU Association Agreement.

### CHALLENGES:

During the reporting period the MLPS project faced several **challenges**:

- Delay in obtaining the planned EU co-financing for the second phase of the

MLPS project has caused postponements in the implementation of certain planned activities.

- Unclarities related to the Public Administration Reform and Territorial Administrative Reform makes the process of development of the new Law on Regional Development challenging.
- The monitoring and evaluation framework of NSRD and RDSs for 2016-2020 is incomplete. The delays in processing and presentation on regional and national levels of regional development indicators by the National Bureau of Statistics create obstacles.
- Lack of political consensus at central and regional level slows down the decision making process to establish RSCs and other complementary measures.
- The tender process for the development of technical documentation for Calarasi EE project had to be repeated twice due to poor quality of submitted bids. This caused delays in signing the contract with a Moldovan design company.
- During the development of technical design documents it was found that the national standards applied are not updated.
- Scarce monitoring on behalf of RDAs in the implementation of contracts with technical supervisors. In

<sup>10</sup> Further details at:  
<http://www.aap.gov.md/ro/node/1478>

<sup>11</sup> Further details at: <http://chamber.md/vizita-de-studiu-in-romania-pentru-companiile-de-proiectare-a->

this respect, the contract model content should be revised by including a number of detailed requirements, which would increase the responsibility of the technical supervisor.

- Discrepancies between the submitted technical documentation, also between the technical design and costs estimate; the estimations made and the situation on spot at the designing phase.
- The design solutions are not adjusted to modern and available solutions and technologies.
- Resistance towards the use of modern solutions in the designing phases; lack of skilled staff and experience in the field.

- Lack of financial sustainability of training institutions to finance the provisions of training modules after the end of MLPS support.

- Limited capacity and resistance to use 'modern/innovative' adult teaching methods in training provision; Difficulties to ensure effective transfer and application of training content into practical work routines of participants.

Details on the progress achieved as per agreed milestones of the MLPS project (2<sup>nd</sup> phase) are presented in the next chapters of this report.

# INTERVENTION AREA 1.

## MRDC puts in place a coherent frame-work for the effective implementation of national regional development policy in priority sectors

► Result: Objective of Intervention Area 1 ► Indicator: 1.1 NSRD 2016-2020

**Project:** Modernization of Local Public Services in the Republic of Moldova

Key data			
<b>Short name</b>	1.1. NSRD 2016-2020		
<b>Name</b>	1.1. The National Strategy for Regional Development (NSRD) for the period 2016-2020 is approved taking into consideration 40 recommendations both from the line ministries and RDCs.	<b>Responsible</b>	IA1, Angela Dumitrasco

Impact markers		
<b>Relevant for:</b>	PD/GG: Participatory development/good governance	

Assessment of current status			
<b>Baseline value</b>	0 (no strategy exists for this period)	<b>Start of implementation</b>	01/01/2016
<b>Target value</b>	1 NSDR	<b>Target date</b>	30/12/2016
<b>Achieved value</b>	1 NSRD 2016-2020 is approved by the Parliament of the Republic of Moldova and is published in the Official Gazette (Monitorul Oficial)	<b>Frequency</b>	According to milestones
<b>Date of last monitoring</b>	30/03/2017	<b>Date of next monitoring</b>	

N/o	Milestone	Planned value	Achieved value	Status	Explanatory notes
1	30/01/2016	0.3 Development of NSRD is completed	0.3 Development of NSRD is completed	On track	The development of the final draft of NSRD 2016-2020 was completed during the 1st half of February, 2016. This was submitted to MRDC for their further endorsement

					with the NCCRD and other line ministries.
2	29/02/2016	0.4	0.4	On track	The drafts of NSRD 2016-2020 were presented and discussed at several meetings of the inter-ministerial committee, RDCs, as well as a public hearing was organised in accordance with the national regulations. The 1st draft NSRD 2016-2020 was placed by MRDC on the website ( <a href="http://www.particip.gov.md/proiectview.php?l=ro&amp;id=2692">http://www.particip.gov.md/proiectview.php?l=ro&amp;id=2692</a> ) for public consultations. After these public consultations, the document was subjected to several consultations with endorsement of the line ministries.
3	30/04/2016	0.6	0.6	On track	The final draft of NSRD 2016-2020 was approved by the NCCRD by Decision No. 2/16 dated 10 March 2016, after presentation of all endorsements of line ministries ( please see: <a href="http://parlament.md/LegislationDocument.aspx?Id=7b212795-22d4-4e28-bf1f-a3088880663a">http://parlament.md/LegislationDocument.aspx?Id=7b212795-22d4-4e28-bf1f-a3088880663a</a> ) Before its approval by NCCRD, MRDC took into consideration 40 (out 55) recommendations provided by 5 line ministries and other institutions (National Bureau of Statistics and National Agency of Tourism). The summary of all recommendations are included in Divergence Table (Tabelul de Divergenta) which can be found at

					<a href="http://www.particip.gov.md/proiectview.php?l=ro&amp;idd=2692">http://www.particip.gov.md/proiectview.php?l=ro&amp;idd=2692</a> and aforementioned “endorsement of the line ministries. The final draft NSRD 2016-2020 was further submitted to the Government and approved by Government Decision No. 749, dated 10 June, 2016. The final NSRD 2016-2020 was published in Official Gazette in the editions No. 169183 (source <a href="http://monitorul.md/monitor/v166v/">http://monitorul.md/monitor/v166v/</a> )
4	30/10/2016	0.7	0.7	On track	The Draft Law No. 239 on approval of NSRD 2016-2020 was debated and endorsed by the Parliamentary Committee on Public Administration, Regional Development, Environment and Climate Change. Based on this, this Draft Law was proposed to Parliament for its examination and approval. Source: <a href="http://parlament.md/LegislationDocument.aspx?Id=0369a76b-b3b1-4d18-b0c5-3701d959f623">http://parlament.md/LegislationDocument.aspx?Id=0369a76b-b3b1-4d18-b0c5-3701d959f623</a>
		NSRD approved by specialized/relevant commission from Parliament of RM	NSRD 2016-2020 is approved by specialized/relevant commission from Parliament of RM		
5	30/11/2016	0.9	0.9	On track	The Draft Law No. 239 on approval of NSRD 2016-2020 was debated and approved by the Parliament on 13.10.2016 Source : <a href="http://parlament.md/ProcesulLegislativ/Proiectedeactelegislative/tabid/61/LegislativId/3298/language/roRO/Default.aspx">http://parlament.md/ProcesulLegislativ/Proiectedeactelegislative/tabid/61/LegislativId/3298/language/roRO/Default.aspx</a>
		NSRD approved by Parliament of RM	NSRD 2016-2020 approved by Parliament of RM		

6	30/12/2016	1.0	0.9	Minor deviations	The Draft Law No. 239 on approval of NSRD 2016-2020 is undergoing proofreading by the specialised body in the Parliament in accordance with the legislative practice and shall be published in the Official Gazette next quarter.
		NSRD published in Official Gazette (Monitorul Oficial)	NSRD 2016-2020 is published in Official Gazette (Monitorul Oficial)		
7	30/03/2017	1.0	1.0	On track	The Law No. 239 dated 13.10. 2016 on approval of NSRD 2016-2020 was published in the Official Gazette (Monitorul Oficial) Nr.30-39 dates 03.02.2017.  Source: <a href="http://monitorul.md/monitor/v-217-v/">http://monitorul.md/monitor/v-217-v/</a>
		Order/Decision on the approval of NSRD 2016-2020 by the Parliament of the Republic of Moldova is published in the Official Gazette (Monitorul Oficial) of the Republic of Moldova	Order/Decision on the approval of NSRD 2016-2020 by the Parliament of the Republic of Moldova is published in the Official Gazette (Monitorul Oficial) of the Republic of Moldova		

<b>Data sources</b>	<p>Secondary Sources.</p> <ul style="list-style-type: none"> <li>- Government and Parliament decision published in Official Gazette (Monitorul Oficial).</li> <li>-Divergences table compiled by MRDC</li> </ul>	<b>Link to documents/sources</b>	<a href="http://monitorul.md/monitor/v-217-v/">http://monitorul.md/monitor/v-217-v/</a>
<b>Data collection method</b>	<p>Document analysis of sources of information provided by Government and Parliament.</p> <ul style="list-style-type: none"> <li>-Document analysis of the compiled divergences table compiled by MRDC and extract of a number of recommendations.</li> </ul>		

## ► Result: Objective of Intervention Area 1 ► Indicator: 1.2 RD legislative and normative

<b>Project:</b> Modernization of Local Public Services in the Republic of Moldova
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Key data			
<b>Short name</b>	1.2. RD legislative and normative documents.		
<b>Name</b>	1.2. Three (existing) legislative and normative documents regarding regional development and involved institutions (.ex. decrees on the National Fund for Regional Development, laws on regional development, procedure manuals) were reviewed and, if necessary, harmonized with the requirements of the EU Association Agreement.	<b>Responsible</b>	IA 1, Alexandr Muravschi

Impact markers		
<b>Relevant for:</b>	PD/GG: Participatory development/good governance.	

Assessment of current status			
<b>Baseline value</b>	0	<b>Start of implementation</b>	01/01/2016
<b>Target value</b>	3	<b>Target date</b>	31/12/2018
<b>Achieved value</b>	A new draft Law on Regional Development developed according to the requirements of the Republic of Moldova - European Union Association Agreement	<b>Frequency</b>	In accordance with the milestone
<b>Date of last monitoring</b>	30/03/2017	<b>Date of next monitoring</b>	30/06/2017

N/o	Milestone	Planned value	Achieved value	Status	Explanatory notes
1	30/03/2017	0.3 The draft of new Law on Regional Development is developed in accordance with the Association Agreement between RM and EU.	0.3 A new draft Law on Regional Development developed according to the requirements of the Republic of Moldova - European Union	On track	The new draft Law on Regional Development was developed and submitted to the Minister of Regional development for initial approval. Currently it is also undergoing

			Association Agreement		internal consultations with the RDAs.
2	30/09/2017	0.5			
		The new Law on Regional Development developed according to the requirements of the Republic of Moldova - European Union Association Agreement gets positive opinion from the Government of RM			
3	30/12/2017	0.7			
		The new Law on Regional Development developed according to the requirements of the Republic of Moldova - European Union Association Agreement is approved by the Parliament of RM			
4	30/12/2018	0.8			
		The legislative framework related to the law on Regional Development is adjusted according to the new provisions of the law			

5	30/12/2018	1.0			
		The legislative framework related to the law on Regional Development according to the new provisions of the law is approved by the Government of RM			
6	30/12/2018	1.0			
		Support for National Working Group in solid waste management is provided			

<b>Data sources</b>	Secondary Data Sources. - Government decision published in Official Gazette (Monitorul Oficial)	<b>Link to documents/sources</b>	
<b>Data collection method</b>	- Document analysis		

<b>Need for steering or action</b>
- Conceptually, the development of this draft law is challenging due to unclarities in the public administration reform and territorial-administrative reform.

► **Result: Project Objective (Outcome) ► Indicator: POI 3**

**Project:** Modernization of Local Public Services in the Republic of Moldova

	<b>Key data</b>		
<b>Short name</b>	POI 3		
<b>Name</b>	The National Coordination Council for Regional Development confirms that financing of investment measures for improved service provision in the priority sectors, granted by national funds and the international donors, increased by 465%.	<b>Responsible</b>	IA 1, Alexandr Muravschi

Impact markers	
<b>Relevant for:</b>	PD/GG: Participatory development/good governance.

Assessment of current status			
<b>Baseline value</b>	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).	<b>Start of implementation</b>	01/01/2016
<b>Target value</b>	EUR 132.7 million (Increase of baseline value by 465%)	<b>Target date</b>	31/12/2018
<b>Achieved value</b>	EUR 37 million (Increase of the baseline value of 130%)	<b>Frequency</b>	Yearly
<b>Date of last monitoring</b>	30/03/2017	<b>Date of next monitoring</b>	30/06/2017

N/o	Milestone	Planned value	Achieved value	Status	Explanatory notes
1	30/12/2016	EUR 28.3 million	EUR 28.3 million	Off track	The concept of funding in RD is postponed for the next year since the NSRD 2016-2020 was approved in October. Also the priority was given to the draft Law on RD
		The concept of funding in RD is developed	The concept of funding in RD is postponed		
2	30/12/2017	EUR 37 million			
		The concept of funding in RD is approved by NCCRD			
3	30/12/2018	EUR 132.7 million			
		Changes in the funding system in the field of RD are initiated			

<b>Data sources</b>	<ul style="list-style-type: none"> <li>- Minutes of meetings of National Coordination Council for Regional Development</li> <li>- Annual reports on implementation on NSRD 2016-2020</li> </ul>	<b>Link to documents/sources</b>	
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	<ul style="list-style-type: none"> <li>- Annual reports submitted by MRDC and RDAs</li> <li>- Donor reports</li> </ul>		
<b>Data collection method</b>	Document analysis of the financing of investment measures for regional development in the priority sectors, based on the annual reports submitted by MRDC and RDAs		

## INTERVENTION AREA 2.

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

► Result: Objective of Intervention Area 2 ► Indicator: 2.1 RDS approval

**Project:** Modernization of Local Public Services in the Republic of Moldova

Key data			
<b>Short name</b>	2.1. RDS approval		
<b>Name</b>	2.1. 32 recommendations by RDCs have been included during the development process of regional development strategies.	<b>Responsible</b>	IA 1, Alexandr Muravschi

Impact markers	
<b>Relevant for:</b>	PD/GG: Participatory development/good governance.

Assessment of current status			
<b>Baseline value</b>	0	<b>Start of implementation</b>	01/01/2016
<b>Target value</b>	4 RDSs	<b>Target date</b>	31/12/2017
<b>Achieved value</b>	4	<b>Frequency</b>	Quarterly
<b>Date of last monitoring</b>	30/03/2017	<b>Date of next monitoring</b>	

N/o	Milestone	Planned value	Achieved value	Status	Explanatory notes
1	30/01/2016	1.5	1.5	On track	The 3 RDAs completed the development of 3 RDSs (for the regions North, Centre and South). All the 3 RDSs were subjected to several consultations with the working groups and RDCs, as well as public consultations. All RDSs were aligned to
		Development of 3 RDSs (North, Centre and South) is completed.	The development of final draft of the NSRD 2016-2020 was completed during the 1st half of February,		

			2016 and submitted to MRDC for their further endorsement with the NCCRD and other line ministries.		<p>the objectives of the draft NSRD 2016-2020. As result of:</p> <ul style="list-style-type: none"> <li>• consultations with members of RDC South – out of 22 provided recommendations, 4 recommendations were totally included in the final RDS 2016-2020 and 18 – only partially included.</li> <li>• consultations with members of RDC Centre – out of 2 provided recommendations, none were included as they were not considered relevant.</li> <li>• consultations with members of RDC North – out of 11 provided recommendations, 6 recommendations were totally included, 4 - were taken into account to a certain extent and 1 was not included as it was considered not relevant.</li> </ul>
2	29/02/2016	3.0	3.0	On track	<p>3 RDCs approved the respective 3 RDSs (North, Centre and South) during the councils sessions, as follows: RD South 05.02.2016, RD Centre 11.02.2016, RD North 12.02.2016. MRDC and RDCs decided to approve the 3 RDSs before approval of the draft NSRD 20162020. However, conceptual harmonisation with the</p>
		3 RDSs (North, Centre and South) approved by RDCs	3 RDSs (North, Centre and South) approved by RDCs		

					<p>draft NSRD 2016-2020 was ensured. The 3 final RDS approved by RDCs can be found on RDAs' websites.</p> <p>News on:  <a href="http://adrsud.md/libview.php?!=ro&amp;idc=340&amp;id=2775">http://adrsud.md/libview.php?!=ro&amp;idc=340&amp;id=2775</a>  <a href="http://adrcentru.md/libview.php?!=ro&amp;idc=340&amp;id=2635&amp;t=Noutati/Membrii-Consiliului-Regional-pentru-Dezvoltare-Centru-au-aprobat-Strategia-de-Dezvoltare-Centru-2016-2020/">http://adrcentru.md/libview.php?!=ro&amp;idc=340&amp;id=2635&amp;t=Noutati/Membrii-Consiliului-Regional-pentru-Dezvoltare-Centru-au-aprobat-Strategia-de-Dezvoltare-Centru-2016-2020/</a>  <a href="http://adrnord.md/libview.php?!=ro&amp;idc=195&amp;id=2479">http://adrnord.md/libview.php?!=ro&amp;idc=195&amp;id=2479</a></p>
3	30/12/2016	3.5 Development of 1 draft of RDS for Gagauzia is completed	3.5 Development of 1 <sup>st</sup> draft of RDS for Gagauzia is completed	On track	The development of the 1 draft of RDS Gagauzia 2017-2020 is completed and is under review by RDA Gagauzia and MRDC
4	30/12/2016	3.6 The RDA from Gagauzia is operational	3.6 The RDA from Gagauzia is operational	On track	The RDA Gagauzia is operational. It has all the necessary personnel at this stage and support in renovation of the office and equipping was provided.
5	30/03/2017	4.0 Final RDS for Gagauzia is approved by RDC	4.0 Final Regional Development Strategy for TAU Gagauzia is approved by the Regional Development Council of Gagauzia	On track	<p>The Regional Development Council of Gagauzia approved the Final Strategy on Regional Development for Gagauzia for the period 2017-2020 on 24.01.2017.</p> <p>Source:  <a href="http://adrgagauzia.md/public/files/ADR_UTAG/">http://adrgagauzia.md/public/files/ADR_UTAG/</a></p>

					SDR_UTAG_2017-2020_RU.pdf
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<b>Data sources</b>	Secondary Data Sources. -Signed minutes of 4 RDCs (North, Center, South and - Gagauzia) decision Web sites of RDAs	<b>Link to documents/sources</b>	<a href="http://Adrsud.Md/Public/Files/SDR_SUD_2016-2020_Aprobat_CRD.Pdf">http://Adrsud.Md/Public/Files/SDR_SUD_2016-2020_Aprobat_CRD.Pdf</a>  <a href="File:///C:/Users/User/Downloads/SDR-Centru-2016-2020a7e32%20(2).pdf">File:///C:/Users/User/Downloads/SDR-Centru-2016-2020a7e32%20(2).pdf</a>  <a href="http://adrnord.md/pageview.php?!=ro&amp;idc=230&amp;">http://adrnord.md/pageview.php?!=ro&amp;idc=230&amp;</a>  <a href="http://adrgagauzia.md/public/files/ADR_UTAG/SDR_UTAG_2017-2020_RU.pdf">http://adrgagauzia.md/public/files/ADR_UTAG/SDR_UTAG_2017-2020_RU.pdf</a>
<b>Data collection method</b>	- Document analysis of the compiled divergences table compiled by RDAs and extract of a number of recommendations.		

#### Need for steering or action

- In order to ensure successful monitoring and evaluation of the RDS, it is necessary to have clear indicators, including target values and baselines established at the beginning of the implementation of the RDS 2016-2020. Also, a clear M&E mechanism at the regional level needs to be established with clear roles and responsibilities between RDCs and RDAs.

#### ► Result: Objective of Intervention Area 2 ► Indicator: 2.2 RDC&RBM system

**Project:** Modernization of Local Public Services in the Republic of Moldova

	Key data		
<b>Short name</b>	2.2 RDC&RBM system		
<b>Name</b>	2.2 The coordination of the implementation of the regional development strategies is exercised by the RDCs on the basis of a results-based monitoring system.	<b>Responsible</b>	IA 2, Petru Veverita

Impact markers	
Relevant for:	PD/GG: Participatory development/good governance

Assessment of current status			
Baseline value	0	Start of implementation	01/01/2016
Target value	RBM systems used by 4 RDCs	Target date	31/12/2018
Achieved value	Support package for RDAs and RDCs is defined and agreed with partners	Frequency	Quarterly
Date of last monitoring	30/03/2017	Date of next monitoring	30/06/2017

N/o	Milestone	Planned value	Achieved value	Status	Explanatory notes
1	30/12/2016	Assessment findings are presented to the partners (MRDC, RDCs, RDAs)	Assessment findings are presented to the partners (MRDC, RDCs, RDAs)	Minor deviation	The focus group discussions with the members of the RDCs were organized in October-November 2016. The preliminary results were presented to the MRDC on the level of the General Directorate for Regional Development on 28 November 2016 and to the management of the Ministry on 30 November 2016 (rehearsal of National Coordination Council for Regional Development). The presentations for RDCs are planned for

					January 2017 due to the fact that RDC meetings from December 2016 have been rescheduled.
2	30/12/2016	Draft ToRs for leading and regional CSOs are prepared	Draft ToRs for leading and regional CSOs are prepared	On track	The draft ToR (see <a href="https://dms.giz.de/dms/lisapi.dll?func=ll&amp;objId=107588429&amp;objAction=browse&amp;viewType=1">https://dms.giz.de/dms/lisapi.dll?func=ll&amp;objId=107588429&amp;objAction=browse&amp;viewType=1</a> ) was presented to the WMM on 21 Nov 2016.
2	30/03/2017	Support package for RDAs and RDCs is defined and agreed with partners	Support package for RDAs and RDCs is defined and agreed with partners	Minor deviation	Capacity Development Matrix is drafted as well as reflected in the Report on the RDC assessment and recommendations for strengthening their capacities.
4	30/03/2017	Support package for RDAs and RDCs is defined and agreed with partners	Support package for RDAs and RDCs is defined and agreed with partners	On track	At MLPS initiative, the issue on the results of RDC assessment and recommendations for strengthening their capacities was included into agenda of the RDC meetings and presented in the North DR on 18 January, Centre and South DR on 26 January 2017. At the RDC meetings, the decisions on creation of the working groups for elaboration of the draft regulation on functioning of the Regional Sector

					<p>Commissions (RSCs) were approved. The support for RDCs, including recommendations/decisions were presented and agreed during the MLPS Steering Committee held on 27 January 2017. The subject was also presented at the MLPS Monitoring Committee held on 14 February 2017 with participation of MRDC and RDAs decision makers. After a series of working meetings with the members of the RDCs and RDAs in the Development Regions, MLPS submitted on 10 March 2017 to the MRDC and RDAs the draft framework regulations on functioning of RSCs and launched the proposal for a joint MRDC/RDCs/RDA s meeting to agree on the next steps. After consultation with partners, the meeting is planned for April 2017.</p>
5	30/06/2017	National regulatory framework is favourable for RDC functioning			
6	30/06/2017				

		RDCs' regulations are revised in order to formalise the establishing of Regional Sector Commissions			
7	30/06/2017	RSC Regulations are approved by RDCs			
8	30/06/2017	RSCs in 2 fields (WSS and EE or MDS) from 3+1 regions are created by RDCs			
9	30/09/2017	RSCs in 2 fields (WSS and EE or MDS) from 3+1 regions are convened by RDCs once in a quarter			
10	30/09/2017	RDAs have sufficient human resources and technical support to exercise secretariat function in line with RDC/RSC working procedures requirements			
11	30/09/2017	Sector technical expertise for facilitation of RDC/RSC activity is ensured			

<b>Data sources</b>	Secondary data sources collected by RDAs and RDCs: • Biannually RDAs reports on RDSs implementation	<b>Link to documents/sources</b>	
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	<ul style="list-style-type: none"> <li>• Analysis of the minutes of the RDCs meetings</li> <li>• Analysis of the progress reports by the Project</li> <li>• RSCs or RSWGs minutes</li> </ul>		
<b>Data collection method</b>	Document analysis and direct observation		

#### Need for steering or action

- Joint MRDC/RDCs/RDAs meeting to agree on the next steps to be organized in April 2017.
- Agreements with the partners on organizing workshops for RDCs members in each Development Region as a preparatory step for the next RDC meetings.

#### ► Result: Objective of Intervention Area 2 ► Indicator 2.3: Projects pre-final stage

**Project:** Modernization of Local Public Services in the Republic of Moldova

Key data			
<b>Short name</b>	Projects pre-final stage		
<b>Name</b>	The pre-final stage of 5 projects (3 in WSS and 2 in SWM sector) resulted from the Regional Sector Programs implementation are finalized	<b>Responsible</b>	IA 2, Petru Veverita

Impact markers	
<b>Relevant for:</b>	PD/GG: Participatory development/good governance

Assessment of current status			
<b>Baseline value</b>	0	<b>Start of implementation</b>	01/01/2016
<b>Target value</b>	5	<b>Target date</b>	30/05/2017
<b>Achieved value</b>	3.0	<b>Frequency</b>	According to milestones
<b>Date of last monitoring</b>	30/03/2017	<b>Date of next monitoring</b>	30/06/2017

N/o	Milestone	Planned value	Achieved value	Status	Explanatory notes
1	29/02/2016	0.5	0.5	On track	The results of 36 projects in WSS, EE, SWM and RLR sectors have been handed over as following:
		The process of handing over the results of projects pipeline development,	The process of handing over the results of projects pipeline development,		

		based on RSPs implementation in WSS, EE, SWM and RLR sectors is finalized.	based on RSPs implementation in WSS, EE, SWM and RLR sectors is finalized		-On 05/02/16 at South RDC session (for 10 projects); -On 11/02/16 at Centre RDC session (for 13 projects), and -On 12/02/16 at North RDC session (for 13 projects).
2	31/08/2016	1.0	1.0	On track	On 5 of August 2016, 2 MoUs and annexes (Project Implementation Plans, Centre and North RDA) in SWM sector were signed
		MoUs in SWM sector for two Development Regions (Centre and North), including Action Plans are discussed, agreed and signed	MoUs and annexes (Action Plans, ADR Centre and ADR North) in SWM sector are discussed, agreed and signed		
3	30/09/2016	2.0	2.0	On track	- 2 FSs in WSS sector for Ialoveni & Hinesti projects have been finalized and presented to respective PWGs on 28/09/16. - The FS in WSS sector for the Balti project has been presented to the PWG on 29/09/16.
		Three Feasibility Studies in WSS sector finalized	Three Feasibility Studies in WSS sector finalized		
4	30/10/2016	3.0	3.0	On track	The draft WSS Feasibility Studies for Balti, Ialoveni and Hinesti were presented to the relevant Project Working Groups in September 2016 (see minutes at: <a href="https://dms.giz.de/dms/lisapi.dll?func=ll&amp;objId=107596523&amp;objAction=browse&amp;viewType=1">https://dms.giz.de/dms/lisapi.dll?func=ll&amp;objId=107596523&amp;objAction=browse&amp;viewType=1</a> ) The Feasibility Studies were approved by local councils as follows:
		Three Feasibility Studies in WSS sector are presented at the PWG (Project Working Group) and approved by LPA	Three Feasibility Studies in WSS sector are presented at the PWG (Project Working Group) and approved by LPA		

					<p>Balti (4 Nov 2016), Ialoveni (1 Nov 2016), Hincesti (28 Oct 2016).                  The approved Feasibility Studies can be found here: <a href="https://dms.giz.de/dms/lisapi.dll?func=ll&amp;objId=107595235&amp;objAction=browse&amp;viewType=1">https://dms.giz.de/dms/lisapi.dll?func=ll&amp;objId=107595235&amp;objAction=browse&amp;viewType=1</a>                  The local council decisions on approval of Feasibility Studies can be found here: <a href="https://dms.giz.de/dms/lisapi.dll?func=ll&amp;objId=107601337&amp;objAction=browse&amp;viewType=1">https://dms.giz.de/dms/lisapi.dll?func=ll&amp;objId=107601337&amp;objAction=browse&amp;viewType=1</a></p>
5	30/10/2016	3.2	3.2	On track	<p>On 2-7 October 2017, a group of 40 people-representatives of MoE, MRDC, RDAs, LPAs and Service Providers from WMZ 5 (Center RD) and 8 North RD) learned about integrated solid waste management approaches in Romania and Bulgaria.                  The study tour was organized in cooperation with Romanian Waste Association and International Solid Waste Association (ISWA).                  The participants find out the coherence between the various processes</p>
		<p>LPAs (14 representatives) gained the experience in establishing of the integrated SWM system in Romania and Bulgaria</p>	<p>LPAs (14 representatives) gained the experience in establishing of the integrated SWM system in Romania and Bulgaria</p>		

					in Romania and Bulgaria waste management system, including the division of tasks between the municipalities and the collection companies.
6	28/02/2017	3.6	3.5	Minor deviation	The activities carried out during the reporting period were focused mainly on development of two feasibility studies in Solid Waste Management sector – Waste Management Zone 5 from Centre Development Region and Waste Management Zone 8 from North Development Region. At the Local Steering Committees held in January 2017 in each Waste Management Zone, the progress achieved was presented and the following steps were determined. The feasibility studies are to be finalized in June 2017.
		Two Feasibility Studies in SWM sector finalized	Two Feasibility Studies in SWM sector on going		
7	30/03/2017	4.0	3.5	Minor deviation	Need decision about ownership under the database of the projects pipeline.
		Database of the projects pipeline results is elaborated and handed over to the responsible actors/parties.			

8	30/06/2017	2 Feasibility Studies in SWM (SWZ 5 and 8) are completed and handed over to beneficiaries for approval			
9	31/09/2017	2 Environmental Impact Assessment Reports (SWZ 5 and 8) are completed and handed over to beneficiaries for approval			

<b>Data sources</b>	Primary data sources collected by MLPS project; document analysis and direct observation of: <ul style="list-style-type: none"> <li>• Minutes of the Projects' Working Groups meetings</li> <li>• Projects implementation progress reports</li> <li>• Regional Sector Programs (WSS and SWM)</li> </ul>	<b>Link to documents/sources</b>	
<b>Data collection method</b>	Document analysis and direct observation: <ul style="list-style-type: none"> <li>• Minutes of the meetings</li> <li>• 2 signed MoUs, approved option from 5 FSs and 2 approvals of EIAs</li> <li>• Projects implementation progress reports</li> </ul>		

**Need for steering or action**

- Need decision about ownership under the database of the projects pipeline.

## INTERVENTION AREA 3.

### RDAs capacities to implement regional development strategies are improved

► Result: Objective of Intervention Area 3 ► Indicator: 3.1 RDS coherent with NSRD

**Project:** Modernization of Local Public Services in the Republic of Moldova

Key data			
<b>Short name</b>	3.1. RDS coherent with NSRD		
<b>Name</b>	3.1. Each of the four RDAs develops a coherent regional development strategy for the 2016-2020 period in accordance with the National Strategy for Regional Development.	<b>Responsible</b>	IA 1, Angela Dumitrasco

Impact markers	
<b>Relevant for:</b>	PD/GG: Participatory development/good governance

Assessment of current status			
<b>Baseline value</b>	0 (no strategy exists for this period)	<b>Start of implementation</b>	01/01/2016
<b>Target value</b>	4 RDSs	<b>Target date</b>	30/03/2017
<b>Achieved value</b>	4	<b>Frequency</b>	Quarterly
<b>Date of last monitoring</b>	30/03/2017	<b>Date of next monitoring</b>	

N/o	Milestone	Planned value	Achieved value	Status	Explanatory notes
1	30/01/2016	1,5	1,5	On track	The 3 RDAs completed the development of 3 RDSs (for the regions North, Centre and South). All 3 RDSs were subjected to public consultations and discussions. All RDSs were aligned to the objectives of
		Development of 3 RDSs (North, Centre and South) is completed	Development of 3 RDSs (North, Centre and South) is completed		

					the draft NSRD 2016-2020.
		3,0	3,0		
2	29/02/2016	3 RDSs (North, Centre and South) approved by RDCs	3 RDSs (North, Centre and South) approved by RDCs	On track	<p>3 RDCs approved the respective 3 RDSs (North, Centre and South) during the Councils' sessions, as follows:  RD South  5.02.2016,  RD Centre  11.02.2016  RD North  12.02.2016.  Due to political instability of the Central Government, MRDC and RDCs decided to approve the 3 RDSs before the approval of the draft NSRD 2016-2020. However, conceptual harmonisation with the draft NSRD 2016-2020 was ensured.  The 3 final RDSs approved by RDCs can be found at:  <a href="http://adrsud.md/public/files/SDR_SUD_2016-2020_aprobat_CRD.pdf">http://adrsud.md/public/files/SDR_SUD_2016-2020_aprobat_CRD.pdf</a>  <a href="http://adrnord.md/pageview.php?!=ro&amp;idc=230&amp;">http://adrnord.md/pageview.php?!=ro&amp;idc=230&amp;</a>  News on:  <a href="http://adrsud.md/libview.php?!=ro&amp;idc=340&amp;id=2775">http://adrsud.md/libview.php?!=ro&amp;idc=340&amp;id=2775</a>  <a href="http://adrcentru.md/libview.php?!=ro&amp;idc=340&amp;id=2635&amp;t=Notati/Membrii-Consiliului-Regional-pentru-Dezvoltare-">http://adrcentru.md/libview.php?!=ro&amp;idc=340&amp;id=2635&amp;t=Notati/Membrii-Consiliului-Regional-pentru-Dezvoltare-</a></p>

					<a href="http://adrnord.md/libview.php?!=ro&amp;idc=195&amp;id=2479">Centru-au-aprobat-Strategia-de-Dezvoltare-Centru-2016-2020/ http://adrnord.md/libview.php?!=ro&amp;idc=195&amp;id=2479</a>
3	30/12/2016	3,5	3,5	On track	The development of the 1draft of RDS Gagauzia 2017-2020 is completed and is under review by RDA Gagauzia and MRDC
		Development of 1 draft of RDS for Gagauzia is completed	Development of 1 draft of RDS for Gagauzia is completed		
4	30/12/2016	3,7	3,7	On track	The RDA Gagauzia is operational. It has all the necessary personnel at this stage and support in renovation of the office and equipment was provided
		The RDA from Gagauzia is operational	The RDA from Gagauzia is operational		
5	30/03/2017	4,0	4,0	On track	The Strategy on Regional Development for Gagauzia fro the period 2017-2020 was developed in participatory manner and in line with the NSRD 2016-2020. The comments of the established Working Group were taken into account. The Regional Development Council of Gagauzia approved the Final Strategy on Regional Development for Gagauzia for the period 2017-2020 on 24.01.2017.
		Final RDS for Gagauzia is approved by RDC	Final RDS for Gagauzia is approved by RDC		

<b>Data sources</b>	Primary Data/ Source - Signed minutes of 4 RDCs (North, Center, South and Gagauzia) decision - Web sites of RDAs	<b>Link to documents/ sources</b>	Source: <a href="http://adrgagauzia.md/public/files/ADR_UTAG/S DR_UTAG_2017-2020_RU.pdf">http://adrgagauzia.md/public/files/ADR_UTAG/S DR_UTAG_2017-2020_RU.pdf</a>
<b>Data collection method</b>	Document analysis and observation of the minutes and decisions of RDCs.		

### Need for steering or action

In order to ensure successful monitoring and evaluation of the RDS, it is necessary to have clear indicators, including target values and baselines established at the beginning of the implementation of the RDS 20162020. Also, a clear M&E mechanism at the regional level needs to be established with clear roles and responsibilities between RDCs and RDAs.

### ► Result: Objective of Intervention Area 3 ► Indicator: 3.2 Projects within 12 RSPs

**Project:** Modernization of Local Public Services in the Republic of Moldova

Key data			
<b>Short name</b>	3.2 Projects within 12 RSPs		
<b>Name</b>	3.2 45 % of projects (18 projects from 40) eligible for funding, developed within the 12 regional sector programs, with a total value of EUR 194 million are being implemented in accordance with the quality criteria of the MRDC for the modernization of local public services.	<b>Responsible</b>	IA 3, Dietrich Hahn

### Impact markers

**Relevant for** PD/GG: Participatory development/good governance

### Assessment of current status

<b>Baseline value</b>	0 projects	<b>Start of implementation</b>	01/01/2016
<b>Target value</b>	18 projects	<b>Target date</b>	31/12/2018
<b>Achieved value</b>	8 EE Audit Reports does not received technical endorsement from GIZ Construction department	<b>Frequency</b>	Quarterly
<b>Date of last monitoring</b>	30/03/2017	<b>Date of next monitoring</b>	30/06/2017

N/o	Milestone	Planned value	Achieved value	Status	Explanatory notes
1	30/08/2016	12 WSS Feasibility Studies received the technical endorsement from GIZ Construction department	12 WSS Feasibility Studies received the technical endorsement from GIZ Construction department	Minor deviation	The GIZ Construction department did the evaluation of 12 Project Feasibility Studies (FS) in WSS. Other 3 FS for Straseni, Hincesti and Balti were completed on September 28 and will be submitted for revision by the end of September.
2	30/08/2016	10 EE Technical Reports received technical endorsement from GIZ Construction department	10 EE Technical Reports received technical endorsement from GIZ Construction department	On track	The evaluation of EE Technical Reports were done in due time by the Construction Department and by a German Consulting Company 'A Blue' Contracted by this Department.
3	30/08/2016	Due diligences visits to 11 EE projects in public buildings completed and the minutes of the meeting prepared	Due diligences visits to 11 EE projects in public buildings completed and the minutes of the meeting prepared	On track	Following the MLPS management recommendation, the energy efficiency projects presented for EU funding were visited during 12-29 July 2016 by GIZ MLPS, MRDC, RDA Centre, South and North representatives. Representatives of local public authorities from municipality and rayon level, of institutions managing the objectives (schools, hospitals) also participated at the meeting.
4				On track	

	15/09/2016	Due diligences visits to 7 WSS projects completed and the minutes of the meeting prepared	Due diligences visits to 7 WSS projects completed and the minutes of the meeting prepared		National Coordination Councils in Regional Development approved the modalities for the implementation of WSS projects on 2 September. After this, MLPS in partnership with RDA informed the beneficiaries of the projects about the next steps to be taken by LPAs in order to meet the requirements. The minutes of the meetings have been prepared.
5	30/09/2016	Due diligences visits to 5 WSS projects completed and the minutes of the meeting prepared	Due diligences visits to 5 WSS projects completed and the minutes of the meeting is prepared	On track	(Drochia WSS) <a href="https://dms.giz.de/dms/lisapi.dll?func=ll&amp;objaction=overview&amp;objid=105934568">https://dms.giz.de/dms/lisapi.dll?func=ll&amp;objaction=overview&amp;objid=105934568;</a> (Edinet WSS) <a href="https://dms.giz.de/dms/lisapi.dll?func=ll&amp;objaction=overview&amp;objid=105936784">https://dms.giz.de/dms/lisapi.dll?func=ll&amp;objaction=overview&amp;objid=105936784;</a> (Falesti WSS) <a href="https://dms.giz.de/dms/lisapi.dll?func=ll&amp;objaction=overview&amp;objid=106058748">https://dms.giz.de/dms/lisapi.dll?func=ll&amp;objaction=overview&amp;objid=106058748</a> ; (Leova WSS) <a href="https://dms.giz.de/dms/lisapi.dll?func=ll&amp;objaction=overview&amp;objid=105933356">https://dms.giz.de/dms/lisapi.dll?func=ll&amp;objaction=overview&amp;objid=105933356</a> ; (Riscani) <a href="https://dms.giz.de/dms/lisapi.dll?func=ll&amp;objaction=overview&amp;objid=106063415">https://dms.giz.de/dms/lisapi.dll?func=ll&amp;objaction=overview&amp;objid=106063415</a>

					; (Singerei) <a href="https://dms.giz.de/dms/lisapi.dll?func=ll&amp;objaction=overview&amp;objid=107183783">https://dms.giz.de/dms/lisapi.dll?func=ll&amp;objaction=overview&amp;objid=107183783</a> ;
6	30/11/2016	3 WSS Feasibility Studies received technical endorsement from GIZ Construction Department	3 WSS Feasibility Studies does not received technical endorsement from GIZ Construction department	Major deviation	The WSS Feasibility Studies for Ialoveni, Hincesti and Balti still are under review at the GIZ Construction department.
7	15/12/2016	8 EE Technical/Audits Reports received technical endorsement from Moldovan Energy Efficiency Agency	8 EE Technical/Audits Reports does not received technical endorsement from Moldovan Energy Efficiency Agency	Major deviation	The EE technical/Audit activities are under implementation. Two national companies were contracted to conduct the EE audit. The delay is due to the fact that, the announcement and contacted phase took longer expected time
8	30/12/2016	8 EE Audit Reports received technical endorsement from GIZ Construction Department	8 EE Audit Reports does not received technical endorsement from GIZ Construction department	Minor deviation	The CGIA construction Department expert will come in the third week of January 2017 to review the EE Audit reports and provide support to the company that are performing the audit. In the end of mission is foreseen to have the endorsement.
9	30/12/2016	The project proposal for EU related to the implementation of (design stage)	The project proposal for EU related to the implementation	On track	On December 19, 2016 the National Coordination Council in Regional Development approved the list of

		regional development projects, selected in WSS and EE sectors is prepared, coordinated and submitted	of (design stage) regional development projects, selected in WSS and EE sectors is prepared, coordinated and submitted		projects that will be financed from EU sources. <a href="https://dms.giz.de/dms/lisapi.dll?func=ll&amp;objaction=overview&amp;objid=113794720">https://dms.giz.de/dms/lisapi.dll?func=ll&amp;objaction=overview&amp;objid=113794720</a>
10	30/12/2016	2 contracts signed with design companies for the WSS projects	2 contracts were not signed with design companies for the WSS projects	Off track	Postponed for second quarter of 2017 due to the fact that the contract with EU is not signed and the procurement procedures can't be lunched.
11	30/03/2017	Local Steering Committees (18 projects in WSS and EE sectors) are convened once in a quarter	Local Steering Committees were not established for 18 projects in WSS and EE sectors	Off track	The contract was signed between GIZ and EU.
12	30/03/2017	Local Citizens Committees (18 projects in WSS and EE sectors) are convened once in a quarter	Local Citizens Committees (18 projects in WSS and EE sectors) were not created	Off track	The contract was signed between GIZ and EU.
13	30/03/2017	Logical Framework and PIPs are developed, discussed and accepted Memorandums of Understanding for 18 projects are signed	Logical Framework and PIPs are developed, discussed and accepted Memorandums of Understanding for 18 projects are signed	Off track	The contract was signed between GIZ and EU.
14	30/03/2017	Technical endorsement of 15 WSS Feasibility Studies by GIZ	Technical endorsement of 15 WSS Feasibility	on track	All 15 WSS Feasibility Studies were reviewed by GIZ Construction

		Construction Department is obtained	Studies by GIZ Construction Department is obtained		Department. As a result 14 FS were endorsed and 1 requires improved.
15	30/12/2017	25 Local Plans (17 in WSS & 8 in EE) are developed/updated and approved by LPAs			
16	30/05/2017	16 contracts are signed with design companies (8 WSS projects & 8 Energy Efficiency projects)			
17	30/05/2017	3 operators in WSS are enabled to operate the improved infrastructure			
18	30/06/2017	2 technical design documents in WSS completed and transferred to LPAs			
19	30/07/2017	2.0			
		2 LPAs recorded in the register of fixed assets the technical design documents			
20	30/12/2017	4 technical design documents in WSS and 8 in EE completed and transferred to LPAs			
21	30/01/2018	12.0			
		12 LPAs recorded the technical design documents (4 in WSS and 8 in EE) in the register of fixed assets			
22	30/05/2018				

		4 technical design documents in WSS completed and transferred to LPAs			
23	30/06/2018	4.0			
		4 LPAs recorded the technical design documents in WSS in the register of fixed assets			
24	30/06/2018	Contracts with construction companies for the 10 projects are signed between RDA/contractor/ GIZ.			
25	30/09/2018	Contracts with construction companies for the 8 projects are signed between RDA/contractor/ GIZ			
26	30/07/2019	Construction works within 10 projects completed and the assets were transferred to LPAs/operators			
27	30/08/2019	10 LPAs recorded in their local registers the assets transferred to them			
28	30/11/2019	Construction works within 8 projects completed and the assets were transferred to LPAs/operators			
29	30/12/2019				

		8 LPAs recorded in their local registers the assets transferred to them			
30	30/12/2019	Operators in WSS are enabled to operate the improved infrastructure			

<b>Data sources</b>	Primary Data Source. - Decisions of local councils regarding endorsement of planning doc and FS; - Cooperation Agreements between LPAs within the project area; - Annual information note from RDAs regarding the status of implementation of projects.	<b>Link to documents/ sources</b>	
<b>Data collection method</b>	Observation of documents presented by MLPS regional advisor as attachments to the reports. Informative notes from RDAs.		

<b>Need for steering or action</b>
<ul style="list-style-type: none"> <li>- GIZ/MLPS will improve communication with GIZ Construction Department to perform the work in due time.</li> <li>- GIZ/MLPS to improve communication with GIZ country office in the field of contracting local companies</li> </ul>

► **Result: Objective of Intervention Area 3** ► **Indicator: 3.3 Seven pilot projects**

<b>Project:</b> Modernization of Local Public Services in the Republic of Moldova
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	<b>Key data</b>		
<b>Short name</b>	3.3 Seven pilot projects		
<b>Name</b>	3.3 Seven pilot projects with a combined investment volume of approximately 11.3 +2.131 million EUR (BMZ/ German Federal Ministry for Economic Cooperation, Romania,SDC) are fully implemented in accordance with the quality criteria of MRDC for the modernization of local public services.	<b>Responsible</b>	IA 3, Dietrich Hahn

<b>Assessment of current status</b>
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<b>Baseline value</b>	EUR 5.037 million	<b>Start of implementation</b>	01/01/2016
<b>Target value</b>	EUR 13.43 million	<b>Target date</b>	31/12/2018
<b>Achieved value</b>	7.92 million	<b>Frequency</b>	Quarterly
<b>Date of last monitoring</b>	30/03/2017	<b>Date of next monitoring</b>	30/06/2017

N/o	Milestone	Planned value	Achieved value	Status	Explanatory notes
1	30/06/2016	Contract with design company for the development of technical documentation for Calarasi EE project signed	Contract with design company for the development of technical documentation for Calarasi EE project signed	Major deviation	The main reason for having major deviation is that the tender was repeated twice due to poor quality of bids.
2	30/06/2016	Contract with company for the delivery of solid waste collection vehicles for Floresti SWM project is concluded	Contract with company for the delivery of solid waste collection vehicles for Floresti SWM project is concluded	On track	The solid waste collection vehicles for Floresti will be delivered by the end of September 2016
3	30/07/2016	Cahul Regional operator is officially registered	Cahul Regional operator is not yet officially registered	Off track	The major cause of being out of track is: the divergences between Local Councilors from different political parties in adopting important decisions.
4	30/08/2016	The quality check-monitoring mission of international expert for	The quality check-monitoring mission of international expert for	On track	The international expert delegated by GIZ Construction Department had a working mission to provide support and monitor the quality of the

		the development of technical design documents for Leova WSS project is organized.	the development of technical design documents for Leova WSS project is organized.		development of technical design documents for Leova-largara WSS project prepared by a national company contracted by RDA South. The expert recommendations were presented at the workshop for national design companies and also incorporated into design documents
5	30/09/2016	The quality check-monitoring mission of international expert for the development of technical design documents for Calarasi EE project is organized; The validation report with conclusions and recommendations is submitted	The quality check-monitoring mission of international expert for the development of technical design documents for Calarasi EE project is organized; The validation report with conclusions and recommendations is submitted	On track	Two German Experts from, A Blue Company' visited Calarasi project during 19-21 September. The experts had a meeting with representatives of design company, hospital and LPA Calarasi. The technical solutions included in the technical design were positively appreciated by experts. The company received approval to start the detailed design of the boiler house.
6	30/09/2016	The quality monitoring missions of national expert to the construction site of Costesti, Cahul, Rosu WSS projects are organized. The validation reports with conclusions and recommendations are submitted	The quality monitoring missions of national expert to the construction site of Costesti, Cahul, Rosu WSS projects are organized. The validation reports with conclusions and recommendations are submitted	On track	According to the ToR, the consultants are visiting the construction sites every 2 weeks. After each visit the consultant presents the report, discusses it with RDA responsible for the project and contracted companies. All the issues and recommendations are included in the minutes of the meeting and later are monitored on how they were elucidated.

7	30/09/2016	The solid waste collection vehicles for Floresti SWM project is delivered and transferred to LPA/ operator	The solid waste collection auto vehicles for Floresti SWM project is delivered and transferred to LPA/ operator	Minor deviation	The solid waste collection vehicles were delivered and transferred to LPA/operator on October 10 2016. <a href="http://adrnord.md/libview.php?l=ro&amp;idc=195&amp;id=2615">http://adrnord.md/libview.php?l=ro&amp;idc=195&amp;id=2615</a> ; <a href="https://dms.giz.de/dms/llisapi.dll?func=ll&amp;objaction=overview&amp;objid=107173313">https://dms.giz.de/dms/llisapi.dll?func=ll&amp;objaction=overview&amp;objid=107173313</a> (Delivery contract) , <a href="https://dms.giz.de/dms/llisapi.dll?func=ll&amp;objaction=overview&amp;objid=107181490">https://dms.giz.de/dms/llisapi.dll?func=ll&amp;objaction=overview&amp;objid=107181490</a> (Document th confirm the transfer into the property of LPA/operator)
8	15/10/2016	The contract with construction company for EE measures in the Orhei hospital is signed	Contract with construction company for EE measures in the Orhei hospital is signed	Minor deviation	The contract with construction company EuroDeviz Ltd was signed on November 4 2016. The construction works started on 17 November 2016.
9	30/10/2016	Leova WSS and Calarasi EE technical design documents are completed and transferred to LPAs	Leova WSS and Calarasi EE technical design documents completed and transferred to LPAs.	Minor deviation	The technical design documents for Leova WSS project are completed and currently are being translated into English. In the beginning of January 2017 will be submitted to GIZ Construction Department for endorsement.  Calarasi EE technical design documents project are completed and endorsed by GIZ Construction Department
10	15/10/2016			Major deviation	

					The tender for procurement of WSS equipment for Ungheni, Calarasi, Straseni and Hincesti water operator was lunched on 4 October 2016 (first time) and 5 December 2016 (second time)
		Tender for procurement of WSS equipment for Ungheni, Calarasi, Straseni, Hincesti water operators is lunched	Tender for procurement of WSS equipment for Ungheni, Calarasi, Straseni, Hincesti water operators is lunched		
11	30/11/2016	EE programs for Orhei, Calarasi completed	EE programs for Orhei, Calarasi were not completed	Major deviation	The EE programs are under development and will be completed in the end of first quarter 2017
12	30/11/2016	Construction works in Riscani project completed and transferred to LPA/operator	Construction works in Riscani project completed and transferred to LPA/operator	Minor deviation	Construction works sewerage system (17,56 km) and waste water treatment plant from Costesti town, Riscani rayon are completed. On December 23, 2016 the final reception of the construction works have been signed by construction company, RDA North and LPA Costesti
13	30/12/2016	LPA recorded in their local registers the assets transferred to them.	LPA recorded in their local registers the assets transferred to them.	Minor deviation	
14	30/11/2016				

		Contract with company to deliver the WSS equipment for Ungheni, Calarasi, Straseni, Hincesti water operators is signed	Contract with company to deliver the WSS equipment for Ungheni, Calarasi, Straseni, Hincesti water operators was not signed	Major deviation	Lunched the second procurement procedures due to lack of three qualified offers
15	30/12/2016	Construction EE works in Orhei completed and transferred to LPA	Construction EE works in Orhei was not completed and transferred to LPA	Minor deviation	The construction works of external heating system and insta of 11 individual heat substations completed on December 15 2016. The system will be transferred onto LPA property in January 2017 due to some issues that should be fixed by construction company. <a href="http://adrcentru.md/libview.php?l=ro&amp;idc=340&amp;id=2851&amp;t=%2FNoutati%2FLa-spitalul-raionad-in-Orhei-au-fost-finalizate-lucrarile-de-reconstructi-a-reteleo-termice-exteroare-i-instalarea-punctelor-termice-individual">http://adrcentru.md/libview.php?l=ro&amp;idc=340&amp;id=2851&amp;t=%2FNoutati%2FLa-spitalul-raionad-in-Orhei-au-fost-finalizate-lucrarile-de-reconstructi-a-reteleo-termice-exteroare-i-instalarea-punctelor-termice-individual</a>
16	30/12/2016	Construction works financed from BMZ in Cahul project completed and transferred to LPAs	Construction works financed from BMZ in Cahul project completed and transferred to LPAs	Minor deviation	The construction works for sewerage system in Rosu village and rehabilitation of purification of water potable station in Cahul town are completed. The reception of construction works took place on October 19, 2016 for the station and on December 14, 2016 for the sewerage system. The system an

					<p>the station will be transferred into the LPA property in Januar 2017, after the construction company will remediated some issues identified by the reception working group.  <a href="http://adrsud.md/libview.php?l=ro&amp;idc=340&amp;id=3083&amp;t=%2FPresa%2FNoutati%2FSistem%2Fde-canalizare-proaspat-construit-la-Rou-Cahul-cu-suportulGermaniei-va-fidat-in-exploatare">http://adrsud.md/libview.php?l=ro&amp;idc=340&amp;id=3083&amp;t=%2FPresa%2FNoutati%2FSistem%2Fde-canalizare-proaspat-construit-la-Rou-Cahul-cu-suportulGermaniei-va-fidat-in-exploatare</a> ,  <a href="http://provincial.md/fierbinte/statia-de-tratare-a-apei-potabiledin-orasul-cahul-finalizate">http://provincial.md/fierbinte/statia-de-tratare-a-apei-potabiledin-orasul-cahul-finalizate</a></p>
17	30/12/2017	<p>Detail designs for Leova WSS project, Cahul-Lebedenco WSS project and Calarasi EE project are completed and transferred to LPAs</p>			
18	30/01/2017	<p>The WSS equipment for Ungheni, Calarasi, Straseni, Hincesti water operators is delivered and transferred to LPAs/ WSS operators</p>	<p>The WSS equipment for Ungheni, Calarasi, Straseni, Hincesti water operators were not delivered and transferred to LPAs/ WSS operators</p>	Major deviation	<p>The milestone will be reached during the next quarter.</p>
19	30/12/2017				

		Construction works for Calarasi EE project are contracted			
20	30/06/2017	Leova WSS construction works are contracted			
21	30/06/2017	EE Programmes for Orhei and Calarasi are completed			
22	30/04/2017	Construction EE works in Calarasi completed and transferred to LPA			
23	30/06/2017	Construction works in Rosu (individual connections to the sewerage system) financed from Romanian sources are completed and transferred to LPA Rosu.			
24	30/07/2017	The company for the construction of water supply system in Lebedenco and main water pipeline from Cahul to Lebedenco is selected and the contract is signed			

25	30/09/2017	Leova Regional operator is extended with additional 5 LPAs as shareholders			
26	30/10/2017	Public awareness campaigns in water service delivery in Leova and Cahul rayons are completed			
27	30/11/2017	10.659 Leova WSS construction works are completed			
28	30/03/2018	The assets constructed within the WSS Leova Project are transferred into LPAs/Operator property			
29	30/04/2018	LPAs recorded in their local registers the assets transferred to them			
30	30/09/2018				

		Construction works related to Lebedenco water supply system and main water pipeline from Cahul to Lebedenco are completed			
31	30/10/2018	Assets constructed within the WSS Lebedenco Project are transferred into LPAs/Operator property			
32	30/10/2018	12.749 Leova and Cahul regional operators signed contracts of water supply delivery with 75% of beneficiaries			

<b>Data sources</b>	Primary data sources collected by MLPS project: <ul style="list-style-type: none"> <li>• Decisions of rayon/local councils on approval of SEDS/local plans ;</li> <li>• Contract for construction works from RDAs.</li> <li>• Transferring documents of completed construction works in the LPA property.</li> </ul>	<b>Link to documents/sources</b>	
<b>Data collection method</b>	Document analysis and direct observation of documents copies presented by MLPS regional advisor as attachments to the reports.		

<b>Need for steering or action</b>
<ul style="list-style-type: none"> <li>- Challenges with application of national outdated standards has to be under MRDC control.</li> <li>- RDAs have to improve the monitoring of fulfilment of contract with technical supervisor. The contract content should be revised and improved by including requirements that will increase the responsibility of the technical supervisor. RDA Centre should improve the communication with potential bidders. GOPA to updated and improve the national expert roster with good</li> </ul>

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qualification in the development of technical specification of equipment in WSS. GIZ/GOPA should improve the monetarization and selection of national qualified experts in the field of EE.

- RDA to send the announcement to potential suppliers WSS equipment.
- RDA has to review the contract with technical supervisor in order to increase the responsibilities. SABOS state company that was involved in the technical supervision of contraction works is bankrupt. The company is under MRDC.

## INTERVENTION AREA 4.

### Institutionalisation of Training Modules

► **Result: Objective of Intervention Area 4** ► **Indicator: 4.1 Institutionalisation of Training Modules**

**Project:** Modernization of Local Public Services in the Republic of Moldova

Key data			
<b>Short name</b>	4.1 Institutionalisation of Training Modules		
<b>Name</b>	4.1 Both governmental and non-governmental organizations include 14 training modules into their programmes, in accordance with the requirements of the relevant competent institutions in relation to modernization of local public services in priority areas	<b>Responsible</b>	IA 4, Simon Boehler

Assessment of current status			
<b>Baseline value</b>	2 training modules are implemented by one governmental and one non-governmental organisation in two sectors	<b>Start of implementation</b>	01/01/2016
<b>Target value</b>	14 training modules in the four sectors	<b>Target date</b>	31/12/2018
<b>Achieved value</b>	4 training modules	<b>Frequency</b>	Continuously, aggregation every year
<b>Date of last monitoring</b>	30/03/2017	<b>Date of next monitoring</b>	31/06/2017

N/o	Milestone	Planned value	Achieved value	Status	Explanatory notes
1	30/09/2016	2 steering groups in the Water and Energy Efficiency sector are established	One working group in the Water and Energy Efficiency sector is established	On track	Both groups are established and had minimum one meeting to discuss the necessary next steps in the process of developing needs oriented training modules in the respective sectors.

					<p>In the water sector, the working group consists currently of AMAC, the Institute of Continuous Education of the Technical University and GIZ. The working group commissioned an update of the existing needs assessment and initiated the development of three training modules for staff of the water utilities for the last quarter of 2016.</p> <p>In the energy efficiency sector, the working group consisting out of the Energy Efficiency Agency, the Technical University and the Chamber of Commerce and Industry, discussed potential thematic priorities for trainings. A needs assessment as a systematic follow-up on this discussion is currently under preparation.</p>
2	30/03/2017	Needs assessment in the 2 priority sectors are completed (EE) and validated (WSS sector)	Needs assessments for a minimum of 2 sectors are completed and priority areas for trainings are identified	Minor deviation	<p>The needs assessment in the WSS-sector was validated together with the representative of Centre of Continuous Education of TUM and AMAC. The respective methodology for providing trainings was updated based on the results of the assessment and the evaluation of the trainings of 2016. The needs assessment in EE sector was conducted by an expert and recommends the development of three training modules for</p>

					different target groups. The formal discussion of the results of the assessment with all stakeholders was agreed to be conducted within a working group established on the invitation of the EEA.
3	31/12/2016	5.0	4.0	Minor deviation	<p>A total of 4 training modules have been piloted and included into the programme of the training institution. This encompasses three modules developed in cooperation with the Centre for Continuous Education at TUM for the water supply and sanitation sector:</p> <ol style="list-style-type: none"> <li>1. Legislative Foundations for Customer Relations (10h instruction)</li> <li>2. Water Metering and Technical Aspects of Customer Services (10h instruction)</li> <li>3. Contract Management for Customer Relations (10 h instruction). As well as one module developed in cooperation with the APA piloted already in the 3rd quarter of 2016:</li> <li>4. Public Procurement and Conflicts of Interest (40h instruction)</li> </ol> <p>A fifth module "Public Property Management" foreseen to be piloted in 2016 was postponed due to changes in the legal framework pending formal approval by the government. It is expected to be piloted in</p>
		<p>5 training modules are piloted and included into the programme of the training institution (2 cross sectorial modules with APA, 3 modules in the WSS sector with AMAC-TUM); A minimum of 8 previously developed training modules are re-implemented</p>	<p>4 training modules are piloted and included into the programme of the training institution (2 cross-sectorial modules with APA, 3 modules in the WSS sector with AMAC-TUM). A minimum of 8 previously developed training modules are reimplemented</p>		

					2017. 15 modules piloted with TUM and APA have been reimplemented in the Q4, 2016 with more than 400 participants.
4	30/03/2017	At least 2 training modules previously developed are reimplemented	At least 2 training modules previously developed are reimplemented	minor deviation	While one new training modules was piloted (“Local and Regional Marketing for Competitive Regional Development” with APA), no training modules was reimplemented. The reimplementations of the foreseen training modules was slightly postponed to the 2nd quarter 2017 due to logistical considerations.
5	31/12/2016	Aggregated evaluation of training modules implemented in 2016 is available	Aggregated evaluation of training modules implemented in 2016 is available	On track	
6	30/06/2017	2.0 2 training modules are piloted and included into the training programme of the institution (2 modules in WSS sector with AMAC-TUM)			
7	30/06/2016	1.0 At least 5 training modules previously developed are reimplemented			
8	31/12/2017	4.0 4 training modules are piloted and included into the programme of			

		the training institution; 4 previously developed training modules are re-implemented; Aggregated evaluation of training modules implemented in 2017 is available			
9	31/03/2018	2.0			
		2 training modules are piloted and included into the programme of the training institution (2 modules in the EE sector with EEA-TUM)			
10	30/06/2018	1.0			
		1 training module are piloted and included into the programme of the training institution (1 module in the SWM sector)			
11	30/09/2016	3.0			
		3 training modules are piloted and included into the programme of the training institution (3 modules in the WSS-sector); A minimum of 4 previously developed training			

		modules are re-implemented			
12	31/12/2018	Aggregated evaluation of training modules implemented in 2018 is available			

<b>Data sources</b>	- Formal confirmation of the respective training institutions that the course has been included into the respective programme; - Formal confirmation of the competent institution regarding the respective sector that the training module meets the requirements;	<b>Link to documents/sources</b>	
<b>Data collection method</b>	Consultation and observation of the respective training institutions, as well as, competent institutions regarding the above sources of information subsequent analysis and aggregation		

► **Result: Objective of Intervention Area 4 ► Indicator: 4.2 Satisfaction with Training Modules**

**Project:** Modernization of Local Public Services in the Republic of Moldova

<b>Key data</b>			
<b>Short name</b>	4.2 Satisfaction with Training Modules		
<b>Name</b>	4.2 80% of participants consider the offered training courses as useful for their work	<b>Responsible</b>	IA 4, Simon Boehler

<b>Assessment of current status</b>			
<b>Baseline value</b>	2 training modules are implemented by one governmental and one non-governmental organization	<b>Start of implementation</b>	01/01/2016
<b>Target value</b>	80 % of 14 training modules	<b>Target value</b>	31/12/2018
<b>Achieved value</b>	>95% of 4 training modules	<b>Frequency</b>	Continuous data collection after the implementation of a training

			module; aggregation of data for every year
<b>Date of last monitoring</b>	31/12/2016	<b>Date of next monitoring</b>	31/12/2017

N/o	Milestone	Planned value	Achieved value	Status	Explanatory notes
1	31/08/2016	Coherent methodology/questionnaire item for the evaluation of training modules according to the indicator is established.	Coherent questionnaire item for the evaluation of training modules according to the indicator is established.	On track	A standardized questionnaire item to be included into all evaluations of training modules across different sectors was developed. The final design of the respective overall questionnaire for each training module will be determined in coordination with respective training institution based on standardized quality criteria.
2	31/12/2016	An aggregated evaluation of X training modules implemented in 2016 is available.	An aggregated evaluation of X training modules implemented in 2016 is available.		An aggregated evaluation of 26 training modules implemented in 2016 is available
3	31/12/2017	An aggregated evaluation of X training modules implemented in 2017 is available			
4	31/12/2018	An aggregated evaluation of X training modules implemented in 2018 is available			

<b>Data source</b>	Inclusion of one item assessing the 'usefulness of the training' in the evaluation questionnaire of each training module. The item should be applied consistently throughout the trainings in all sectors.	<b>Link to documents/ sources</b>	
<b>Data collection method</b>	Formal evaluation questionnaire to be filled out by the participants directly after the end of the training.		

**ANNEXES**

**Annex No. 1: Organisational chart of ‘Modernization of local public services in Moldova’ project phase 2**



## Annex No. 2: Evaluation Grid for measuring the progress according to GIZ monitoring and evaluation results based web system

- The status of objectives and results is calculated according to a grading scale from 1 to 5 points, given based on the rating from the table below:

Color	Status of indicators	Value for calculating the objective/result
On track	On track	4
Minor deviation	Minor deviation	3
Major deviation	Major deviation	2
Off track	Off track	0,5
No rating	No rating	0

- The average value of all indicators is calculated as follows:

Color	Status of the module objective/result	Average value of all indicators
On track	On track	4.0 - 3.1
Minor deviation	Minor deviation	3.0 – 2.6
Major deviation	Major deviation	2.5 – 1.6
Off track	Off track	1,5 - > 0
No rating	No rating	0

**Note:**

The average value is automatically calculated by the system by adding all indicators' statute values and by dividing this figure by the total number of indicators which obtained a status (i.e. only those which obtained a rating)

### Annex No. 3: Results matrix

Technical cooperation measure  
**Modernization of Local Public Services**

**Project number**  
**2014.2267.4**

**Country**  
**Republic of Moldova**

**Effect matrix last updated on**  
**01.03.2017**

Summary	Success indicators	Sources of verifiability	Main assumptions and risks
<b>Programme objective</b> (is currently being formulated)	Baseline value: Target value: (to be transferred from part A)	(to be transferred from part A)	To be filled in at output level
<b>Project objective (Outcome)</b> The framework conditions for a citizen-oriented implementation of regional development policy in priority sectors of local public service provision are improved.	<p>1. 75 % of the beneficiaries and 75 % of involved stakeholders are satisfied with the process of planning and implementation of the pilot measures in the priority sector of local public service provision (water and sanitation, solid waste management, energy efficiency of public buildings, regional and local roads).</p> <p>Baseline value: 0 Target value: 75 % of 52 beneficiaries and 75 % of 6 involved stakeholders express a level of 4 or more on a six-level scale with 1 = strongly dissatisfied and 6 = very satisfied Value year 1: Survey to be conducted in the last year of implementation</p> <p>2. RDCs in coordination with relevant sector ministries have confirmed the implementation of 18 participative and</p>	<p>Representative survey among beneficiaries in partner localities, survey among involved stakeholders (local institutions, members of RDCs and RDAs).</p> <p>Analysis of the minutes from meetings of the RDCs as well as the annual progress reports on the</p>	

Summary	Success indicators	Sources of verifiability	Main assumptions and risks
	<p>gender sensitive measures from the regional sector programmes.</p> <p>Baseline value: 0 Target value: 18 (number of confirmed measures) Value year 1: 0 (no measures in implementation)</p> <p>3. The National Coordination Council for Regional Development confirms that financing of investment measures for improved service provision in the priority sectors, granted by national funds and the international donors, increased by 465%.</p> <p>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%) Value year 1: EUR 37 million (Increase of the baseline value of 130%)</p>	<p>implementation of regional sector programmes Gender analysis of the respective project documents of the investment measures</p> <p>Analysis of the financing of investment measures for regional development in the priority sectors, based on the annual reports submitted by MRDC and RDAs</p> <p>Minutes of meetings of National Coordination Council for Regional Development</p>	
<b>Interventions Areas Objectives</b>			

Summary	Success indicators	Sources of verifiability	Main assumptions and risks
<p>Objective of the Intervention Area 1: MRDC puts in place a coherent framework for the effective implementation of national regional development policy in priority sectors.</p>	<p>1.1: The National Strategy for Regional Development (NSRD) for the period 2016-2020 is approved taking into consideration 40 recommendations both from the line ministries and RDCs.</p> <p>Baseline value: 0 (no strategy exists for this period) Target value: 1 NSRD where 40 recommendations were taken into consideration. Value year 1: 1 NSRD 2016-2020 approved by the Parliament, 40 recommendations taken into consideration</p> <p>1.2: 3 (existing) legislative and normative documents regarding regional development and involved institutions (.ex. decrees on the National Fund for Regional Development, laws on regional development, procedure manuals) were reviewed and, if necessary, harmonized with the requirements of the EU Association Agreement.</p> <p>Baseline value: 0 Target value: 3 reviewed/adjusted legislative and normative documents Value year 1: 1 legislative document in the process of review and adjustment</p>	<p>Analysis of the process of elaboration of the new National Strategy for Regional Development;</p> <p>Official comments, recommendations of the line ministries and RDCs.</p> <p>Ministerial, governmental and parliamentary decisions for the adoption / modification of legal and normative documents</p>	<p>The newly elected government of the Republic of Moldova is actively supporting and promoting decentralization and regional development during the European Union rapprochement process.</p> <p>The approval for financing of regional development projects is based on identified needs in the regions as well as on agreed criteria – rather than on the ground of individual political interests.</p> <p>The ministries for environment, economy and transport use the respective sector funds for financing concrete measures for improved service provision in accordance with the regional planning.</p> <p>The new government of the Republic of Moldova fully supports the implementation of the result-oriented policy approach to regional development, in accordance with the requirements of the EU.</p> <p>Investment activities are identified within a structured regional planning and programming</p>

Summary	Success indicators	Sources of verifiability	Main assumptions and risks
<p>Objective of the Intervention Area 2: The RDCs are enabled to coordinate the implementation of regional development strategies.</p>	<p>2.1: 32 recommendations by RDCs have been included during the development process of regional development strategies.</p> <p>Baseline value: 0 Target value: 32 recommendations Value year 1: 32 recommendations</p> <p>2.2: The coordination of the implementation of the regional development strategies is exercised by the RDCs on the basis of a results-based monitoring system linked between national and regional level.</p> <p>Baseline value: 0 Target value: 1 national system, 1 per each RDC Value year 1: National and regional results-based monitoring system in the process of establishment</p>	<p>Analysis of the minutes of the RDC meetings including recommendations; Analysis and assessment of the regional strategies made by the Project</p> <p>A results-based monitoring system is in place and corresponding reports are available; Analysis of the minutes of the RDC meetings; Analysis of the progress reports by the Project</p>	<p>process, and meet to the relevant quality criteria.</p> <p>National and international financing opportunities are made available in a timely manner.</p> <p>Institutional rivalries between the line ministries and MRDC are avoided/ prevented.</p> <p>Tenders in public procurement are carried out without major delays and identify competent companies.</p>
<p>Objective of the Intervention Area 3: Capacities of the RDAs to implement regional development strategies (developed by them) have improved</p>	<p>3.1: Each of the four RDAs develops a coherent regional development strategy for the 2016-2020 period in accordance with the National</p>	<p>Approval of the regional development strategies by the RDCs;</p>	

Summary	Success indicators	Sources of verifiability	Main assumptions and risks
	<p>Strategy for Regional Development.</p> <p>Baseline value: 0 Target value: 4 Value year 1: 3 regional development strategies 2016-2020 (North, Centre, South) available</p> <p>3.2: 45 % of projects eligible for funding developed within the 12 regional sector programs, of a total value of 194 million EUR are being implemented in accordance with the quality criteria of the MRDC for the modernization of local public services.</p> <p>Baseline value: 0 (there are currently no projects under implementation) Target value: 45 % (18 out of 40 projects) from the 12 regional sector programmes. Value year 1: 0% (there are currently no projects under implementation)</p> <p>3.3: 7 pilot projects with a combined investment volume of approximately 13.43 million EUR (German Federal Ministry for</p>	<p>Analysis of the annual work plans of RDAs; Coherence-checklist of RDAs (to be elaborated on the basis of the evaluation report of the National Strategy for Regional Development, A1)</p> <p>Recommendations of MRDC on the quality criteria of measures for the modernization of local public services regarding (i) local planning, (ii) investments (incl. preparation of technical documents, tendering), (iii) capacity development of operators and LPAs, (iv) strengthening of inter-municipal cooperation, and (v) awareness raising Documentation of the site inspection and construction supervision of the pilot projects; Progress reports of RDAs to RDCs and MRDC</p>	

Summary	Success indicators	Sources of verifiability	Main assumptions and risks
	<p>Economic Cooperation, Switzerland, Romania) are fully implemented in accordance with the quality criteria of MRDC for the modernization of local public services.</p> <p>Baseline value: 7 partially implemented pilot projects (about 3.9 million EUR)                      Target value: 7 fully implemented pilot projects with a total value of 13.43 million EUR                      Value year 1: 1 project fully implemented, 6 partially implemented (EUR 7.818 million implemented; EUR 3.290 million Germany, EUR 2.1 million. Switzerland and EUR 0.232 million Romania in preparation for implementation).</p>	<p>Recommendations of MRDC on the quality criteria of measures for the modernization of local public services regarding (i) local planning, (ii) investments (incl. preparation of technical documents, tendering), (iii) capacity development of operators and LPAs, (iv) strengthening of inter-municipal cooperation, and (v) awareness raising</p> <p>Documentation of the site inspection and construction supervision of the pilot projects;</p> <p>Progress reports of RDAs to RDCs and MRDC</p>	
<p>Objective of the Intervention Area 4: Representatives of rayons, 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.</p>	<p>4.1: Both governmental and non-governmental organizations include 14 training modules into their programmes, in accordance with the requirements of the relevant competent institutions in relation to modernization of local public services in priority areas</p> <p>Baseline value: 2 training modules are implemented by one governmental and one non-governmental organization</p>	<p>Written consent of the competent institution in relation to modernization of local public services</p> <p>Training reports of the involved institutions and organizations</p>	

Summary	Success indicators	Sources of verifiability	Main assumptions and risks
	<p>Target value: 14 training modules in the four sectors Value year 1: 4 training modules</p> <p>4.2. 80% of participants consider the offered training courses as useful for their work. Baseline value: 0 Target value: 80% of 14 training modules. Value year 1: &gt;95% of 4 training modules</p>	<p>Certificates of successful participation in training sessions; Analysis/evaluation of surveys among the participants of the trainings</p>	
<p><b>(Essential) Activities of the Project</b></p> <p>Activities of IA 1: Advising the evaluation of the current and the elaboration of the new National Strategy for Regional Development 2016-2020;</p> <p>Advising the adjustment of laws and regulations regarding regional development, in accordance with the requirements of the EU Association Agreement, and evaluation of the respective governmental decisions</p> <hr/> <p>Activities of IA2: Advising the RDCs in the use of a results-based monitoring system;</p>	<p>Not to be filled in</p>	<p>Not to be filled in</p>	<p>The government and, in particular, the MRDC attracts investments for the regional sector programmes.</p> <p>The new Government ensures a transparent, participatory and lawful process of developing, discussing, adapting and approving of its strategy.</p> <p>One of the risks is that the RDAs have an insufficient number of administrative and technical staff, which prevents them from performing their tasks to full extent.</p> <p>The risk is that the use of the partner system for public</p>

Summary	Success indicators	Sources of verifiability	Main assumptions and risks
<p>Further development and co-financing of training modules for strategic regional planning and programming as well as multi-level coordination for the RDCs</p> <hr/> <p>Activities of IA3:                      Advising in the development of a development strategy in each of the three regions for the period 2016-2020;                      Development of a concept/ mechanism for the coordination / harmonization of national and international funds and project development in the field of regional planning</p> <hr/> <p>Activities of IA4:                      Advising governmental and non-governmental organizations in the development and piloting of demand-oriented training modules on the basis of relevant experiences with modernization of local public services;                      Development of adequate modalities for surveys and criteria of assessment for analyzing the relevance of different offered training modules</p>			<p>procurement procedures leads to substantial delays.</p> <p>The RDCs, newly elected in 2015, are more actively involved than in the past and participate in the relevant processes.</p> <p>Party-political blockages and a lack of appreciation of RDCs by central governmental institutions are considered as the key risks.</p> <p>The equally staffed RDCs are enabled through the Project's support to verify the implementation of the regional sector programmes. They assume an active role in determining obstacles to the implementation of the agreed measures and in identifying possible solutions.</p> <p>Governmental and non-governmental organizations make use of the proposed support from the Project for the development of necessary professional capacities.</p> <p>Local public administrations, localities and local service providers appreciate the delivery of trainings and investment in the improvement of skills of its employees.</p>

**Figure 1: 5-pillar Approach Model of Efficient Local Public Services**

