



# Summary report on the implementation of the 'Modernisation of Local Public Services in the Republic of Moldova' project

**Reporting period**

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In cooperation with

MINISTERUL INFRASTRUCTURII  
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## Acronyms and abbreviations

AMAC	Moldovan Water Utilities Association
IPA	Institute of Public Administration (former Academy of Public Administration)
ATU Gagauzia	Autonomous Territorial Unit Gagauzia
BMZ	German Ministry of Economic Cooperation and Development
CCI	Chamber of Commerce and Industry
COVID-19	SARS-CoV-2 (2019-nCoV) coronavirus
CSO	Civil Society Organisation
DR	Development Region
EE	Energy Efficiency
EEA	Energy Efficiency Agency
EPIU	Environmental Projects Implementation Unit
EU	European Union
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
LCC	Local Citizens Committee
LPA	Local Public Administration
MARDE	(former) Ministry of Agriculture, Regional Development and Environment
MDL	Moldovan Leu
ME	Ministry of Environment
MIRD	Ministry of Infrastructure and Regional Development
MLPS	Modernisation of Local Public Services in the Republic of Moldova
NCCRD	National Coordination Council for Regional Development
NFRD	National Fund for Regional Development
NSRD	National Strategy for Regional Development
PSP	Public Service Project
RBM	Results-based monitoring
RDA	Regional Development Agency
RDC	Regional Development Council
RDS	Regional Development Strategy
RSP	Regional Sector Programme
RLR	Regional and Local Roads
PSP	Public Service Project
PV	Photovoltaic panel
SWM	Solid Waste Management
TUM	Technical University of Moldova
WSS	Water Supply and Sanitation

## 1. Executive summary

Project title	Modernisation of Local Public Services in the Republic of Moldova
Project duration and reported period	March 2016 – March 2024
Project objective	The framework conditions for a citizen-oriented implementation of Regional Development policy in priority sectors of local public service provision are improved.
Outputs / specific objectives	<p>A. Ministry of Infrastructure and Regional Development (MIRD)<sup>1</sup> puts in place a coherent framework for the effective implementation of national regional development policy in priority sectors;</p> <p>B. The capacities of RDCs and partner LPAs to plan, coordinate and implement are improved;</p> <p>C. RDAs are capacitated to implement the public service projects developed within the regional sector programmes;</p> <p>D. Representatives of rayon's, municipalities and local service providers benefit from demand-oriented trainings for the modernisation of local public services in the priority sectors;</p> <p>E. Civil society participates in public projects.</p>
Project partners, stakeholders and target groups	<p>The target group of the development measure is the population in selected LPAs from the four Development Regions North, Centre, South and ATU Gagauzia.</p> <p>Key partners of the project: MIRD, ME, RDCs, RDAs and LPAs from the aforementioned regions, CSOs, IPA, TUM, AMAC, EEA and CCI.</p>
Key achievements during the implementation period	<p>Output A:</p> <ul style="list-style-type: none"> <li>• 2 National Strategies for Regional Development (NSRD) developed in a participatory way (2016 – 2020, 2022 – 2028);</li> <li>• Development of a new paradigm on RD and amendments to the Law on regional development approved by Government;</li> <li>• National Programme on growth poles approved by Government;</li> <li>• Operational Manual of the NFRD revised and approved by NCCRD;</li> <li>• 3 regulations for specific waste management (end-of-life vehicles, used tires and used oils) and related guidelines approved by the Government;</li> <li>• RD stakeholders' capacities to plan and coordinate actions in case of crisis and emergency situations enhanced.</li> </ul> <p>Output B:</p> <ul style="list-style-type: none"> <li>• 8 Regional sector commissions in 4 DR (North, Centre, South, ATU Gagauzia), created and enabled to act on the sector-specific implementation of Regional Development Strategies;</li> <li>• 3 sector programmes (for WSS, EE and RLR) and related project pipeline developed for the ATU Gagauzia Development Region;</li> <li>• 25 Local Development Plans of 25 partner Local Public Authorities were elaborated in a participatory way.</li> </ul> <p>Output C:</p> <ul style="list-style-type: none"> <li>• 7 pilot projects in the field of WSS, EE and SWM from German, Swiss and Romanian funds completed;</li> </ul>

<sup>1</sup> Following the approval of the new Government in August 2021, a new Government structure was established. In accordance with this, the main partner of the project, former Ministry of Agriculture, Regional Development and Environment (MARDE) was split into three-line ministries. The current political partner of the project is the Ministry of Infrastructure and Regional Development (MIRD). For the purpose of this report, the MIRD abbreviation is used.

	<ul style="list-style-type: none"> <li>• 18 EU funded WSS and EE projects implemented in partnership with RDAs North, Center and South.</li> </ul> <p>Output D:</p> <ul style="list-style-type: none"> <li>• 23 training modules in the field of modernisation of local public services were developed and delivered by the Academy of Public Administration, Association 'Moldova Apa-Canal' (Water Utilities Association), Chamber of Commerce and Industry, and Technical University of Moldova;</li> <li>• 3289 representatives of central and local public administration, service providers, with increased capacities;</li> <li>• 9 water operators with enhanced capacities and improved technical endowment;</li> <li>• Energy managers in target localities with strengthened capacities to plan, implement and monitor energy management systems;</li> <li>• IPA and TUM introduced a quality management system for the provision of the trainings.</li> </ul> <p>Output E:</p> <ul style="list-style-type: none"> <li>• 13956 citizens engaged in small scale projects and processes to improve local public services in WSS, SWM, EE, and activities to promote environment and climate protection;</li> <li>• 18 Local Citizens' Committees have established and monitored the procurement, construction and implementation of 18 infrastructure projects for improving local public services.</li> </ul>
Key challenges for reported period	<p>Overall challenges:</p> <ul style="list-style-type: none"> <li>• The changes in the Government, particularly during the years of 2018 - 2020, implied merging of the regional development structure with other units, frequent changes on the ministries;</li> <li>• The COVID-19 pandemic posed a major challenge to the implementation of the project and impacted the timeline of activities;</li> <li>• The regional situation caused by the war in Ukraine and the energy crisis.</li> </ul> <p>Challenges in implementation of the infrastructure projects:</p> <ul style="list-style-type: none"> <li>- Low capacities of local companies to design and implement construction works;</li> <li>- Limited financial and human resources at LPAs for an effective engagement and contribution to the infrastructure measures;</li> <li>- Issues related to the supervision of construction works quality;</li> <li>- The increasing prices for construction materials and equipment, and the needs for acceptance of mandatory additional work volumes;</li> <li>- The war in Ukraine and the inclusion of Russian Federation and Belarus as a supplier country of the materials under sanctions.</li> </ul>

Project budget, including co-financing	The project budget amounts to 66,9 million Euro.		
	<b>Donor</b>	<b>Amount, EUR</b>	<b>Implementation timeframe</b>
	Government of Germany	10,951,890	Mar 2016 – Jun 2023
	Government of Sweden	3,530,778	Nov 2016 – Dec 2018
	Swiss Agency for Development and Cooperation	3,899,050	Mar 2016 – Dec 2019
	Government of Romania	179,637	Mar 2016 – Jun 2018
	<b>EU-funded Actions, implemented in synergy with MLPS:</b>		
	Regional Planning	171,199	Mar 2016 – Sep 2017
	Infrastructure design stage	3,500,000	Sep 2017 – Dec 2019
	Construction of WSS and EE infrastructure	39,800,000	Dec 2017 – Mar 2024
	Citizens' Empowerment	4,900,000	Jan 2019 – Dec 2021

## 2. Project background

### 2.1. Project background

Since 2010, GIZ is implementing the project 'Modernisation 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 2nd phase of the MLPS project commenced. The project built on the results of the first phase (2010-2015).

The project's objective was the improvement of the framework conditions for a citizen-oriented implementation of regional development policy in priority sectors of local public service provision. The project's technical assistance was financed by the German Federal Ministry for Economic Cooperation and Development (BMZ), European Union, and Sweden. The project has provided support at the policy level to the MIRd and at the regional level to the RDAs and RDCs in three priority sectors: water supply and sanitation (WSS), energy efficiency in public buildings (EE) and solid waste management (SWM).

The technical assistance was complemented by EU-funded Actions:

- Preparation of technical design and tender documentation for construction works of selected water supply and sanitation and energy efficiency projects in three Development Regions of the Republic of Moldova (2017-2019),
- Construction of Water Supply and Sanitation infrastructure and Energy Efficiency in Public buildings (2017-2024) and
- Citizen's Empowerment in the Republic of Moldova (2019-2021).

Also, investments in infrastructure in partner communities initiated in the first phase of the project with support from the Governments of Germany, Switzerland and Romania were successfully finalised in the second phase.

The MLPS project was structured around five specific objectives:

- A. MIRd puts in place a coherent framework for the effective implementation of national regional development policy in priority sectors;
- B. The capacities of RDCs and partner LPAs to plan, coordinate and implement are improved;
- C. RDAs are capacitated to implement the public service projects developed within the regional sector programmes;
- D. Representatives of rayons, municipalities and local service providers benefit from demand-oriented trainings for the modernisation of local public services in the priority sectors;
- E. Civil society participates in public projects.

The project's specific objectives B, D and E were fully achieved by the end of December 2021. The specific objective A was completed in 2023 with the implementation of support package for increasing capacities of institutions in the regions to plan, adapt to reality and coordinate actions in case of crisis and emergency situations, including the support to the refugees as result of the war in Ukraine. The specific objective C is reached completely in 2024.

In 2022 - 2024 the basic emphasis was placed on further support to the partner institutions (RDAs) and beneficiaries (LPAs) in implementation of EU funded public service projects (PSPs) in WSS and EE; organization of the handover procedure and acceptance of the investment in LPA's property and the approval of the sustainability plans. At the same time, the energy audits for EE projects and satisfaction surveys both for WSS and EE projects were carried out to prove the indicators and results achieved.

The COVID pandemic had an impact on the project implementation, particularly related to advisory support to partners, implementation of capacity development initiatives, as well, together with recent

war in Ukraine and related EU sanction policies on Russian and Belarus on equipment and construction materials, halted the implementation of infrastructure measures. Due to the challenges faced, the implementation of the project was extended several times until the end of March 2024.

The project consistently applied a multi-level and multi-stakeholder approach to improve the framework conditions for the modernisation of local public services in the priority sectors. Measures to improve local service delivery were part of a comprehensive 5-pillar approach for capacity development in (i) establishing integrated local planning procedures, (ii) promoting inter-municipal cooperation, (iii) assisting in the institutionalisation of adapted trainings and education for service operators and local authorities, and (iv) implementation of awareness raising and mobilisation policies for citizens. The implementation of the infrastructure projects via funds from the EU, Switzerland, Romania, and the German Regional Development Fund represented the fifth element (v) of the approach. To implement the investment measures, partner systems were used as far as possible, thus avoiding the creation of parallel implementation structures.

The main political partner of the project was the Ministry of Infrastructure and Regional Development. During the project implementation, due to the Public Administration Reform and changes in the Governments, the regional development portfolio was under the responsibility of different ministries. Nevertheless, the regional structures responsible for implementation of the RD policy – Regional Development Agencies and Regional Development Councils – remained unchanged.

In 2021, the project was subject to an external evaluation carried out by the Central Project Evaluation Unit from GIZ HQ. The evaluation followed a theory-based approach that built on the project's reconstructed results model and an explicit Theory of Change. The evaluation was built on a triangulation of methods, sources, internal and external views as well as findings to increase the validity and reliability of the evaluation findings and to make the analysis of the project and its context from different perspectives possible. The evaluation had a strong focus on qualitative data collection methods – open and semi-structured individual and group interviews and workshops but also analysis of project documents and secondary data. The project was rated based on the OECD/DAC criteria of relevance, coherence, effectiveness, impact, sustainability, and efficiency. The overall rating of the project was 88 out 100 points.

## 2.2. Synergies with other projects and donors

During the implementation period of the project, collaboration and synergy with other projects implemented both by GIZ and by other development partners was ensured.

Thus, the project closely cooperated with two regional GIZ projects financed under the Eastern Partnership Regional Fund for Public Administration Reform. The regional project “*Strengthening networks of civil service training institutions*” has supported civil servants from APA and State Chancellery by means of regular exchange of expertise and targeted capacity development in the elaboration of modern training approaches. At the same time, synergies were ensured with GIZ regional fund project “*E-Governance II for Citizen-Oriented and Transparent Administrative Processes*”, whereas MARDE and RDAs were supported in the modernisation of investment projects database.

Also, there was a transfer of knowledge and synergy with the new GIZ project “*Strong Businesses and Communities for Moldova*” which is also a part of the EU programme “*EU4Moldova: Local Communities*”, jointly implemented by GIZ, Austrian Development Agency and Polish Solidarity Fund.

The cooperation was fostered as well with the following EU funded projects:

- *Support to the Modernisation of the Energy Sector in the Republic of Moldova* (STARS), for the organization of a series of thematic regional workshops for LPA representatives with focus on the local EE managers;



- *Technical assistance for the Integration of ATU Gagauzia in the national framework for regional development*, contributed in capacitating RDA to manage regional development processes within the national regional development framework;
- *Technical Assistance to Support CSO Development in the Republic of Moldova*, related to knowledge sharing and capacity development of civil society organisations.

In support of the further implementation of the National Programme on Growth Poles, the collaboration was established with the EU/UNDP “*EU4Moldova: Focal Regions*”, Polish aid and Solidarity Fund.

To increase visibility and outreach of EU supported actions, throughout the years the project collaborated with EU-funded projects “*Strategic Communication and Support to Mass-Media in the Republic of Moldova (StratCom)*”, “*Communication and Visibility of EU assistance under the Annual Action Programme*”, “*Visibility of EU and EU Assistance in the Republic of Moldova*”, “*EU Visibility and Public Diplomacy in the Republic of Moldova in 2024*”.

At the same time, there was a close cooperation with EIB and EBRD in providing support to MARDE in implementation of the financial agreement concluded between EIB and Moldovan Government for development of the basic integrated waste management infrastructure. This cooperation was based on feasibility studies, previously developed with the support of the project.

### **3. Review of the achievement of the project objectives**

#### *3.1. Achievement of the project outcome*

The project’s objective to improve the framework conditions for a citizen-oriented implementation of regional development policy in priority sectors of local public service provision was attained.

Thus, the Project Objective indicator 1, namely that 75% of the beneficiaries (partner LPAs, represented by the local councils) and 75% of involved stakeholders (members of the RDCs and RDAs) are satisfied with the processes of planning and implementation of the infrastructure investment measures in priority sectors of local public service provision was proved and achieved in 2021. Based on the results of the representative survey conducted in 2021 by the externally contracted company among 238 respondents, 86,9% of beneficiary LPAs and 85,1% of involved stakeholders were satisfied with the planning and implementation processes, including 75,7% of the overall respondents being highly satisfied. The respondents were representatives of 52 LPAs (fully covering all 18 infrastructure projects (C.1) and the 7 pilot projects (C.2)) as well as 8 stakeholders’ institutions from all 4 DRs (4 RDAs, 4 RDCs).

With regard to the Project Objective indicator 2, in 2023 RDCs North (Decision no 4 from 14.09.2023), Centre (Decision no 03-03 from 07.09.2023) and South (Decision no 02/04 from 20.09.2023) confirmed in their sessions the implementation of 18 infrastructure projects in a participatory and gender sensitive way.

As for Project Objective indicator 3, the targeted value (increase by 465%) of the financing of investment measures for improved service provision in the priority sectors, granted by national funds and the international donors was achieved in 2020 and represented 494% (140 million Euro) and has slightly increased in 2021 reaching 528% (150 million Euro). No further monitoring of the indicator has taken place.

#### *3.2. Achievements of the project specific objectives*

During the second implementation stage, the project, in cooperation with its partners, made joint efforts to achieve the results drawn based on the five specific objectives. An overall information on the status of indicators according to the project's Logframe is available in Annex 1.

### 3.2.1. Specific objective A

Specific objective A envisages that MIRD put in place a coherent framework for the effective implementation of the national regional development policy in the priority sectors. In achieving this objective, the agreed indicators were fulfilled, as follows:

*Indicator A.1* refers to the participatory preparation of two national regional development strategies (NSRDs) and their endorsement by the NCCRD.

This indicator was achieved in 2021, with two National Strategies for Regional Development (NSRD) – for the years 2016-2020 and 2022-2028 – developed in a participatory way. In addition, the methodological support was given to DRs from North, Center, South and Gagauzia in drafting of their Regional Development Strategies and Regional Operational Programs for the corresponding periods.

*Indicator A.2* measures the harmonisation of legal and regulatory elements of the regional development architecture with the EU AA.

In this respect, the project supported MARDE/MIRD with development and/or amendment of the following normative and legislative documents:

- New paradigm on RD, approved by NCCRD;
- Amendments to the Law on regional development, approved by Government and Parliament;
- National Programme on growth poles, approved by Government;
- Operational Manual of the NFRD, approved by NCCRD;
- 3 regulations for specific waste management (end-of-life vehicles, used tires and used oils) and related guidelines approved by the Government.

In addition to this, in 2022, RDAs from North, Centre and ATU Gagauzia received support for increasing capacities of institutions in the regions to plan, adapt to reality and coordinate actions in case of crisis and emergency situations, including in support to current refugee crisis as result of the war in Ukraine. As part of this, RDA North drafted a fact-finding report on identification and integration of smart specialisation in the region.

*Indicator A.3* includes an impact monitoring system adopted by the national and regional development councils to guide the implementation of regional development strategies.

This indicator was achieved in 2021, with the approval of the following documents:

- Guideline on RBM for NSRD and RDS was approved by MARDE in 2018;
- Guideline concerning monitoring and evaluation of implementation of RD projects approved in 2021;
- The concept of Database for regional development projects approved by Government Decision Nr. 83 dated 26 May 2021. Based on this, the draft technical specifications were developed.

### 3.2.2. Specific objective B

Specific objective B refers to the improved capacities of RDCs and partner LPAs to plan, coordinate and implement.

*Indicator B.1* measures the annual reporting of the Regional Sector Commissions to the Regional Development Councils (RDCs) on the sector-specific implementation of the regional development strategies in at least two sectors (WSS and SWM).

This indicator was achieved in 2021 and involved the creation of 8 Regional sector commissions in 4 DRs (North, Centre, South, ATU Gagauzia), enabled to act on the sector-specific implementation of Regional Development Strategies.

*Indicator B.2* focuses on the development of three project proposals based on the regional sector programmes for the WSS, EE and local/regional roads (RLR) sectors for the ATU Gagauzia development region.

This indicator was achieved in 2021 and resulted in development of 3 sector programmes (for WSS, EE and RLR) and related project pipeline drafted for the ATU Gagauzia Development Region. In accordance with this, 3 priority project proposals were agreed by all stakeholders.

*Indicator B.3* measures the number of local, participatory development plans prepared by 25 partner municipalities and counties that reflect the priorities of the regional development strategies in at least one sector (WSS or EE).

The indicator has been achieved in 2019 as a result of the development and approval by the local councils of the local planning documents for those LPAs that benefited from the investment measures, as complementary support based on five pillar approach.

### 3.2.3. Specific objective C

Specific objective C ensures that RDAs are capacitated to implement Public Service Projects developed within the Regional Sector Programmes.

*Indicator C.1* measures the transparent implementation of 18 public infrastructure measures in WSS and EE in the North, Central and South RDAs funded by EU.

As a result of the intervention, 10 projects in Water Supply and Sanitation and 8 projects in Energy efficiency were implemented in a transparent way by the RDAs North, Centre, and South, completed in 2024. The list of EU funded projects by development regions is available in Annex 2.

*Indicator C.2* refers to the transparent implementation of seven pilot projects in the field of WSS, EE and SWM in the North, Central and South RDAs.

This indicator has been achieved in 2019 by completion of the implementation of 7 pilot projects in the abovementioned regions, with a combined investment funds from German, Swiss and Romanian Governments.

### 3.2.4. Specific objective D

Specific Objective D ensures that representatives of rayons, municipal and local service providers benefit from demand-oriented training modules of governmental and non-governmental organisations for modernisation of local public services in the priority sectors.

*Indicator D.1* shows that governmental and non-governmental training organisations include 21 training modules on the modernisation of municipal services in their programmes according to the requirements of the respective competent institution.

This indicator was achieved in 2021 involving the development, piloting, implementation, and institutionalisation of 23 training modules related to energy audit of public buildings, management of local public services (with TUM), energy managers (together with Chamber of Commerce and

industry), as well as management of project development, strategic planning, regional development and the role of RDC and others (with IPA).

The full list of trainings developed is available in Annex 3.

*Indicator D.2* refers to the participants' evaluation of the training modules offered. The aim is for at least 80% of participants to rate the training modules as useful in their work context. This indicator was achieved in 2021.

During the project implementation, 3,289 participants (63.7% of them women) from local public administrations, RDAs, RDCs, public utilities/operating companies and ministries have taken part in the training modules. Participants' satisfaction with the training modules offered rated it positively: 67.6% of participants fully agreed and 28.6% of participants agreed with the statement that "*The training module was useful for my work context*". As result, 96.2% of participants considered the offered training courses as useful for their work.

*Indicator D.3* measures the implementation of a quality management system for the delivery of training in two training institutions, IPA and the TUM. This indicator was achieved in 2021.

The project supported TUM's CCE in implementing a series of essential elements of a Quality Management System According to ISO 21001 standard. Also, IPA, received support in developing its Communication Strategy, additionally to the previously implemented Quality Management System According to ISO 21001 standard.

### 3.2.5. Specific objective E

The overall objective to empower citizens through constructive participation of CSOs in local, regional, and national decision-making processes, though with COVID-19 pandemic related challenges, was attained during the project implementation, in 2021.

*Indicator E.1* implies that 5,000 citizens implement projects to improve municipal services in the WSV, EE and SWM sectors or activities to promote environmental and climate protection.

During the project implementation, 1205 citizens participated in oversight activities related to implementation of construction works; 2167 citizens participated in planning of local planning services; 6825 citizens were informed about participatory planning. In total 13956 citizens were engaged in small scale projects and processes to improve local public services in WSS, SWM, EE, and activities to promote environment and climate protection.

While the achieved indicator value exceeded the planned target figure, it is to be noted that the indicator was in direct correlation with the EU-funded CSO Action indicators related to citizens participation in planning and oversight of infrastructure projects as well as awareness activities for sustainable local services within the local projects implemented by CSOs.

The map of projects implemented by CSOs is available in Annex 4.

*Indicator E.2* aims to show that 18 Local Citizens Committees (LCCs) monitor the procurement, construction, and implementation of 18 EU-funded infrastructure measures to improve local public services, mentioned above. This indicator was achieved in 2021.

The established LCCs acted from the initial stage of designing the infrastructure measures, later during the construction works: participation in local steering committees (LSC), monitoring the implementation of the investment projects, the construction companies' contracts implementation; and up to the last processes of final investment hand-over and inauguration events in each of the targeted localities. The LCCs in the 10 WSS localities were also engaged in activities to encourage individual connections to the water and sanitation infrastructure.

## 4. Key activities during project implementation

### 4.1. Specific objective A:

Specific objective A envisages that MIRD put in place a coherent framework for the effective implementation of the national regional development policy in the priority sectors.

During the implementation period, the project supported MARDE/MIRD and RDAs in drafting and promotion for approval of the following key regional development policy and regulatory documents:

- The *National Strategy on Regional Development for 2016-2020*, approved by the Government and Parliament in 2016. At the same time, the North, Center and South RDAs, as well the newly created Gagauzia DR were supported in drafting their RDSs, aligned to the objectives and provisions of the NSRD;
- The *Guidelines for the results-based monitoring system in the implementation of the NSRD and RDSs*, approved by MARDE order in 2018;
- The *Conceptual framework for the new regional development paradigm* was developed in 2018-19, approved by the NCCRD in 2020.
- The *amendments to the Law on regional development* were drafted and approved by the Government in 2020, being accepted by the Parliament in 2021;
- A new *Regulation on the Call for Proposal* and a revised *Operational Manual for NFRD* was approved by MARDE and NCCRD in 2020;
- The *National Programme on growth poles for 2021-2027*, approved by the Government in 2020, as well elaboration of the white paper with recommendations on initiation of development of the operational plans for growth poles, including the inventory of the project proposals;
- The *Guidelines on monitoring and evaluating the implementation of regional development projects*, approved by MARDE order in 2021;
- The *National Strategy on Regional Development for 2022-2028*, approved by the Government in 2022, as well as the methodological support for RDAs in drafting the *Regional Operational Programs*.

The project also supported the Ministry of Environment in updating of the previously developed by GIZ MLPS feasibility study, based on what there was established a roadmap for the institutional framework in piloting the implementation of an integrated solid waste management system for Zone 5 (includes Calarasi, Nisporeni and Ungheni rayons) from Centre Development Region. As well, in 2021-2022, the support package was granted to the Environmental Project Implementation Unit of the Ministry for elaboration, piloting and approval of three regulations in the field of specific waste stream management (end-of-life vehicles, used tires and used oils).

Besides that, the project provided technical assistance to the:

- Parliamentary Committee for Environment and Regional Development (in 2017-2018) on the issues related to strategic orientation on SWM, WSS, potential revision of the regional development paradigm, including support to economic/business infrastructure development in the regions and other topics;
- MIRD and RDAs (in 2021) for preparation of the *fact-finding report on identification and integration of smart specialisation solutions* in regional development policy;

- MIRD and RDAs in development of a *concept on database for regional development projects*, approved by the Government decision in 2021, taken over for funding by German Study and Skilled Fund in Moldova;
- MIRD and RDA North (in 2022) for development of the *Programme for accelerating the development of Balti municipality*, approved by the North Regional Development Council;
- RDAs North, Center and Gagauzia (in 2022) for *increasing the capacity of institutions in the regions to plan, adapt to reality and coordinate actions in case of crisis and emergency situations* on the territory of the Republic of Moldova. As well, two initiatives were implemented by civil society organisations in 2022-2023 in providing immediate and medium-term information and psycho-social support for children, girls / women refugees from Ukraine and hosted communities from North and South regions.

#### 4.2. Specific objective B

Specific objective B refers to the improved capacities of RDCs and partner LPAs to plan, coordinate and implement.

In achieving the Indicator B.1, as a result of intervention towards the end of 2021, a total of 8 regional sector commissions/working groups were created and functional in 4 DRs (2 in Center DR, 3 in North DR, 2 in South DR and 1 in Gagauzia DR). Thus, in Center DR platforms for discussions were created in the field of Economic Development; in North DR, working groups have been created in the WSS, Tourism and Urban Development sectors; in South DR, 2 regional sectoral commissions functioned in the fields related to Economic Development, Tourism and Urban Development, and in WSS and Infrastructure; in Gagauzia DR - the regional sector commission created in WSS. The commissions/working groups met in regular meetings and discussed sectoral issues, identified priorities and opportunities for development. The sector reports were documented in the minutes of the respective meetings.

The Indicator B.2 was achieved in 2021 and resulted in development of 3 sector programmes (for WSS, EE and RLR) and related project pipeline drafted for the ATU Gagauzia Development Region. In accordance with this, 3 priority project proposals derived from WSS sector were agreed by all involved stakeholders.

The Indicator B.3 has been achieved in 2019 with the support for development in participatory way and local council approval of 25 local plans for the LPAs benefitted on infrastructure measures, as follows:

- 6 WSS chapters from social and economic development strategies for LPA II level;
- 6 Energy Efficiency programs/action plans in public buildings in accordance with Energy Efficiency Agency methodology;
- 9 local development plans for LPA I level;
- 4 WSS and EE sectors chapters of Local Development Plans for partner LPAs.

#### 4.3. Specific objective C

Objective C contains two packages of intervention:

The *Indicator 1* involved the implementation in partnership with RDAs from North, Center and South in a transparent way of 18 public service projects in the field of water supply and sanitation and energy efficiency in public buildings. The projects are funded by EU and commissioned by Federal Ministry for Economic Cooperation and Development (BMZ) of Germany and contain two phases of implementation, including:

- Preparation of technical design and tender documentation for construction works (2017-2019);
- Implementation of construction works (2017-2024).

The infrastructure measures are accompanied by GIZ Construction Department supervision and complementary supported by the German Government through capacitating the partner water operators and administration of the schools with training, software, technical and protective equipment supply.

Thus, the first, design phase, has taken place for all projects in the period 2017 – 2019. The second one, involved the procurement and implementation of construction works in 10 water and sanitation projects, which were finalised in 2022, and in 8 energy efficiency projects, completed in 2024 (see the list of projects in Annex 2).

It is worthwhile to mention that most of the water supply and sanitation projects are described by a straightforward implementation and faced only some issues related to bad weather conditions during the winter period, when the works could not be executed and had few additional volumes.

Energy Efficiency projects faced numerous technical changes and additional volumes of unforeseen works. All of these had a direct impact requesting additional implementation time. Some of the technical challenges identified during the implementation of these projects were reinforcement of the buildings, interior rehabilitation, heating supply, and ventilation solutions, electrical connection to the main power source and obtaining permissions for the connections of the PV plant, from the National Agency in Energy Regulation, and others.

In the last implementation period (2023-2024), the activities focused primarily on finalizing the construction works and obtaining the approval from the national technical supervisor and project beneficiaries, as well the endorsement from GIZ Construction Department, and organization of handover procedures such as:

- Additional works carried at EE Basarabeasca and Leova completed;
- Finalization of works and organization of technical handover for the last two EE projects in Balti and Soldanesti;
- Obtaining of the confirmation from Regional Development Councils (RDCs), in coordination with relevant sector ministries, about the implementation in a participatory and gender sensitive of 18 infrastructure investment measures, in line with the regional sector programmes as well as the regional development strategies;
- Organization of final meetings of the Local Steering Committees confirming the achievement of the projects results;
- Organization of the inauguration events for the remaining infrastructural projects;
- Conclusion of the handover procedures for all WS, WSS and EE projects and their acceptance in the property and administration of the beneficiary LPA`s;
- Adoption by all infrastructural projects of the sustainability plans, which will be further monitored by RDAs;
- Carrying energetic audits of the Energy Efficiency projects, as well as of endline satisfactory surveys, conducted for both Energy Efficiency and Water Supply and Sanitation projects, to prove the achievement of the targeted indicators.

On 15 December 2023 the EE project implemented at “Iurie Boghiu” Gymnasium in the village of Flaminzeni (Singerei rayon) has received winner award [at the ‘Moldova Eco Energetica 2023’ competition](#) in the category “*Best energy efficiency project in the public buildings sector*”. In result of the project measures, the school managed to reduce the energy consumption by almost 30% and provide about 300 students and teachers with warmer and brighter classrooms in cold weather. The energy efficiency improvement measures at [‘Iurie Boghiu’ Gymnasium](#) were implemented in cooperation with the North Regional Development Agency within the project “*Construction of water*”

*supply and sanitation infrastructure as well as energy efficiency in public buildings*”, commissioned by the EU and the German Government. The project was implemented by [GIZ Moldova](#) in partnership with the Ministry of Infrastructure and Regional Development.

More details about the “Moldova Eco Energetica 2023” Gala can be found at: <https://tinyurl.com/y5nreywd> and [GIZ Moldova - În acest an, 17 institutii publice s-au... | Facebook](#)

The *Indicator 2* involved completion of the implementation by 2019 of 7 pilot projects financed by German, Romania and Swiss Governments. These include the projects, implemented in partnership with RDAs North, Center and South, in the following sectors/localities:

- WSS: in Cahul (including Lebedenco and Rosu villages), Riscani and Leova;
- EE: Orhei and Calarasi; and
- SWM: Floresti and Soldanesti.

The Swiss financed WSS project Cahul-Lebedenco was completed and handed over to the beneficiary. As result approx. 2700 inhabitants of Lebedenco, Hutulu and Ursoaia villages have access to potable water. 884 individual connections points for households were constructed.

The Romanian financed project ‘*Connections of individual houses in Rosu village to the sewerage system*’ was transferred to the commune. 577 sewerage connection points for single and multiple users allow to serve 2885 citizens, public institutions and private enterprises.

The German financed construction of ‘*Leova - largara drinking water pipeline*’ with a length of 22,9 km. As a result, more than 10.000 inhabitants from Leova Rayon have improved access to potable water. At the same time, in Riscani was constructed a sewage treatment plant and 17.5 km of sanitation network. Households have been successively connected to the local water operator (up to 480 connection points).

In the SWM area, 24,500 citizens in Floresti and Soldanesti benefit from improved access to waste disposal. The project has thus contributed to increasing the access rate of the city population to regular collection of municipal waste, estimated after implementation of the measures at 60.7%.

In the area of renewable energy, a total of around 280 megawatts of electrical energy and 400 megawatts of thermal energy were saved thanks to the energy-efficient renovation of hospitals in Orhei and Calarasi. This led to a reduction in greenhouse gases of around 200 tonnes of CO<sub>2</sub> per year.

Besides that, six municipal service vehicles for waste collection, sewer cleaning, municipal construction were provided to the local operators from Ungheni, Calarasi, Straseni and Hincesti.

#### *4.4. Specific objective D*

Specific Objective D ensures that representatives of rayons, municipal and local service providers benefit from demand-oriented training modules of governmental and non-governmental organisations for modernisation of local public services in the priority sectors. For this, the project implemented directly capacity development activities, as well as engaged in partnership with specific institutions and organisations to ensure sustainability of knowledge and further sharing of experience.

Thus, together with the *Technical University of Moldova* and its Centre for Continuous Education in Energy Efficiency in Public Buildings (CCEEEPB) and Institute of Continuous Education in the WSS Sector (ICEWSS), developed, piloted and implemented 13 training modules targeting water operators and their staff, energy specialists, representatives of public authorities (please see Annex 3). Trainings like Efficient management in public buildings, Energy audit of public buildings,



Management and exploitation of WSS networks, Procedure for procurement of works, goods, service in the WSS sector etc., were delivered in several rounds to the project stakeholders.

GIZ also supported the TUM to further improve its performance and ensure sustainability of the training modules, by training the staff of the Centre for Continuous Education in both areas WSS and EE on topics as E-learning/Blended learning, Moodle-based modules digitalisation, Training needs assessment and Modern teaching techniques for adult audience.

TUM's CCEEEPB was supported to strengthen its visibility. A brand book was developed and a webpage (<http://cfceecp.utm.md/>) was created with GIZ support to contribute to a better visualisation of the Centre and facilitate the promotion of available training modules.

A reliable partner for the project was the *Academy for Public Administration* (now Institute for Public Administration / IPA). Nine training modules were developed and institutionalised during the project implementation. Among them were the modules on Regional Development, Management of the Integrated Strategic Planning, Management of project development, training course for RDC members etc.

The cooperation with APA also focused on the institutional development with improvement of capacities and performance in developing digital training modules/e-learning/blended learning, which will contribute to the sustainability of the professional development sector.

In partnership with APA during 2016-2021, the topics of regional development were discussed in a series of Open Forum events on Local and Regional Development organised. The fora gathered representatives from central, local, and regional authorities, academia, and civil society, and the discussions were oriented on the implementation of regional development policy, discussion of the most systemic challenges in the field, and identification of the innovative and constructive solutions based on best national and international practices.

The key partners – representatives of the MIRD and RDAs – were also periodically guided and trained in the procedures and documents necessary for the implementation, monitoring, and completion of infrastructure projects.

The *Chamber of Commerce and Industry* (CCI) implemented the European Energy Manager Course (EUREM). The course also targeted the specialists from the 8 localities where the EU-funded EE infrastructure measures were implemented. Additionally, GIZ cooperated with CCI to set-up and operate a helpdesk to the private sector in preparing and submitting coherent bids for public tenders following EU PraG regulations to implement the EU-funded 18 infrastructure measures. A total of 33 companies benefited of the guidance offered by the national and international experts.

Later within the project, in cooperation with GIZ Construction Department, CCI contributed to the capacity development of technical supervisors on norms and standards in the WSS and EE construction sectors.

Complementary to the EU-funded infrastructure measures, GIZ provided technical support to the local stakeholders. The eight educational institutions were supported in setting-up and implementation of their energy management system, and development of their individual Energy Management Plans.

WSS operators in the targeted localities were provided with a complex capacity development and assistance, including how to collect and process financial and technical data for tariffs calculation, developing and signing service delegation contracts and key performance indicators (KPI) for the service delivery sustainability, trainings in accounting and financial management, laboratory equipment for water testing and necessary manuals, as well as IT and office equipment.

Some of the WSS operators were supported in obtaining the laboratory attestation by MOLDAC, the national accreditation body of Moldova (for Apa-Canal Leova), procure specialised accounting

software (for Apa-Canal Drochia), or develop own webpages for transparency and enhanced communication with clients (Apa-Canal Ungheni and Apa-Canal Edinet).

During 2020 and 2021, GIZ offered individual support to the WSS operator from Comrat, SU-Canal – a German expert was integrated with the operator's staff to provide long-term advise and support to improve its performance and extend its network; advising on the best solutions in regard to service regionalisation in Gagauzia.

For further *exchange of information, experience & good practices* among the project stakeholders GIZ organised study missions, regional workshops, and conferences.

Study visits to Germany, Romania, Latvia and other EU countries offered opportunities for participants to get familiarised with the modern technologies and operations in the water and energy efficiency sectors as well as to set partnerships for further cooperation.

In cooperation with AMAC, GIZ supported the organisation of two editions of the National Conference for the Water Supply and Sanitation Sector, in 2019 and 2021. The discussions referred not only to future plans and projects in the water sector in Moldova, but also to previous objectives achieved starting from the process of regionalisation of WSS service, the operator's relationship with beneficiaries etc.

#### 4.5. Specific objective E

Specific objective E ensures active participation of citizens in implementation of local public projects.

As part of the five-pillar approach to implementation, the project focused on implementation of awareness raising and mobilization policies for citizens. This was carried out throughout the project implementation with direct support from the GIZ, but also in cooperation with its partners and stakeholders.

As complimentary support to the infrastructure projects, GIZ facilitated the creation of *Local Citizens Committees* (LCC) in communities targeted with infrastructure measures. The LCCs had as members the direct beneficiaries of the investments, men and women, current or future clients of WSS services, and representatives of pupils, teachers and parents in the communities where EE infrastructure was built.

The LCC members participated in Local Steering Committees (LSC) as kick-off sessions of the construction phase with respect to implementation of the infrastructure projects and as much as was possible were involved in activities for monitoring the implementation of 18 infrastructure construction projects and collection of local contributions. Among most notable were the meetings for presentation of technical design documentation and meetings to agree on the lists of vulnerable people to be exempted from or benefit of reduced rate of the contribution for individual connections to WSS. LCCs voiced 18 different proposals, and all of them were accepted by the decision-makers, e.g., approval of lists of vulnerable people to be compensated for connections, differentiated rates for connection, or complementary financial support from LPAs for EE projects.

LCCs were represented in the working groups for public procurement of construction works and participated in trainings on public procurement procedures. The citizens committees in the 10 WSS localities were also engaged in activities to encourage individual connections to the water and sanitation infrastructure.

The largest intervention with citizens and civil society organisations (CSOs) was made through the EU-funded Action on Citizen`s Engagement (2019-2021). It enabled GIZ to launch a *Local Grants Programme* (LGP) which facilitated the participation of citizens in integrated planning and programming at local levels, increased the understanding of benefits of inter-municipal cooperation,

and increased participation of citizens in monitoring the procurement and construction of local public infrastructure. Cross-cutting initiatives to raise the awareness of citizens, including children, of environmental, socio-economic, and financial issues related to local public service delivery in the areas of WSS, SWM, EE and other relevant environmental and socio-economic aspects, were supported via the LGP.

For implementation of the LGP, GIZ selected through an open call four regional civil society organisations (including 3 consortiums of CSOs) for each development region – North, Centre, South and ATU Gagauzia. Additionally, a CSO with experience in communication to increase outreach and communication potential of the EU-funded support was contracted.

With the CSOs support and interventions in the regions and at the local level, the following results were achieved:

- 110 grants awarded in 2020 and 2021 to local CSOs within the LGP (all 18 infrastructure projects covered) successfully implemented;
- 2167 citizens participated in planning of local planning services;
- 1205 citizens participated in oversight activities related to implementation of construction works;
- 6825 citizens informed about participatory planning;
- 18399 pupils, boys and girls, informed about environmental issues related to SWM, WSS and EE and engaged in activities related to local public services;
- 97 LCCs supported to monitor procurement, management and maintenance of public services and related infrastructure projects, including the 18 LCCs from the communities with EU-funded infrastructure projects;
- 71 localities covered by awareness raising campaigns conducted by regional and local media CSO;
- 15 local and regional media organisations capacitated to raise awareness and report on public services related topics.

In 231 communities, campaigns were conducted to raise citizens' awareness of their rights and obligations as customers of municipal services. Local media organisations produced and spread various media products to inform citizens about EU assistance for the Republic of Moldova and about the importance of quality local public services: online/Radio and TV-Radio programmes on water supply, quizzes and infographics showing different tariffs in the regions, video vox-populi and online surveys, caricatures and podcasts, multimedia reportages and materials, long-reads, and success stories.

During the project implementation, GIZ and its partner CSOs supported networking within and between regions and experience sharing on citizens engagement in local decision making related to local service delivery.

To ensure wider opportunities for representatives of different business and social groups, including equal opportunities for men and women's *participation in local and regional decision making*, GIZ supported the former Ministry of Agriculture, Regional Development and Environment to adjust the Regulation for selection of representatives of CSOs and the business sector in RDCs and to simplify its selection criteria. The Regulation's provisions were also gender mainstreamed as to ensure equal opportunities for women's participation in regional decision-making.

Participation of local CSOs as members of RDCs and its sector commissions was highly encouraged to contribute to sustainable transparent and participatory decision-making on regional development.

Due to the war in Ukraine, starting spring 2022, Moldova was facing a big wave of Ukrainian refugees and thus facing a humanitarian crisis. To handle the crisis situations, GIZ offered an *assistance package for development regions and communities of Moldova in case of crisis and emergency situations*.

Based on the call for proposals launched by the project in April 2022, small projects, in support to local communities were implemented via civil society organisations in the North and South of Moldova. The initiative implemented contributed to the strengthening of the CSOs' capacities to provide immediate and medium-term information and psycho-social support for refugees, as well as facilitated integration and communication between the refugees and the communities hosting them.

## **5. Ensuring the sustainability of measures/interventions**

To ensure the sustainability of measures and interventions, the project has aligned its objective and expected outputs continued with national, regional and local needs and sector-specific requirements.

The Project supported its implementation partners in developing activities to ensure sustainability, which would address the institutional stability, continuous operation and maintenance of project facilities and continued community participation.

The project consistently applied a multi-level and multi-stakeholder approach to improve the framework conditions for the modernisation of local public services in the priority sectors but also to further contribute to the sustainability of the project results. Interventions to reach the set objectives were part of the 5-pillar approach for capacity development in (i) applying integrated planning procedures, (ii) establishing inter-municipal cooperation structures, (iii) assisting in the institutionalisation of adapted trainings and education for service operators and local authorities, (iv) implementation of infrastructure measures, and (v) awareness raising and mobilisation of citizens.

Partner systems were used to implement measures and interventions, thus avoiding the creation of parallel implementation structures through the project. By applying a multi-level approach, learning experiences at local and regional level were fed into the policy dialogue at national level. Furthermore, the project paid attention to the social, economic, organisational, and environmental sustainability of measures and interventions.

Through the promotion of citizen-orientation and the application of a participatory approach in project implementation, the project tried to ensure the social sustainability of measures. For example, LPAs were supported to update and approve their WSS and EE sectors strategic planning documents in , consultation with citizens. In addition, the citizens were guided to monitor the delivery of public services, provide constructive feedback, and get involved in public procurement processes. This contributed to an improved transparency of processes and led to a better acceptance of public authorities' decisions. To promote the principles of gender equality and participation of different social groups in local and regional development, the involved women and men were equally encouraged and supported to benefit from project activities and results.

To increase the ownership, thus ensuring the economic sustainability of the infrastructure measures, the beneficiary LPAs signed multi-stakeholder memoranda of understanding which included commitments for financial contributions and process facilitation. At the same time, the implementation partners were supported in developing sustainability concepts approved by local councils, to address the institutional stability, continuous operation and maintenance of project facilities. Furthermore, LPAs and WSS operators were supported to discuss and set cost-recovery tariffs for improved services.

For strengthening the capacities of the partners to better fulfil their roles, tasks and responsibilities, the project was provided with trainings, exchange of experiences and networking, as well assisted in the development of their business and capacity development plans. Interventions were done in cooperation with partner institutions APA, TUM, CCI and AMAC which also institutionalised the capacity development measures.

Furthermore, aspects related to environmental sustainability were mainstreamed in all project activities. The technical designs for the infrastructure projects went through the environmental impact analysis, which provided information on the potential environmental consequences and identification of appropriate alternatives and mitigation measures. To raise citizens' awareness on the environmental aspects of the public services, civil society and media organisations were capacitated on and engaged in communication campaigns at local, regional and national levels.

## **6. The main challenges and opportunities**

During the implementation period, the project faced several challenges but also, in partnership with the involved stakeholders, developed opportunities for successful achievement of the targeted results.

Thus, the frequent elections and the changes of governments, particularly during the years of 2018 - 2020, implied changes on the ministerial structures responsible for regional development and halted the process for approval of policies, strategies and related legal and normative framework. However, given that regional development remained a priority for the Government, and the regional structures (RDAs) remained unchanged, the opportunity to promote the initiated proposals for a paradigm shift in regional development was maintained. This resulted in the amendment of the Law on Regional Development and the development of a new National strategy for regional development for the years 2022-2028, as well as the organization of a new call for proposals for projects financed from the NFRD, which recently became eligible for the financing of local projects as well.

The COVID-19 pandemic posed a major challenge to the implementation of the project and impacted the timeline of activities, through the delay and or cancelation of some project activities. In particular, this affected, the organization of capacity development activities such as trainings, workshops and seminars which were originally planned as events with physical attendance. Due to the restricted possibilities to meet face-to-face, most trainings and national conferences were postponed. However, regardless of the state of emergency set out by the Government, local and international travel restrictions, the GIZ workflow was continuous, throughout the whole period, by the use and implementation of digital work and collaboration tools for staff, as well as in developing and offering alternative communication tools in relation with partners. It is worth to mention that although with some deviations from the initial schedule, during this period, the organization of tenders and the initiation of construction works for most of the EU-funded infrastructure projects were ensured.

An important challenge in implementation of construction works under the EU Action is the regional security crisis and the war, which started in Ukraine on 24 of February 2022 and the declared state of emergency in Moldova valid until the end of 2023. This situation has led to inclusion of Russian Federation and Belarus as a supplier country of the materials under sanctions, resulting an increasing of the prices for construction materials and equipment. It has also caused problems with the delivery of ordered equipment from Ukraine eligible for the infrastructure action (such as ventilation equipment, mineral wool, metal, wood, et al.).

Moreover, the required additional work volumes for some of the infrastructural projects have extended construction timelines. As a result, many of the implementation schedules were shifted in some cases from 3 to 6 months.

In addition to this, a number of constraints in interaction with different stakeholders was noticed in the implementation of infrastructure measures, such as:

- Reduced number of experienced, financially strong national companies providing design services and of construction companies for larger scale projects, lead to the frequent submission

of poor-quality bids and evidenced the limited number of companies that could potentially meet the tender requirements;

- Moldovan companies appear still weak at the stage of preparation of successful EU PraG tender documents. Many bids failed in early stages for reasons which could be simple to avoid. Thus, RDAs faced considerable problems in finding successful tenderers for construction supervision services in a number of projects. Multiple repeated procedures indicate either a market saturation or/and a relatively low number of companies offering such services;
- Discrepancies noticed between the submitted technical documentation, the technical design and costs estimates – between the estimations made and the situation on spot at the designing phase, caused the increase of the effective works with the additional volumes. In particular, it involved the EE projects, because all the buildings were old and, in the reconstruction process, many design errors or additional work volumes were identified, which could only be discovered when the construction started;
- The differences between international and national standards in designing the technical solutions and documents in WSS and EE sectors required considerable additional time and efforts to establish appropriate adjustments and to obtain approvals by the GIZ Construction Department;
- Scarce monitoring, on behalf of RDAs, of the implementation of contracts by the technical supervisors, that required additional efforts on behalf of MLPS and GIZ Construction Department. Thus, the contract model content was revised by including a number of detailed requirements to increase the responsibility of the technical supervisor;
- Difficulties related to the procedures of connection of the renovated lyceums and gymnasiums to the electricity networks;
- LPA's weak financial capacity remain an issue in fulfilment of co-funding commitments that appeared in a series of cases as too weak, even their value in the total amount granted was not substantial (in the average, between 3-5%).

Overall, the used modality of implementation of infrastructure projects through RDA's has contributed to strengthening national absorption/implementation capacities. The experience and knowledge gained in the implementation of large-scale projects remain with the partners and beneficiaries and can be adjusted for a potential replication.

Besides that, a general challenge is to obtain the updated official population data from coherent and reliable sources. Initially, data of 2014 census had to be used, however during the implementation period, the National Bureau of Statistics announced a revising of the census data and population number by a reduction of nearly 25% for the period from 2014 to 2019 due to change of counting methodology. Thus, additional efforts were invested to identify the most realistic number of final beneficiaries per each PSP.

## **7. Lessons learnt and recommendations**

Project documented the lessons learnt along the project implementation for main fields of intervention and stakeholders engaged.

The sustained provision of policy advice to the MIRD over the last decade has improved considerably the policy and normative frameworks in the field of regional development and contributed to the strengthening of the institutional capacities, both at the central and regional level. In this respect, to ensure the continuity and synergy of efforts in the field of regional policy a constructive dialogue and

cooperation between the executive and the legislature is essential for facilitation and promotion / approval of strategy papers, as well as the needed amendments or initiatives.

Combining technical assistance and infrastructure investment has proved an effective approach in many ways, including attracting additional funds from development partners. Moreover, the use of partner institutions and systems (versus project units), despite some constraints related to the implementation, has proved successful in providing the long-term sustainability of project results and strengthened the capacities of national institutions in the development and implementation of large-scales projects at the regional level (including from EU funds from its different regional programmes).

Implementation of large infrastructure projects that include high-tech equipment and technologies required well prepared professionals capable to operate them. For proper functioning and sustainability of the WSS and EE services, a continuous capacity development of LPAs, WSS\_and EE operators and LPA are required to ensure that they have qualified staff. In this respect, there is a need to continue training activities for institutions and personnel responsible for the maintenance of the invested assets (for both in WSS and EE sectors) and/or mobilizing resources for contracting the specialized companies.

With the new NSRD, RD policy is now more firmly directed towards economic growth, and this places new demands on policy makers. Obtaining of the statistical data has proved challenging during the project implementation. An ongoing collection and/or update of data by LPA based on a proper mechanism of data collection, storage, and processing, involving LPAs, RDAs and National Bureau of Statistics) and creation of the database by MIRD, could ease the work in the future planning activities and allow every LPA to provide and process quicker the information about the current situation. There is a need for continuous improvement of regional statistics to enable the decision makers in using it for framing the policy options.

Since MLPS is closing, activities related to regional development policy support shall be taken over by MIRD and its subordinated structures (RDAs). Further advisory support might be needed on specific areas of regional development policy, including revision of normative documents, implementation of the National Programme on Growth Poles, revision of the funding mechanism for regional development programmes and projects, which could be undertaken by other projects financed by development partners in assisting authorities to design and implement regional development policies and ensure harmonization process with the EU acquis.

Furthermore, many lessons learned and recommendations were discussed during the different thematic national conference and events organised together with the project partners, like the *Water Conferences* in 2019 and 2021 and the *Open Forum on Local and Regional Development*, organised during 2016-2021.

Thematic papers on lessons learnt were also developed together with project partners and shared for further consideration in future similar interventions, like:

- [Functional and institutional capacities of Regional Development Councils: Lessons learned and recommendations](#)
- [Lessons Learned: Participatory planning – Energy Efficiency in Public Buildings](#)
- [Lessons Learned: Participatory planning – Water Supply and Sanitation](#)
- [Lessons learned in the implementation process of the pilot project: "Improving water and sewerage services in Cahul and Rîșcani districts"](#) (available in Romanian)
- [Lessons learned from the Pilot Project: "Improving the integrated management of solid waste in Soldănești, Rezina and Florești districts"](#) (available in Romanian).

During the implementation of the CSO Action, GIZ and its partner CSOs faced several challenges, but also encountered opportunities to successfully achieve its objectives. All the experiences were discussed and compiled in a document, available in both English and Romanian, with key lessons learnt and recommendations for other projects that envisage or have just initiated similar

interventions to cooperate with CSOs and implement grants' programmes - [EU Local Grants Programme for Civil Society Organizations: Lessons Learned and Recommendations \(eu4civilsociety.md\)](#)

## 8. Communication and visibility

For the visibility of the Project, its interventions and the support received from the different donors, GIZ developed project communication and visibility identity. Based on it project banners, photo-walls, visual materials were produced and widely used during all project events.

To better promote the progress and showcase the results of activities achieved under the MLPS project and related EU-funded actions, GIZ posted news and articles on the project webpage [www.serviciilocale.md](http://www.serviciilocale.md) and in the GIZ Moldova newsletter. Also, posts on the project interventions and results were made on GIZ Moldova social media accounts - [Facebook](#) and [LinkedIn](#). Posts were accompanied by hashtags to identify its scope and increase Project and donors' visibility, e.g., #GermanCooperation, #StrongerTogether, #TeamEurope, #EU4Moldova, #MLPS, #RegionalDevelopment etc.

To promote the progress and showcase the results of activities achieved under the EU-funded infrastructure action, together with Regional Development Agencies and local beneficiaries were organised the events for construction works kick-off and later inauguration events for the finalised infrastructure projects.

In 2023, another three inauguration events were organised - for the EE Leova (20 May 2023), EE Balti (21 September 2023), and EE Basarabasca (24 November 2023) projects. The last inauguration event for the EE Soldanesti is planned to be organised on 27 February 2024. A series of media clippings and links highlighting the MLPS and EU-funded infrastructure projects in 2023 is available in Annex 5.

All official events in the regions were very well publicised, gathering community members and high-level representatives of the European Union Delegation, German Embassy, central and local public authorities, CSO representatives, mass media, and project beneficiaries. As a result, the communities were informed about the benefits people enjoy upon the completion of the EU funded projects. Further, via media materials and information shared on social media, the public at large found out about the EU support, the results of the large infrastructure investments.

To highlight the physical visibility of EU-funded WSS and EE projects, besides the big information boards already installed in communities, smaller information panels were placed at the completed objects at visible locations informing on the key facts of the EU-funded projects.

Communication and visibility materials developed after the events – short videos, including video testimonials from local beneficiaries, photo galleries, infographics on EU-funded infrastructure measures and the support to citizens and CSOs - were disseminated also via GIZ social media, mass media outlets and online platforms of the partners – MIRD, RDAs, LPAs etc. Also, GIZ used its official webpage [www.serviciilocale.md](http://www.serviciilocale.md) and social media accounts to inform the public thereof. Videos of inaugurated projects were produced and uploaded on [GIZ Moldova YouTube](#) channel.

To increase the visibility of German, Romanian, Swiss, Swedish, and EU support to Moldovan communities, GIZ participated in the dedicated events and activities related to the Europe Days, EU Green Week, EU Sustainable Energy Week (EUSEW), and others, organised either in Chisinau, in towns of Moldova, or online. During such events, GIZ would present the project and its actions with:

- Projection of short videos related to the project and its partners' activities and results;



- Presentation of water testing equipment by WSS operators;
- Interactive discussion with citizens;
- Awareness cartoons on saving water and energy and protection of nature for children, drawing activities for children;
- Distribution of promo materials - table calendars, tote bags, water bottles and colour pencils etc.

in 2023, GIZ presented the EU-funded projects during the Europe Day events in Chisinau on 13 May and in Leova, on 20 May, which was also combined with the inauguration event for the renovated school in Leova.

Previously in 2017 in Soldanesti and in 2018 in Ungheni, GIZ also joined the activities dedicated to the World Clean-up Day. Together with local authorities and inhabitants – children, teachers, parents, and LPA representatives, - the project staff were active in collecting and separating recyclable waste and raising awareness on the impact of waste on environment and need for sustainable SWM services.

Within the media and communication activities related to CSO interventions, the partner CSO for communication and outreach developed and disseminated over 65 media products, also available on the website [www.eu4civilsociety.md](http://www.eu4civilsociety.md), resources section - articles on EU-funded projects in WSS, SWM, and EE, both in the press and online media, short videos on EU-funded projects and EU support to media and CSOs; GIFs for awareness on environmental issues related to local public services; A series of 9 thematic TV programmes on national channel Moldova 1, “Mai aproape de UE”<sup>2</sup> / “*Closer to EU*” (in Romanian, with subtitles in Russian and sign language).

Increased visibility and communication of results of the EU-funded actions and its beneficiaries was ensured by cooperating with EU-funded projects “Strategic Communication and Support to Mass-Media in the Republic of Moldova” (StratCom), “Communication and Visibility of EU assistance under the Annual Action Programme”, “Visibility of EU and EU Assistance in the Republic of Moldova”. Project partners and GIZ contributed with articles and media materials to the EU – Moldova Cooperation e-Newsletters <http://www.eucoopnews.md>.

In 2019, to ensure transparency of funds awarded to local CSOs, provide information and visibility to EU financing the project, the project objectives and its partners, GIZ created the website [www.eu4civilsociety.md](http://www.eu4civilsociety.md), with versions in Romanian, Russian and English.

The websites [www.serviciilocale.md](http://www.serviciilocale.md) and <https://eu4civilsociety.md> were populated with and offer a wide range of publications, guides and visibility materials which can be used by different stakeholders – citizens and CSOs, public authorities and service providers.

The <https://eu4civilsociety.md> website was transferred for management to the EU-funded project “Strategic Communication and Support to Mass-Media in the Republic of Moldova” (StratCom) in 2022.

The websites [www.serviciilocale.md](http://www.serviciilocale.md) will be handed over to MIRD allowing the transition of the institutional memory related to the beneficiary, while offering also a wide range of publications, guides and visibility materials that can be accessed by different stakeholders – citizens and CSOs, public authorities and service providers.

As a final activity for project visibility, the MLSP closing event will be organised end February 2024, with online broadcasting on Facebook and on internet via the Privesc.Eu platform.

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<sup>2</sup> <http://trm.md/ro/mai-aproape-de-ue>

**Annex 1. Achievement of indicators (as of 22.02.2024)**

	<b>Success indicator</b>	<b>Baseline value</b>	<b>Target value</b>	<b>Current value<sup>3</sup></b>	<b>Target value description</b>	<b>Comments on the value/status of implementation</b>
<b>Outcome 1</b>	75 % of the beneficiaries (partner local public authorities, represented by the local councils) and 75% of involved stakeholders (members of the Regional Development Councils and Regional Development Agencies) are satisfied with the processes of planning and implementation of the infrastructure investment measures in priority sectors of local public service provision (water supply and sanitation (WSS), solid waste management (SWM), energy efficiency of public buildings (EE), regional and local roads (RLR))	0	75%	86,9%	<i>of the representatives of 52 benefitting LPAs express a level of 4 or more on a six-level scale with 1 = strongly dissatisfied and 6 = very satisfied</i>	Indicator achieved. A representative survey was externally contracted during 2021. Out of 238 respondents, 86,9% of beneficiary LPAs and 85,1% of involved stakeholders were satisfied with the planning and implementation processes, including 75,7% of the overall respondents being highly satisfied. The respondents were representatives of 52 LPAs (fully covering all 18 infrastructure projects (C.1) and the 7 pilot projects (C.2)) as well as 8 stakeholders' institutions from all 4 DRs (4 RDAs, 4 RDCs).
		0	75%	85,1%	<i>of the representatives of 8 involved stakeholder institutions express a level of 4 or more on a six-level scale with 1 = strongly dissatisfied and 6 = very satisfied</i>	
<b>Outcome 2</b>	Regional Development Councils (RDCs) confirmed, in coordination with relevant sector ministries, the implementation of 18 in a participatory and gender sensitive way established infrastructure investment measures, which are in line with the regional sector programmes as well as the regional development strategies.	0	18	18	<i>infrastructure projects are confirmed by the RDCs to be ready for operation.</i>	RDCs North (Decision no 4 from 14.09.2023), Centre (Decision no 03-03 from 07.09.2023) and South (Decision no 02/04 from 20.09.2023) confirmed in their sessions the implementation of 18 infrastructure projects in a participatory and gender sensitive way.
<b>Outcome 3</b>	The National Coordination Council for Regional Development (NCCRD) confirmed that financing of investment measures for improved service provision in the priority sectors, granted by national funds and the international donors, has increased by 465%.	28,3	132,7	150	<i>million EUR</i>	NCCRD approved the budget for 2022-2024 in the amount of 1,58 billion MDL for RD projects. To date 150 MEUR were mobilised, including 45,7 MEUR from national funds and 104,3 MEUR by international donors.
		100%	465%	528,5%	<i>% increase of baseline value</i>	
<b>Output A1</b>	2 National Strategies for Regional Development (NSRD), which were	0	2	2	<i>strategies</i>	Two National Strategies for Regional Development (NSRD) – for the years 2016-

<sup>3</sup> In case of empty cells, the indicator cannot be intermediately assessed, even though its activities are on track. Please see the comments column for current status.

	<b>Success indicator</b>	<b>Baseline value</b>	<b>Target value</b>	<b>Current value<sup>3</sup></b>	<b>Target value description</b>	<b>Comments on the value/status of implementation</b>
	elaborated in a participatory way (1 for the phase 2016-2020, 1 for the phase 2022-2028), are confirmed by the NCCRD.					2020 and 2022-2028 – were developed in a participatory way. NSRD 2016-20 was confirmed by the NCCRD by Decision Nr. 2/16 and approved by Government Decision Nr. 749/2016. NSRD 2022-28 was approved by GD nr. 40/2022, on the basis of the new regional development concept approved by NCCRD decision nr. 4/20 din 13.02.2020 <sup>4</sup> .
<b>Output A2</b>	7 (existing) legislative and normative documents regarding the regulation of regional development and involved institutions (e. g. the decrees on the National Fund for Regional Development, the Law on Regional Development, procedure manuals) were reviewed and if needed adjusted by the responsible state bodies regarding their accordance with the requirements of the EU AA.	0	7	7	<i>reviewed and adjusted legislative and normative documents</i>	With support of the Project 7 legislative and normative documents were elaborated and approved: <ul style="list-style-type: none"> <li>– New paradigm on RD, approved by NCCRD;</li> <li>– Amendments to the Law on regional development, approved by Government and Parliament;</li> <li>– National Programme on growth poles, approved by Government;</li> <li>– Operational Manual of the NFRD, approved by NCCRD;</li> <li>– 3 regulations for specific waste management (end-of-life vehicles, used tires and used oils) and related guidelines approved by the Government.</li> </ul>
<b>Output A3</b>	A results-based monitoring system for steering the RDSs is approved by national and regional development councils (NDC, RDC).	0	1	1	<i>RBM system</i>	A results-based monitoring system for steering the RDS established by approval of the following documents: <ul style="list-style-type: none"> <li>– Guideline on RBM for NSRD and RDS was approved by MARDE in 2018;</li> <li>– Guideline concerning monitoring and evaluation of implementation of RD projects approved in 2021;</li> </ul>

	<b>Success indicator</b>	<b>Baseline value</b>	<b>Target value</b>	<b>Current value<sup>3</sup></b>	<b>Target value description</b>	<b>Comments on the value/status of implementation</b>
						– The concept of Database for regional development projects approved by Government Decision Nr. 83 dated 26 May 2021. Based on this, the draft technical specifications were developed.
<b>Output B1</b>	Regional sector commissions, consisting of representatives of various government levels, civil society and sector specialists, reported annually on the sector-specific implementation of RDSs in at least 2 sectors (WSS, SWM) to the respective responsible RDCs	0	8	8	<i>Annual reports (1 report per sector per development region)</i>	A total of 8 regional sector commissions/ working groups from 4 DRs (2 in Center DR, 3 in North DR, 2 in South DR and 1 in Gagauzia DR) were created. Meetings were organized to discuss sectoral issues, identify priorities and opportunities for development. The sector reports were documented in the minutes of the respective meetings.
<b>Output B2</b>	3 project proposals exist for the newly established Gagauzia Development Region, based on the regional sector programmes (for WSS, EE and RLR) and corresponding project pipelines.	0	3	3	<i>project proposals</i>	3 priority project proposals agreed upon by all involved parties. - 2 proposals promoted: 1) technical design for Vulcanesti financed by EU, potentially supported by upcoming World Bank Water project, 2) reconstruction of wastewater treatment plant in Ceadir-Lunga, submitted to NFRD); 3) concept on reconstruction of the regional wastewater treatment plant in the Comrat city was handed over to the World Bank and shall be further developed under the upcoming project; 4) A pre-feasibility study for the construction of an aqueduct for water supply from the Prut River of the Comrat and Ceadir-Lunga districts was elaborated.
<b>Output B3</b>	Local Development Plans of 25 partner LPAs (I and II), elaborated in a participatory way, reflect the priorities of RDSs in at least 1 sector (WSS or EE).	0	25	25	<i>local development plans</i>	6 WSS chapters from social and economic development strategies (LPA II level) were drafted;  9 local plans (LPA I level) were updated in participatory way.

	<b>Success indicator</b>	<b>Baseline value</b>	<b>Target value</b>	<b>Current value<sup>3</sup></b>	<b>Target value description</b>	<b>Comments on the value/status of implementation</b>
						6 Energy Efficiency programs/action plans in public buildings were developed in accordance with Energy Efficiency Agency methodology.  Local Development Plans for 4 partner LPAs in WSS and EE sectors were developed in a participatory way and endorsed by the Local Councils.
<b>Output C1</b>	18 public service projects in the field of water supply and sanitation and energy efficiency in public buildings are implemented in a transparent way by the RDAs North, Centre and South.	0	18	18	<i>projects with an investment volume of approx. EUR 35 million are implemented</i>	18 WSS and EE public service projects were implemented in a transparent way by the RDAs North, Centre, and South  All procedures related to the transfer of assets to the beneficiary LPAs were finalised.
<b>Output C2</b>	7 pilot projects in the field of water supply and sanitation, energy efficiency in public buildings and solid waste management are fully implemented in a transparent way by the RDAs North, Centre and South by the year 2019.	1	7	7	<i>projects with an investment volume of EUR 13.4 million implemented</i>	7 pilot projects water supply and sanitation and energy efficiency in public buildings and solid waste management were implemented in a transparent way by RDAs North, Centre and South with a combined investment funds from German, Swiss and Romanian Governments.
<b>Output D1</b>	Both governmental and non-governmental organisations include 21 training modules into their programmes, in accordance with the requirements of the respective competent institution on the modernisation of local public services in priority areas.	2	21	23	<i>training modules implemented by the Academy of Public Administration and the Technical University</i>	23 training modules were developed, piloted, implemented, and institutionalised in areas related to energy audit of public buildings, management of local public services (with TUM), energy managing (together with Chamber of Commerce and industry), as well as management of project development, strategic planning, regional development and the role of RDC and others (with IPA).
<b>Output D2</b>	80% of participants consider the offered training courses as useful for their work.	0	80%	96.2%	<i>participants of 21 training modules.</i>	3,289 participants (63.7% of them women) from local public administrations, RDAs, RDCs, public utilities/operating companies and ministries have taken at training modules. Participants' satisfaction with the training modules offered rated it positively remained high: 67.6% of participants fully agreed and 28.6% of participants agreed with the statement that " <i>The training module was useful for my work context</i> ". As result, 96.2% of

	<b>Success indicator</b>	<b>Baseline value</b>	<b>Target value</b>	<b>Current value<sup>3</sup></b>	<b>Target value description</b>	<b>Comments on the value/status of implementation</b>
						participants considered the offered training courses as useful for their work.
<b>Output D3</b>	2 training institutions introduced a quality management system for the provision of the trainings.	0	2	2	<i>institutions</i>	Two training institutions introduced a quality management system for provision of the trainings: <ul style="list-style-type: none"> <li>– TUM's CCE has introduced a series of essential elements of a Quality Management System according to ISO 21001 standard.</li> <li>– IPA, received support in developing its Communication Strategy, additionally to the previously implemented Quality Management System according to ISO 21001 standard.</li> </ul>
<b>Output E1</b>	5,000 citizens implement projects to improve local public services in the water supply, sanitation, solid waste management and energy efficiency sectors or activities to promote environment and climate protection.	0	5000	13956	<i>citizens</i>	13956 citizens were engaged in small scale projects and processes to improve local public services in WSS, SWM, EE, and activities to promote environment and climate protection of which: <ul style="list-style-type: none"> <li>– 1205 citizens participated in oversight activities related to implementation of construction works;</li> <li>– 2167 citizens participated in planning of local planning services;</li> <li>– 6825 citizens were informed about participatory planning.</li> </ul>
<b>Output E2</b>	18 Local Citizens' Committees are established and monitor the procurement, construction and implementation of 18 infrastructure projects for improving local public services.	0	18	18	<i>LCCs monitor the procurement, construction and implementation of 18 projects</i>	18 LCCs monitored all the processes such as the designing the infrastructure measures, implementation of the investment projects, the construction companies' contracts implementation, final investment hand-over and inauguration events, in each of the targeted localities. The LCCs in the 10 WSS localities were also engaged in activities to encourage individual connections to the water and sanitation infrastructure.

**Annex 2. The list of EU-funded WSS and EE projects**

**List of 8 EE projects**

EE projects	Beneficiaries (pupils & teachers)	EU financing investment (EUR)	Local contribution (EUR)	Total budget (EUR)
North Region				
1. Increasing energy efficiency 'Iurie Boghiu' Gymnasium, Flaminzeni, Singerei rayon	280	1 039 111	22 080	1 061 191
2. Increasing energy efficiency 'Dimitrie Cantemir' Lyceum from Balti municipality	985	1 231 006	6 804	1 237 810
Centre Region				
3. Increasing energy efficiency of 'Mihai Eminescu' Lyceum from Ungheni town	1385	2 992 000	103 916	3 095 916
4. Increasing energy efficiency of 'Alexei Mateevici' Lyceum from Soldanesti town	641	3 283 333	66 667	3 350 000*
5. Increasing energy efficiency of 'Holercani' Lyceum from Holercani village, Dubasari rayon	330	833 342	29 744	863 086
6. Increasing energy efficiency of 'Ion Vatamanu' Lyceum from Straseni town	639	1 322 642	105 641	1 428 283
South Region				
7. Increasing energy efficiency of 'Constantin Spataru' Lyceum from Leova town	687	2 882 225	89 503	2 971 728
8. Increasing energy efficiency of 'Matei Basarab' Lyceum from Basarabeasca town	292	1 210 157	11 015	1 221 172
<b>Total EE</b>	<b>5 239</b>	<b>14 793 816</b>	<b>435 370</b>	<b>15 229 186</b>

\*Estimated amount, constructions undergoing

## List of 10 WSS projects

	WSS Construction Projects	Number of people (direct beneficiaries)	EU financing (EUR)	Local commitment (EUR)	Total budget (EUR)
North Region					
Edinets town	1. Edinets town, improving water supply services	13388	2 703 891	410 257	3 114 148
Falesti town	2. Falesti town, Improving water supply services	15955	1 561 752	169 641	1 731 393
Drochia town	3. Drochia town, improving water supply services incl. new drinking water purification and rehabilitation of wells	15379	4 167 222	332 222	4 499 444
Centre Region					
Ungheni town	4. Ungheni town, improving water supply and wastewater services	32393 (+ 1521 for sanitation)	2 411 651	302 785	2 714 436
Calarasi town	5. Calarasi town, improving water supply and wastewater services	14000 (+ 5631 for sanitation)	1 425 640	353 010	1 778 650
South Region					
Leova town	6. Leova town, extension of sewerage network	1790	2 294 329	107 150	2 401 479
Leova villages	7. Leova rayon, largara town, improving water supply services	4231	4 142 045	338 409	4 480 454
	8. Leova rayon, Filipeni village, improving water supply services	3300			
	9. Leova rayon, Romanovca village, improving water supply services	286			
	10. Leova rayon, Cupcui village & connection to Sarata Noua village, improving water supply services	1432			
<b>In total</b>		<b>109 306</b>	<b>18 706 530</b>	<b>2 013 474</b>	<b>20 720 004</b>



### ***Annex 3. List of trainings developed, piloted, and institutionalised***

#### **Academy of Public Administration:**

1. Public Property Management
2. Management of project development
3. Public Procurement and Conflicts of interest
4. Public Property Management for accountants
5. Public Property Management for cadastral engineers
6. Integrated Strategic Planning
7. Regional Development
8. Local and regional Marketing for competitive regional development
9. Management of the Regional Development Council

#### **TUM Centre for Continuous Education in Energy Efficiency in Public Buildings:**

1. Efficient management in public buildings
2. Management of energy efficiency of public buildings projects
3. Energy audit of public buildings
4. Management of Local Public services
5. New solutions and technologies for EE projects in public buildings

#### **TUM's Institute of Continuous Education in the WSS Sector:**

1. Accounting and Taxation updates in WSS sector
2. Management and exploitation of WSS networks
3. Energy Management and process automatization in WSS operations
4. Management of Wastewater Treatment Plants
5. Laboratory Management
6. Procedure for procurement of works, goods, service in the WSS sector
7. Legislative and normative acts in the WSS sector
8. Work safety and protection in WSS sector

#### **Chamber of Commerce and Industry from the Republic of Moldova:**

1. Course EUREM (European Energy Manager)



## **Annex 5. Media clippings and links on project events, 2023**

### **Inauguration EE Leova – 20 May, 2023**

<https://tvr moldova.md/article/fb767d078472e834/cu-suportul-ue-606-elevi-si-profesori-de-la-liceul-teoretic-constantin-spataru-din-leova-beneficiaza-de-conditii-de-studiu-imbunatatite.html>

<https://www.ziarulnational.md/foto-conditii-europene-pentru-elevii-si-profesori-de-la-liceul-teoretic-constantin-spataru-din-leova-ue-a-investit-peste-60-de-milioane-de-lei-pentru-eficientizarea-energetica-a-institutiei-de-invataman/>

### **Inauguration EE Balti – 21 September 2023**

<https://esp.md/ro/sobytiya/2023/09/23/liceul-dmitrie-cantemir-fost-modernizat-cu-sprijinul-ue>

<https://radiochisinau.md/un-liceu-din-balti-a-inceput-anul-scolar-in-conditii-imbunatatite-datorita-uniunii-europene---186366.html>

<https://www.youtube.com/watch?v=eBgGCd-MpKc&t=2s>

### **Inauguration EE Basarabasca – 24 November 2023**

<https://voceabasarabiei.md/foto-circa-300-de-elevi-si-profesori-din-basarabasca-beneficiaza-de-conditii-de-studiu-imbunatatite-gratie-suportului-ue/>

<https://www.youtube.com/watch?v=lx2q18mOzQo>