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**Local Government Support
Project in Moldova**

LOCAL GOVERNMENT SUPPORT PROJECT IN MOLDOVA

**YEAR 1 WORK PLAN, DRAFT #2
FEBRUARY 22-SEPTEMBER 30, 2012**

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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

AEE	Agency for Energy Efficiency
AEER	Alliance for Energy Efficiency and Renewables
APA	Academy of Public Administration
CALM	Congress of Local Authorities from Moldova
EMM	Excellence in Municipal Management
EMMP	Environmental Mitigation and Monitoring Plan
ESD	Energy Services Directive
EU	European Union
GIZ	German Agency for International Cooperation
GoM	Government of Moldova
IDU	Institute for Urban Development
IEE	Initial Environmental Examination
IER	Intermediate expected result
IMC	Inter-municipal or inter-communal cooperation
IOF	Incentives and Opportunities Fund
IPMVP	International Performance Measurement & Verification Protocol
LEEAP	Local energy efficiency action plan
LEEP	Local energy efficiency program
LGSP	Local Government Support Project in Moldova
LPA	Local Public Authority
M&E	Monitoring and evaluation
MoF	Ministry of Finance
MoU	Memorandum of understanding
MPI	Municipal performance index

NDS	National Decentralization Strategy
PMEP	Performance monitoring and evaluation plan
PPP	Public-private partnership
RDA	Regional development agency
RIA	Regulatory Impact Assessment
SIDA	Swedish International Development Cooperation Agency
UNDP	United Nations Development Program

SECTION 1: OVERVIEW

Introduction

USAID Moldova has created and funded the four-year, \$9.3 million Local Government Support Project (LGSP) to assist Moldovan local governments in their efforts to improve service to their citizenry, and by so doing, prepare themselves to provide, manage, and support the increased responsibilities intended for them under the decentralization initiatives due from the Government of the Republic of Moldova (GoM) in preparation for European Union (EU) accession.

The intent of LGSP is to:

“Improve the lives of people in Moldova through strengthening local government by mentoring, supporting, and increasing access to public services.”

LGSP project objectives are to:

1. **Improve municipal service delivery, including planning, service management and service quality and quantity.** The project will assist in strategic action planning that supports infrastructure improvements and the extension of more effective/efficient service delivery.
2. **Increase revenues available to local governments and improvements in financial management practices.** The project will strengthen municipal financial management capacities and optimize municipal revenue generation potential.
3. **Assist with the development and implementation of local energy efficiency plans and practices and support management of municipal energy efficiency projects.** The project will assist municipalities in the development of local energy efficiency plans, analyzing the feasibility of energy efficiency projects, and the realization of energy efficiency gains.

To measure and promote municipal improvement, LGSP will develop a Municipal Performance Index (MPI) tool. Through the annual collection of quantitative data and in-depth surveys of citizens and local leaders, the MPI will measure municipal performance across LGSP’s three components. MPI data will guide technical assistance delivery, instill competition for improvement, and provide an objective methodology for attribution of LGSP’s impact.

LGSP’s Excellence in Municipal Management (EMM) certification program will provide core competency technical assistance to towns, followed by tailored, demand-driven technical assistance. EMM is structured to provide towns with practical tools that yield tangible results. EMM graduates will also be eligible for small infrastructural support under an Incentives and Opportunities Fund (IOF). The IOF is small and therefore must be carefully restricted to ensure it is effective. The initial MPI and town selection assessment should provide insight into how and where it can be effectively used, as well as the possibility of co-financing in order to stretch the funds available.

Led by USAID’s implementing partner and prime contractor, Chemonics International, the LGSP Team includes subcontractors VNG International, Encon

Services International, the Institute for Urban Development (IDU), and Magenta Consulting. Other donors with whom LGSP intends to coordinate include UNDP, SIDA, and GIZ.

Results Framework



IER = Intermediate Expected Result

Project Context

There are several factors that impact the implementation of LGSP in Moldova. They individually describe some of the advantages and disadvantages facing the project.

1. Demographics: Moldova has an ageing and declining population, the result of emigration. However, there are trained, young professionals returning from abroad providing a valuable workforce to take advantage of economic development opportunities. The lack of population growth eases the pressure on public services, allowing quality to be improved without the pressure to increase quantity.
2. Environmental: A favorable geographic position favors current emphasis on policies of environmental protection. Strategy 2020 supports building a sustainable environment. Existing infrastructure is highly polluting, however, and there is poor enforcement of environmental laws. Although there are water resources and two rivers bordering the country, access to these resources is limited. There is insufficient public awareness of environmental issues and resistance among local authorities to consistent adherence to environmentally friendly policies.
3. Economics: The Moldovan Government, assisted by different international partners, has pursued an ambitious reform program aimed at achieving sustainable private sector led economic growth over the past five years. The main areas of interventions include: overhaul of the business registration system; streamlining of the regulatory regime through the Guillotine exercise for existing legislation; introduction of Regulatory Impact Assessment (RIA) for new legislation affecting business operations; and fiscal incentives for the enterprise sector. There are growing opportunities for development and increasing financial incentives to support private investment. However, the economy is stagnant, infrastructure is inadequate, the cost of doing business is high, and 26 percent of the population lives below the poverty level. Bureaucracy and corruption continue to restrict business development.
4. Politics: There is a stabilizing political environment. Pluralism in politics means that there continues to be an active opposition, with politicians hopeful for a win in the next election. There is much partisanship at the national level which extends to the local level, although there is evidence that local councils and mayors can frequently rise above it for the benefit of their communities. Different political visions, however, may result in resistance to efforts to increase ability of local authorities to expand and exercise power.
5. Legal Framework: Current legislation and regulation is inadequate for the effective operation of local authorities, but trends are positive. The situation is dynamic and changing positively. The aspiration to join the EU creates demand for legislation and regulation that meets EU standards. Included is legislation which will implement the decentralization strategy providing additional authority and responsibility to local authorities along with the sources of revenue to support them.

Donors: Moldova is collaborating increasingly with international institutions. Ample numbers of donor organizations with substantial funding are available, willing and able to provide assistance to local authorities, either directly or through the national government. They often, however, fail to coordinate their activities at the risk of duplicating efforts, or working at cross purposes and confusing beneficiaries.

LGSP Work Plan and Performance Monitoring and Evaluation Plan

The following is the LGSP Work Plan and PMEP developed to accomplish the objectives set for the project within the resources identified and the four-year duration of the project. Charts provided in the annexes relate to each component discussed in the narrative. LGSP will provide technical assistance and training to all 32 rayon towns and the municipality of Comrat, and will make its training available to the municipalities of Chisinau and Balti as well. In order to reach all the required towns, a first cohort of 12 will be selected in Year 1, to be followed by two more cohorts in Year 2, resulting in assistance provided to all. Early cohort participants will join us to provide assistance to following cohorts.

Service improvement methods will be identified and technical assistance and training provided to implement them. In order to fund service improvements, LGSP will assist local government with improved collection of existing sources of revenue and identification of additional sources. Services should therefore be improved by introducing efficiencies and by increasing available revenues from existing and expanded revenue sources. In addition, energy efficiency increases should reduce wastage and reduce cost or hold cost constant as prices fluctuate.

As local governments become more capable and more efficient, they will be better able to undertake new decentralized responsibilities as they are delegated and to manage decentralized resources to fund these responsibilities. This in turn will alleviate central authority concern over the ability of local authority to manage greater duties and resources, and will establish a foundation for continued decentralization.

Prior to and during the preparation of this work plan, the LGSP team met with several other donors and local government organizations interested in local government. That effort corroborated the LGSP team's understanding of the potential value of the project and its likely effectiveness. Legislation which would positively impact local government is pending, and the four-year period of the project will not be interrupted by local government elections, so local officials involved in the project will remain in office.

LGSP will identify projects of other donors which complement or duplicate LGSP activities. LGSP activities will be coordinated with other donor project activities, so that our respective efforts result in and maximize the overall benefit of Moldovan local government. For example, LGSP will actively cooperate with the SYNENERGY project in Component 3 activities to train newly-appointed energy efficiency managers at the rayon and town level. We will also coordinate our activities with those of the UNDP and GIZ regional development projects to avoid duplicating efforts or sending conflicting messages to project beneficiaries.

Though its efforts, LGSP will contribute to the objectives of USAID Moldova and the U.S. Embassy in Moldova to contribute to the strengthening of democratic governance at the local level and to support the goal of the Government of the Republic of Moldova (GoM) to achieve accession to the European Union.

SECTION 2: TECHNICAL ACTIVITIES

Town Selection

LGSP plans to partner with all 32 rayon center towns and the municipality of Comrat. We will launch these partnerships in three phases, with the first cohort of towns of approximately 12 towns selected in Year 1. Cohorts 2 and 3 will be selected and phased into the training and assistance activities in Year 2.

LGSP has developed criteria upon which the C1 towns will be selected:

- Political will to ensure LGSP has quick successes to scale up across Moldova;
- Potential impact that service improvements will have on citizens and the private sector (scale);
- Financial strength to co-finance activities, securing ownership and deterring corruption;
- Commitment to inclusive processes to ensure broad support, including gender and youth participation;
- Commitment to transparency to ensure citizen oversight will increase the chances of success;
- Flexibility to explore public-private partnerships (PPPs) and/or inter-municipal arrangements to improve services;
- Commitment to combating and preventing corruption;
- Commitment to having diverse representation in local government (e.g., women and youth); decision-making Local government;
- Commitment to and need for introduction or improvement of energy efficient policies, practices, and technology; and
- Strength or stability of local administration (i.e., staff capacities and turnover).

This criteria will form the basis of our initial assessment of our pool of partner towns. The assessment will be developed and conducted with LGSP partners IDU and Magenta Consulting. The results from this initial assessment will enable us to create a shortlist of 15 towns that will be reviewed and approved by USAID. Following this, LGSP will meet with each of the 15 towns and make a final selection of the 12 C1 partner towns.

In the following sub-sections, we detail our Year 1 activities and preparatory activities for Year 2. A major activity of Year 1 will include development of our Excellence in Municipal Management (EMM) curriculum core courses. The EMM course development will be led initially by our grants and procurement manager until the position of capacity building specialist is filled, with substantive contributions from LGSP technical staff and relevant project partners, such as VNG International, Encon Services International, and IDU.

Component 1: Improve Municipal Service Delivery

In the Republic of Moldova, the majority of the population lives in small towns and villages, most of which are challenged by under- or undeveloped public services. In recent years, a series of reforms have been launched with the aim of providing better quality and more cost-effective public services, as well as upgrading the structures delivering these services. Local governments are best placed to meet the needs of their citizens, as they possess a better understanding of their problems and the best ways to solve them.

One of the key challenges facing local public authorities (LPAs) is a lack of experience and knowledge of integrated strategic planning and programming. The majority of LPAs are guided by outdated strategic planning documents, which are not in line with national sector strategies and do not reflect local needs.

In April 2012, the Parliament adopted a National Decentralization Strategy (NDS), one of the priorities of which is to develop a mechanism to support and promote cooperative and effective delivery of public services. This is especially important, as local governments need to develop and implement projects on a scale that often go beyond the level of an individual mayoralty.

In addition to LGSP, several other international partners are providing technical assistance in the field of strategic planning and inter-municipal cooperation. The UNDP Joint Integrated Local Development Program assists the GoM in the development and implementation of the NDS in its initial phase and in updating the legal framework governing inter-municipal cooperation. GIZ is implementing a project focusing on the modernization of public services in five selected communities and will launch its efforts to update Regional Development Strategies and Regional Development Plans in the third quarter of 2012.

In March 2012, the Ministry of Regional Development and Construction launched a second call for proposals of the National Fund for Regional Development. Eligibility for access to these funds includes LPAs from raions and towns, as well as at the community level. Applicants can submit project proposals to receive financial support for the implementation of infrastructure projects in 2013-2015 that will improve the quality and quantity of public services. Currently, too few LPAs are able to properly prioritize the needs of their communities and, hence, develop realistic and sustainable project proposals that are worth of these GoM funds.

Under Component 1, LGSP will work closely with VNG International, and our local partner, IDU.

Objective 1.1: Improve Local Capacity to Plan for and Manage Municipal Services

Our aim is to assist LGSP partner towns not just to establish or reinforce the foundations of strong planning (a fundamental necessity of successful services provision), but also to take concrete steps that will result in the improvement of their management of public service.

In Year 1 of LGSP, we will assist Cohort 1 (C1) partner towns to better plan and manage the provision of public services. Specifically, we will work closely with partner towns to put in place a strategic framework and plan to manage public services, which will lead to improved services provision for the benefit of the communities they serve. Not all C1 towns will be at the same stage of preparedness to implement their strategic plan. Therefore, LGSP will assess with each town the status of strategic planning to determine if a plan has been developed recently, if it is need of updating, or does a plan need to be developed from scratch. Once this has been established, the LGSP team will devise a tailored package of training and technical assistance that will meet the individual strategic planning needs of each partner town. (Tasks 1 and 9)

As part of the strategic planning process, each town will also create a service improvement plan that will comprise the specific public services that LGSP will address. While it is not possible to state with certainty how much effort will be required to bring each C1 town's strategic plan up to a high standard, we will plan to focus on the development of service improvement plans at the outset of Year 2. (Tasks 1, 4, and 5)

As LGSP begins to work with partner towns, we will identify personnel and resource performance management gaps. In performing a practical analysis of operations, transportation, and equipment maintenance of public services, we will be able to help the partner towns to introduce practical improvements and efficiencies that can be implemented even before a comprehensive planning process has been completed. (Task 4)

Even before the C1 towns have been selected, LGSP will focus on development of the EMM modules focusing on participatory local government planning, which will include training and hands-on technical assistance in the following areas:

- Engaging citizens, private sector, and civil society in planning and policy development;
- Integration of gender- and youth-sensitive practices in planning processes;
- Personnel and resource management in service providers;
- Using data for evidence-based decisions;
- Institutionalizing sound planning processes; and
- Long-term and sector specific strategic planning.

These EMM materials will be submitted for review and approval by USAID as they are developed so that training and technical assistance can be rolled-out in a timely manner. (Tasks 4 and 9)

During the selection of C1 towns, LGSP will determine whether towns have an existing and current urban plan, which includes a land use plan. It is likely that most towns lack the financial resources and proper planning processes to have developed a new urban and land use plan. LGSP will discover the extent to which the existing land use plans are serviceable for the larger strategic planning process. Development and financing of a new urban plan is likely to require cooperative efforts with other donors, as our project scope does not provide sufficient resources to support this level of effort alone. (Tasks 2 and 4)

In implementing the above activities and laying the foundations for a successful initiation of partnership activities with C1 towns, LGSP will work closely with the partner towns themselves, so that we develop a joint and mutually-beneficial understanding of our cooperation. (Task 3)

Objective 1.2: Establish New Municipal Service Arrangements

LGSP will work with C1 towns to establish new municipal service arrangements that will increase the quality of services provision to the communities they serve. This may be through increasing the regularity of a service, introducing a new service to an area or neighborhood that previously did not receive such service, or introducing a new way in which a service is delivered, for instance through the establishment of public-private partnerships. (PPPs), or through inter-municipal or inter-communal cooperation (IMC). (Task 4)

LGSP has initially established that the current legal framework is not adequate for the establishment and operation of IMC. We are hopeful that the legal environment governing this area will improve over the course of Year 1 and Year 2. In the meantime, LGSP will take steps to position the project, and thus our partner towns, to immediately take advantage of any beneficial legal amendments that may be adopted/implemented.

In Year 1, LGSP plans to conduct research, and to prepare for potential new or revised municipal service arrangements, including PPPs and IMC. In June, LGSP will participate in the organization of the First National Conference on inter-municipal cooperation in partnership with UNDP and GIZ, both of whom are working on national and regional development programs, to further explore potential tools for enhancing service. (Tasks 1 and 4)

The proposed joint conference aims to make a step forward towards an enhanced common understanding among key stakeholders of the current state of inter-communal cooperation: concepts, principles, models and challenges and of the process of integrated planning and programming for improved service delivery in the framework of decentralization, local and regional development in the Republic of Moldova. Also, the most urgent / important issues to be addressed / actions to be taken in order to create the necessary framework to assist interested LPAs in preparing and implementing successful ICC initiatives will be identified.

LGSP in partnership with selected partner towns and suburban villages will organize local workshops on inter-municipal cooperation as a follow up activities of the national conference. Main findings and solutions identified at the national conference will be presented and discuss with large participation of LPAs, service providers and civil society institutions as one of important instrument to improve access to public communal qualitative services. LGSP will provide information, consultative support for partner towns to identify the most appropriate partnership model with suburban villages using the inter-municipal cooperation instrument in order to improve access to the public communal services.

Even before the C1 towns have been selected, LGSP will focus on development of the EMM modules focusing on service improvement, which will include training and hands-on technical assistance in the following areas: (Tasks 4 and 9)

- Understanding alternative service delivery models;
- Establishing integrated service improvement plans with municipal action plans;
- Establishing service standards;
- Conducting service performance benchmarking and monitoring;
- Setting town council policy to support service priorities; and
- Service action planning with citizen participation.

These EMM materials will be submitted for review and approval by USAID as they are developed so that training and technical assistance can be rolled-out in a timely manner.

Objective 1.3: Improve Ability of Municipalities to Access Regional and Donor Funds

Local government in Moldova often lacks the financial resources to provide proper public services to the communities they serve. This lack of financial resources also constrains local governments from introducing new, expanded, or higher quality public services. It is not sufficient to instill and institutionalize planning methods in which the local administrations, citizens, and the private sector come together to map out how to achieve their aspirations, if there is no way to realize these aspirations. Thus, LGSP will focus in Year 1 on identifying prospective funding sources that local governments may apply to once they have projects in mind and proposals of how to implement the projects. In Year 2, as LGSP supports the development of municipal action plans, we will also assist C1 towns to develop strong, realistic, and viable proposals which will have a greater chance of being granted with sufficient funds. (Tasks 1, 4, and 5)

Objective 1.4: Enhance Transparency and Accountability in Planning and Decision-Making

As we launch LGSP's work with C1 towns and initiate training and technical assistance to create or update the towns' strategic plans, engaging the citizenry in these processes will form a key component of our work. We will work closely with the local administrations to institutionalize procedures for public outreach, initially by helping each administration to develop a communications plan that will guide the government in how and when to engage with their communities. In Year 1, we will develop an LGSP local government communications guide that will include various traditional and new communications tools which may be employed by local governments. We will explore the opportunities to help local administrations utilize communication tools that rely on new technology that is more accessible to youth, for instance, through mobile phones. (Tasks 3 and 9)

In addition, LGSP will work with C1 towns to institutionalize monitoring and evaluation systems as a part of their strategic planning. Results may not be visible to the end-users, but they must be otherwise measurable. As LGSP, together with

partners IDU and Magenta Consulting, conducts the second phase of the Municipal Performance Index in mid-Year 1, we will collect the baseline data against which LGSP partner towns, as well as a control group of towns, will be measured over the life of the project. We will share the baseline data for each C1 town and work with them to understand the utility of measuring service performance and delivery against the MPI indicators. (Task 6)

Assumptions for Successful Implementation of Component 1 Activities

Our overall assumptions under Component 1 include the following:

- Cohort 1 towns will be selected and MoUs signed in May-June 2012 in order to keep us on schedule;
- Local administrations will be as cooperative as they indicate during the town selection process;
- Land use plans are in place or under development by the local authorities;
- The legal framework governing inter-municipal cooperation will change and create a more favorable climate;
- National and international funds for infrastructure development will be available to towns throughout the life of the LGSP project, thus enabling us to train and support partner towns wishing to tap into these funds;
- Regional strategic and operational plans are developed and approved; and
- The National Decentralization Strategy currently before the GoM is approved and implemented.

Component 2: Increase Local Revenues and Improve Financial Management

The current political environment in the Republic of Moldova is conducive to more focused efforts to decentralize authority to local government, guided by the premise that the delegation of authority to the local level increases the effectiveness of decision-making by and governance of the people directly affected. The desired result of decentralization is that local authorities, equipped with a better understanding of the needs of and challenges faced by their local communities, will provide better quality, more cost-effective services to meet the needs of their citizens. The newly adopted NDS will facilitate the transfer from the central government to LPAs many competencies, as well as the financial resources to manage these competencies. To ensure proper monitoring and evaluation of these local government resources, financial management, including accounting and reporting, must be transparent and meet the high standards required by the use of public funds. Fiscal decentralization has been set as an objective toward which Moldovan towns and villages must strive to meet; not only is fiscal decentralization a requirement of European integration, but it is also a decisive factor in the growth and stability of local economies.

In October 2011, the GoM approved a draft law on public finances and budgetary-fiscal policy for 2012. Under this draft law and in line with this policy, local government finance departments must prepare to consolidate and streamline the use of public financial resources, and take steps to increase transparency of and accountability in public spending that will enhance citizen understanding of fiscal policy and budget preparation.

Objective 2.1: Identify and Adopt Cost and Management Efficiencies

In order to achieve this objective, LGSP will work with C1 towns to develop asset management, capital investment, and local revenue generation plans, and to further implement asset management action plans. Local governments with these plans in place will be in a stronger position to self-finance, as well as to pursue co-financing opportunities for, the implementation of service improvement plans to be developed under Component 1 activities. (Tasks 1 and 2)

In Year 1, LGSP will assess the current situation regarding financial management in local government and service provider companies. During the C1 town selection phase, criteria for this assessment will be developed and, building upon the MPI data collected, we will conduct a more in-depth and targeted assessment of the financial management practices and challenges in of each of our partner towns. Only once we have the full and clear picture of the situation on the ground will we be able to deliver a practical and applicable training and technical assistance program for the partner towns. (Tasks 3, 9, and 12)

Concurrent with the above assessment, LGSP will focus on development of the EMM modules focusing on revenue generation and asset management planning, which will be delivered starting in Year 2 and will include training and hands-on technical assistance in the following areas:

Revenue Generation

- Evaluating local revenue streams and potential;
- Tax benchmarking;
- Optimal organizational structure for local tax office;
- Costing and fee analysis for communal services;
- Improving billing and collections for services;
- Planning for new or anticipated GoM tax legislation (e.g., reintroduction of corporation tax);
- Conducting ability-to-pay studies and pricing methodologies; and
- Developing debt inventory databases.

Asset Management Planning

- Developing asset inventories, performance standards, and level of service targets;
- Measuring asset efficiencies;
- Planning for asset replacement and upgrades;
- Efficient governance: mapping local government processes and improving administrative systems; and
- Performance management.

These EMM materials will be submitted for review and approval by USAID as they are developed so that training and technical assistance can be rolled-out in a timely manner.

We will also work with VNG International, our local partner, IDU, and possibly the Moldovan League of Economists and Public Accountants to develop and deliver the EMM training.

Objective 2.2: Improve Collection Rates for Local Fees and Taxes (Tasks 4 and 8)

Objective 2.3: Adopt Service Fees Based on Full Cost Recovery

No activities under these two objectives are planned in Year 1 while we are conducting an overall assessment of financial management policies and practices in local administrations and service provider companies. The results of the assessment will inform the tailored training and technical assistance provided to C1 partner towns starting in Year 2. Despite no formal actions in this area, we will be carefully monitoring the budget cycle as any future intervention will require timing aligned with the budget cycle. We believe that this preparatory period will yield greater results in Year 2. (Task 4)

Objective 2.4: Improve Budgeting and Reporting

As an initial step, LGSP will identify and make use of any past assessments of the local budgeting process. In the absence of existing assessments, we will develop and conduct an analysis of local budgeting procedures in Moldova. In addition, LGSP will begin monitoring the budgeting process of selected C1 partner towns to gather input to develop their 2013 town budgets. This period will be vital to LGSP's ability to gain an in-depth understanding of the budgeting practices and processes which may be unique to each town. This will enable us to establish tailored training and technical assistance packages which will be delivered in Year 2. Observation and analysis will also enable us to identify appropriate interventions that can immediately improve budget formulation and implementation. (Task 6)

Concurrent with the above activities, LGSP will focus on development of the EMM modules focusing on budgeting and reporting, which will be delivered starting in Year 2 and will include training and hands-on technical assistance in the following areas: (Task 6)

- Understanding the new GoM chart of accounts;
- New MoF accounting standards and concepts, and hands-on application;
- Using accounting and reporting software (possibly the Russian produced 1C software that is in current use by local administrations);
- Best practices for indentifying budget needs and fiduciary oversight; and
- Citizen/private-sector financial reporting templates.

These EMM materials will be submitted for review and approval by USAID as they are developed so that training and technical assistance can be rolled-out in a timely manner.

We will work with VNG International, our local partner, IDU, and possibly the League of Economists and Public Accountants to develop and deliver the EMM training.

Objective 2.5: Increase Citizens' Access to Information on Available Financial Resources

Public scrutiny of local government revenue and expenditure data encourages local governments to spend revenue more efficiently and on items that support strategic priorities. By law, local authorities are required to hold public hearings on the budget. Determining whether these public hearings are actually held or the level of discourse permitted in such hearings are questions which must be addressed. However, a public hearing on the budget is insufficient to gather comprehensive and impactful input from citizens regarding how local revenues are raised and spent. (Tasks 10 and 11)

As with all LGSP training and technical assistance activities, we will integrate activities and initiatives to encourage improved access for citizens to local government plans and operations. In Year 1 of LGSP, we will focus our efforts on identifying the current level of citizen access to financial information and resources. This information will be ascertained at the same time as we are observing the budgeting process in each partner town. (Tasks 10 and 11)

Assumptions for Successful Implementation of Component 2 Activities

Our overall assumptions under Component 2 include the following:

- Cohort 1 towns will be selected and MoUs signed in May-June 2012 to keep us on schedule;
- Sufficient information available from the local governments and service providers to allow for sustainable assessment;
- The new Law on Accounting, which introduces Western accounting standards and practices at the local level, will be passed and implemented; and
- The National Decentralization Strategy currently before the GoM is approved and implemented.

Component 3: Improve Municipal Energy Efficiency

The energy efficiency sector has been identified by the GoM as a priority owing to the fact that 94 percent of all energy consumed is imported. As a member of the EU's Energy Community Treaty, Moldova passed the Law on Energy Efficiency in 2010, which requires conformity with the Energy Services Directive (ESD). The Law requires the raion councils and municipalities to hire energy managers to perform energy management within their territory; develop Local Energy Efficiency Programs (LEEPs) every three years; draft Municipal (local) Energy Efficiency Action Plans (LEEAPs) annually, and based on those, prepare Energy Efficiency progress reports.

The National Program on Energy Efficiency was approved in 2011, and contains the basic tasks and indicators to be achieved by 2020, including a 25 percent reduction in CO₂ gas emissions. To facilitate the implementation of this national program, the Agency for Energy Efficiency (AEE) was established. A national fund was also created to finance efforts in the energy efficiency arena in line with the national program.

The majority of donor organizations active in Moldova are heavily involved in energy efficiency efforts, including:

- SIDA, which acts as the leading donor in the energy efficiency sphere, concentrating its efforts on adapting energy efficiency legislation to European standards and to the development of a National Energy Efficiency Action Plan;
- GIZ, which is developing Operational Plans at the regional level (North, Center, and South), including training for the Regional Development Authorities' energy efficiency personnel. The UNDP is implementing a biogas component in its energy efficiency program; and
- the EU, which is providing budgetary support for the development of the National Energy Efficiency Action Plan.

The SYNENERGY project financed by USAID and Hellenic Aid is currently being implemented, with several important activities being undertaken in the energy efficiency sector. The project provides assistance to LPAs at the raion level to develop raion energy planning, including training of the energy efficiency managers in the development of local energy efficiency action plans, development of monitoring and evaluation software, and development of an operations manual for the National Energy Efficiency Fund.

Under Component 3, LGSP will work with local partner, Tatyana Lujanskaya, a leading energy efficiency expert in Moldova, as well as subcontractor Encon Services International.

Objective 3.1: Develop and Implement Energy Efficiency Programs and Action Plans

Under the relatively new (2010) Law on Energy Efficiency, towns are required to create LEEPs. LGSP will work with C1 partner towns to develop these three-year LEEPs, as well as one-year action plans (LEEAPs). These planning processes will be initiated at the end of Year 1, with the development of training programs based on the program and materials already developed by the SYNENERGY project, which is focused on rayon level energy efficiency efforts. The training and technical assistance program we will develop for our partner towns will include EMM modules such as the following: (Tasks 1 and 2)

- Planning and prioritizing energy efficiency investment;
- Setting energy baselines and targets;
- Energy efficiency manager certification;
- Utilizing energy efficiency auditors;
- Calculating the pay back period of energy efficiency investment; and
- Setting town council policy to encourage conservation.

These EMM materials will be submitted for review and approval by USAID. In addition, as we develop our relationship with the Agency for Energy Efficiency, we will explore opportunities to work with the AEE.

Prior to launching the LEEP and LEEAP process, LGSP will focus in Year 1 on building the capacity of local level energy efficiency managers. As the SYNENERGY and GIZ projects will work with newly appointed energy efficiency managers at the rayon level and in the RDAs, LGSP will help our partner towns to appoint an energy efficiency manager in each of our C1 partner towns. Then, possibly in collaboration with SYNENERGY and GIZ, we will provide training in national energy strategies and energy budgeting, including attracting EE funds, for C1 partner town mayors, energy efficiency managers, and other relevant staff. The training may also include relevant energy efficiency managers at the rayon level and in the RDAs. (Tasks 1 and 2)

Objective 3.2: Establish and Utilize Energy Efficiency M&E Plans and Systems

Activities under this objective are aimed at equipping C1 partner towns with the tools and skills necessary to utilize energy efficiency M&E plans and systems. The SYNENERGY project has developed software which it will share with LGSP. However, this software possibly requires some adaptation and in Year 1 we will ascertain the type and extent of any adaptations to the software, so that in the final few months of Year 1, we can train energy efficiency managers in using the software. This will be a key initial step to a meaningful LEEP and LEEAP planning processes, which will be launched early in Year 2 of LGSP. (Task 6)

The training and technical assistance program we will develop for our partner towns will include EMM modules such as the following: (Tasks 1 and 2)

- Establishing and using M&E tools, with International Performance Measurement & Verification Protocol (IPMVP) principles;
- Using energy efficiency monitoring software;
- Calculating indicators needed for donor and GoM investments; and
- Training civil society and private sector on energy efficiency to partner with and oversee town actions.

These EMM materials will be submitted for review and approval by USAID. In addition, as we develop our relationship with the Agency for Energy Efficiency, we will explore opportunities to work with the AEE.

In addition, in Year 1, we will explore the creation of a CALM-LGSP energy efficiency practice network which will support C1 partner town energy efficiency efforts, providing, for instance, a forum for discussions on the utilization of the specialized M&E software. (Tasks 4, 5, and 6)

Objective 3.3: Improve Citizen Understanding of Energy Efficiency

The training and technical assistance program we will develop for our partner towns will include EMM modules such as the following: (Task 5)

- Setting town council policy to encourage conservation; and
- Training civil society and private sector on energy efficiency to partner with and oversee town actions.

These EMM materials will be submitted for review and approval by USAID. In addition, as we develop our relationship with the Agency for Energy Efficiency, we will explore opportunities to work with the AEE.

Assumptions for Successful Implementation of Component 3 Activities

Our overall assumptions under Component 3 include the following:

- EE managers at the rayon level are appointed and their salaries budgeted for by the central government, thus enabling SYNENERGY to begin their training program; and
- EE manager positions at the local level are salaried.

Cross-cutting Gender and Youth Considerations

Consistent with the approach outlined in our technical proposal and the new USAID Gender Strategy, LGSP Year 1 project activities will be conducted with the objective of gender and youth mainstreaming in mind. The MPI will collect and gauge information regarding the number of women and youth involved not only in local government, but also as active participants in planning and decision-making in their communities. We will disaggregate other collected MPI data by gender where possible. To ensure measurement of project impact and results in gender mainstreaming, the PMEP data will also be disaggregated by gender where possible.

In May, gender strategy specialist Sarah Tisch will deliver a full day seminar on gender integration to project staff. Ms. Tisch will work with the team to provide a comprehensive understanding of USAID programmatic requirements, and the gender implications of LGSP activities. She will also review project deliverables, including the work plan, to ensure that gender considerations are being effectively and actively addressed in all project activities, for example, when we are developing the EMM curriculum.

Environment Mitigation and Monitoring

All three project components include activities which will have environmental implications: under Component 1, strategic planning, service improvement plans, and land use plans; under Component 2, capital investment plans; and under Component 3, energy efficiency improvement through feasibility studies and training. While all activities to take place in Year 1 are deemed categorical exclusion and therefore require no official mitigation by USAID, we are still conscious of the impact a long-term plan or the training content can have on the environment, based on how they take into account environmental concerns.

Based on the Initial Environmental Examination (IEE) included in our contract, we will develop an Environmental Mitigation and Monitoring Plan to detail how we will comply with USAID environmental regulations and to integrate environmental mitigation and monitoring into project activities that may have environmental implications. The EMMP will be submitted to USAID for review and approval.

While many of the activities labeled as negative determination in the IEE are no longer applicable to the project, we recognize that there are still some components with negative determination and even those labeled as categorical exclusion have indirect environmental impact. For those with negative determination an Environmental Determination Review Checklist will be completed, and counterparts required to complete specific actions to offset the environmental impact of the work. For those with categorical exclusion, we will take steps to ensure that environmental concerns are integrated into the activity as noted above. For example, as the EMM curriculum is developed, training modules will explicitly address environmental concerns associated with the content of each (land use, service delivery, etc.), and will include steps to ensure long-term municipal environmental compliance. Information regarding actions taken to address environmental issues will be included in project quarterly and annual performance reports, and mitigation steps will be monitored to gauge their effectiveness.

**ANNEX A
DETAILED IMPLEMENTATION PLAN**

Objective 1: Municipal Service Delivery Improved

Activities	Tasks	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Responsible	Key Stakeholders	Milestones
IER 1.1: Local capacity to plan for and manage municipal services improved																				
Assist local government to better plan and manage public services	Review, update/create municipal strategic plans						X	X	X	X	X	X	X	X				Municipal Coordinators	Municipal Planning Advisor, Financial Management Advisor, IDU, local governments, civil society, private sector	1. 10-12 municipal strategic plans reviewed 2. 4 plans are updated
	Develop and implement solutions package for LGs								X	X	X	X	X	X	X	X	X	Municipal Coordinators	Municipal Planning Advisor, VNG, Capacity Building Specialist	1. Solutions package drafted.
	Establish service improvement plan										X	X	X	X	X	X	X	Municipal Coordinators	Local governments, service providers	Year 2
	Monitor solutions implementation											X	X	X	X	X	X	Communications/M&E Specialist	Municipal Coordinators, Capacity Building Specialist	Year 2
Train LG	Design EMM program for LGs						X	X	X	X	X	X	X	X				Capacity Building Specialist	VNG	1. EMM Core Curriculum program designed and training modules are identified; 2. Graduation evaluation criteria and grid develop.
	Develop materials (combined with 'Design' above)							X	X	X								Capacity Building Specialist	COP, DCOP, VNG	1. EMM Core Curriculum training materials developed for Component 1
	Vet with USAID									X								COP	USAID	1. USAID approval received
	Implement training to Cohort 1										X	X	X	X	X	X	X	Capacity Building Specialist	Municipal Coordinators, STTA	1. Training schedule established for all Cohort 1 partner towns 2.1 training session per partner tow performed
	Evaluate training											X	X	X	X	X	X	Communications/M&E Specialist	Capacity Building Specialist	1. # of positive feedbacks from participants 2. # of improvements to the EMM training materials
IER 1.2: New municipal service arrangements established																				
Conduct research, investigation and preparation for potential new or revised municipal service arrangements	Identify potential inter-municipal cooperation opportunities in partnership with GIZ and UNDP at the National Conferences				X	X												DCOP	GIZ, UNDP	1. Cohort 1 partner towns attend National Conference in inter-municipal cooperation implemented in partnership with GIZ and UNDP
	Organize in each partner town of Cohort 1 local workshop on inter-municipal cooperation as a follow up activities of the national conferences							X	X	X	X	X						Capacity Building Specialis, Municipal Coordinators	Local governments including neighboring villages aof partner towns, service providers	1. At least 4 local workshops will be organized (one per partner town)
	Conduct other activities, TBD							X	X	X	X	X	X	X	X	X	X	Planning Advisor, Financial Advisor	As needed	
IER 1.3: Ability of municipalities to access regional and donor funds improved																				

Activities	Tasks	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Responsible	Key Stakeholders	Milestones
Conduct research, investigation and preparation for potential regional and/or donor resources	Provide information to selected partner towns regarding the opportunities for financing infrastructure development						X	X	X	X	X	X	X	X	X	X	X	Grants and Procurement Specialist		1. Information compiled into packages 2. Information packages delivered to Cohort 1 partner towns
IER 1.4: Transparency and accountability of local government planning and decision-making enhanced																				
Establish institutional procedures for public outreach	Launch projects in the selected partner towns, Cohort 1						X											Municipal Coordinators	COP, DCOP, USAID, Public Engagement Advisor, local governments, Communications/M&E Specialist	1. 10-12 official kick-off events held in the regions
	Develop communication guide							X	X									Public Engagement Advisor		1. Communication guide finalized
	Hold public hearings, focus groups to update strategic plans as necessary								X	X	X	X	X	X	X	X	X	X	Municipal Coordinators	COP, DCOP, Municipal Planning Advisor, Financial Management Advisor, Public Engagement Advisor, local governments, Communications/M&E Specialist
Establish partnership with other donors	Establish partnership with current e-Government project, and other projects			X	X	X	X	X	X	X	X	X	X	X	X	X	X	COP	DCOP, Public Engagement Advisor	1. Action/cooperation plan designed in collaboration with other projects
Integrate monitoring and evaluation systems into strategic planning	Collect baseline data (MPI) for Cohort 1 partner towns and municipalities, including Cohort 1 partner towns						X	X	X									Municipal Coordinators	DCOP, Public Engagement Advisor, Communications/M&E Specialist	1. Baseline data for Cohort 1 partner towns collected
	Provide baseline data to each Cohort 1 partner town and work with the towns to plan how to integrate M&E into planning process						X	X	X	X	X	X	X	X				Municipal Coordinators	DCOP, Public Engagement Advisor, Communications/M&E Specialist	1. Cohort 1 towns receive baseline data 2. Cohort 1 partner towns integrate M&E into their strategic planning process.

Objective 2: Local government revenues increased and financial management practices improved

Activities	Tasks	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Responsible	Key Stakeholders	Milestones
IER 2.1: Cost and management efficiencies identified and adopted																				
Conduct assessment of current situation regarding financial management (LG and service providers)	Create assessment criteria						X	X	X	X								Financial Management Advisor	Municipal Coordinators, VNG, local government finance departments	1. Assessment criteria finalized
	Conduct assessment							X	X	X	X							Financial Management Advisor	IDU, STTA, VNG	1. Assessments conducted in all Cohort 1 towns
	Conduct data analysis								X	X	X	X						Financial Management Advisor	IDU, STTA, VNG	1. Current financial management situation in Cohort 1 towns analyzed
	Identify performance need											X	X					Financial Management Advisor	IDU, STTA, VNG	Year 2
Develop asset management training and technical assistance program	Prepare toolkits for public property asset management and local revenue generation plans									X	X	X	X					Capacity Building Specialist	Communication Specialist, VNG, Financial Advisor	Year 2
	Provide training to assist the LGs with the implementation of international accounting standards									X	X	X	X					Financial Management Advisor	VNG, APA, local governments, Moldovan League of Economists and Public Accountants	Year 2
IER 2.2: Collection rates for local fees and taxes improved																				
IER 2.3: Service fees based on full cost recovery adopted																				
ACTIVITIES TO BE LAUNCHED IN YEAR 2																				
IER 2.4: Budgeting and reporting improved																				
	Identify any relevant information from prior budget assessments				X	X												Financial Management Advisor	Municipal Coordinators, Moldovan League of Economists and Public Accountants, VNG, USAID, other donors	1. Relevant information from prior budget assessments extracted
	Assess budget procedures, if needed						X	X	X	X	X							Financial Management Advisor	VNG, Municipal Coordinators	1. New areas for improvement (if any) in Cohort 1 partner town budget procedures identified
	Monitor budget process for current budget year						X	X	X	X	X	X	X	X				Financial Management Advisor	Municipal Coordinators, VNG	1. Budget process assessment developed once 2013 budgets submitted to local councils for approval
IER 2.5: Citizens' access to information on available financial resources increased																				
Assess citizens' access to financial information	Identify current level of citizen access to financial information and resources							X	X	X	X	X						Public Engagement Advisor	Municipal Coordinators, VNG, local governments, e-Government project	1. Assessments completed in Cohort 1 partner towns
	Plan improvement interventions									X	X	X	X					Public Engagement Advisor	Municipal Coordinators, VNG, local governments, e-Government project, STTA	Year 2
	Design EMM program and develop the materials for LGs						X	X	X	X	X	X	X	X				Financial Management Advisor	VNG, Capacity Building Specialists, Procurement Specialist, Moldovan League of Economists and Public Accountants, STTA	1. EMM Core Curriculum program designed and training materials developed for Component 2 2. Graduation evaluation criteria and grid develop.

Activities	Tasks	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Responsible	Key Stakeholders	Milestones
Train LG	Vet with USAID											X						COP	USAID	Year 2
	Implement training to Cohort 1											X	X	X	X	X	X	Financial Management Advisor	VNG, Municipal Coordinators, STTA, Capacity Building Specialist	Year 2
	Evaluate training												X	X	X	X	X	Communications/M&E Specialist	VNG, Financial Management Advisor	Year 2

Objective 3: Municipal Energy Efficiency Improved

Activities	Tasks	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Responsible	Key Stakeholders	Milestones
IER 3.1: Energy efficiency programs and action plans developed and implemented																				
Contribute to build capacity of energy efficiency managers at the raion level	Collaborate with USAID SYNENERGY program and GIZ to support/augment its activities		X	X	X	X	X	X	X	X								EE Advisor	Agency for EE, Tanya Lujanskaya, USAID SYNENERGY, GIZ	1. Collaboration with USAID SYNENERGY and GIZ established and project action plans coordinated
	Assist mayors to establish cooperation with energy managers at the raion level(e.g. draft ToR)						X	X	X	X	X							EE Advisor	Local governments, Municipal Coordinators, Municipal Councils, Agency for EE, STTA	1. Energy managers identified in Cohort 1 partner towns
	Facilitate and support the training activities in national energy strategies and energy budgeting – attracting EE funds in partnership with USAID SYNENERGY Project (including mayor and energy managers and other relevant staff)							X	X	X	X	X	X						Capacity Building Specialist	EE Advisor, local governments, Alliance for EER, Agency EE, USAID SYNENERGY Project
Assist town LEEP and LEE action plan elaboration and implementation (EMM curriculum)	Facilitate and assist LG in LEEP (3 years) development (approve the form of LEEP with AEE)									X	X	X	X	X	X	X	X	EE Advisor	Local governments, Agency EE, Tanya Lujanskaya, ENCON, STTA	1. Cohort 1 partner town mayors establish LEEP working groups 2. LEEP training sessions delivered; - will be achieved in year 2
	Facilitate Local Energy Efficiency Action Plan (LEEAP) development (1 year)									X	X	X	X	X	X	X	X	EE Advisor	Local governments, Agency EE, Tanya Lujanskaya, ENCON, STTA	1. Cohort 1 partner town mayors establish LEEAP working groups 2. LEEAP training sessions delivered
	Assist towns with selection, development, attracting the funds and implementation of at least one priority action in the LEEAP											X	X	X	X	X	X	EE Advisor	STTA, EnCon, Agency EE, Tanya Lujanskaya	Year 2
	Monitor implementation and results of LEEAP											X	X	X	X	X	X	Communications/M&E Specialist	EE Advisor, Municipal Coordinators, STTA	Year 2
IER 3.2: Energy efficiency monitoring and evaluation plans and systems established and utilized																				
Prepare and provide monitoring and reporting of EE	Adapt existing software and tools to meet project needs							X	X	X	X							EE Advisor	STTA, Agency EE, Tanya Lujanskaya	1. Existing M&E software assessed based on LG's EE monitoring needs
	Disseminate analysis tools (software) and manuals to Cohort 1 partner town EE managers; train EE managers in use of these tools									X	X	X	X	X	X	X		Capacity Building Specialist	EE Advisor, Municipal Coordinators, Agency EE, Tanya Lujanskaya	1. Cohort 1 partner town EE managers trained to use EE M&E software
IER 3.3: Citizen understanding of energy efficiency and its benefits improved																				
Assist partner towns to develop public information and EE communication programs	Research EE best practices reports and manuals and compile in a communication tool			X	X	X	X	X	X	X								EE Advisor	STTA, Chemonics HO, Tanya Lujanskaya, Agency EE, CALM, ENCON	1. EE communication tool developed
	Coordinate with the AEE to develop an EE public awareness campaign						X	X	X	X	X	X	X					EE Advisor	Communications/M&E Specialist, Agency EE, Tanya Lujanskaya	1. EE public awareness campaign concept developed in partnership with AEE 2. Public awareness campaign developed 3. Public awareness campaign launched

Activities	Tasks	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Responsible	Key Stakeholders	Milestones
	Include EE information in communication plans of partner towns						X	X	X	X	X	X	X	X				Public Engagement Advisor	EE Advisor, Communications/M&E Specialist, local governments, Agency EE, Tanya Lujanskaya	1. EE information disseminated to Cohort 1 partner towns for inclusion in their communication plans 2. Cohort 1 partner town communications plans drafted/updated with EE information included
Train LG	Design EMM program for LGs								X	X	X	X	X	X				Capacity Building Specialist	VNG	1. EMM Core Curriculum program designed and training modules are identified; 2. Graduation evaluation criteria and grid develop.
	Develop materials								X	X	X	X	X					Capacity Building Specialist	COP, DCOP, VNG	1. EMM Core Curriculum training materials developed for Component 3
	Vet with USAID											X						COP	USAID	1. USAID approval received
	Implement training to Cohort 1												X	X	X	X	X	Capacity Building Specialist	Municipal Coordinators, STTA	1. Training schedule established for all Cohort 1 partner towns 2. 1 training session per partner town performed
	Evaluate training												X	X	X	X	X	Communications/M&E Specialist	Capacity Building Specialist	1. # of positive feedbacks from participants 2. # of improvements to the EMM training materials

Project Management and Administration

Project Management Activities	Tasks	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Responsible	Key Stakeholders/Approvals
Project Start up																			
	Register project with USAID			X														Office Manager	USAID
	Hire staff	X	X	X	X	X												Office Manager	Chemonics HO
	Obtain VAT exemption			X														Office Manager	USAID
	Lease space			X														Grants & Procurement Manager	Chemonics HO
	Obtain PoA for COP			X														Office Manager	COP; CEED II DCOP; Chemonics HO
	Open bank accounts			X														Admin Assistant/Bookkeeper	
	Enter into agreement with PAA (accounting company)		X															Office Manager	PAA
	Procure furniture; IT equipment and communications		X	X	X	X												Grants & Procurement Manager; IT Specialist	Chemonics HO
	Ensure transportation needs met			X	X	X	X											Grants & Procurement Manager	Chemonics HO; USAID
	Conduct FACT (field accounting compliance team) training Establish accounting; grants; and subcontracts management systems					X													Chemonics HO
Communications																			
Implement communications plan	Draft external and internal communications plan			X	X	X												Communications/M&E Specialist	Grants & Procurement Manager
	Vet with USAID				X	X												COP	USAID
	Implement communications plan				X	X	X	X	X	X	X	X	X	X	X	X	X	Communications/M&E Specialist	Grants & Procurement Manager
	Develop business cards, letterhead, one-pager, other materials		X				X											Grants & Procurement Manager	Grants & Procurement Manager
	Implement branding and marking plan	X	X	X	X	X												Communications/M&E Specialist	Grants & Procurement Manager
Incentives and Opportunities Fund																			
	Research financial instruments and resources (local and international sources) for local development							X	X	X								Grants & Procurement Manager (TBD)	Local Governments
	Develop IOF operational manual; including guidelines and criteria for IOF						X	X										Grants & Procurement Manager; Office Manager	Chemonics HO
	Submit to USAID for approval							X										COP	USAID
Operations																			
	Finalize field office policy manual			X	X	X												Office Manager	Chemonics HO
	Develop EAP (emergency action plan)				X													Office Manager	Chemonics HO
	Provide staff with specific training on gender, environment, and EE			X	X													EE Advisor; Office Manager	Chemonics HO
City Selection																			
Establish selection criteria	Draft criteria		X															DCOP	Magenta; IDU
	Vet with USAID		X															COP	USAID
Conduct assessment	Draft questions to match selection criteria		X	X														DCOP	Magenta; IDU
	Distribute questionnaire			X														Admin Assistant/Bookkeeper	
	Conduct interviews			X														DCOP	Magenta; LG
	Process data			X														DCOP	IDU

Project Management Activities	Tasks	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Responsible	Key Stakeholders/Approvals
	Prepare final report			X	X													DCOP	IDU
	Create short list				X													COP	USAID; Chemonics HO
Final Selection	Submit short list to USAID for approval				X	X												COP	USAID
	Conduct field interviews				X	X												COP	DCOP; Municipal Coordinators
	Make final selection/obtain approval				X	X												COP	USAID
	Sign MoUs						X											COP	DCOP; Municipal Coordinators; LG
Launch Project																			
Hold project launch ceremony	TBD					X												Communications/M&E Specialist; Grants & Procurement Manager	Municipal Coordinators
M&E																			
	Conduct citizen survey for selected towns (MPI)					X	X											DCOP	Magenta; IDU
	Develop PMEP		X	X	X	X	X											Communications/M&E Specialist	
	Submit to USAID for approval						X											COP	USAID
	Establish M&E system				X	X	X											Communications/M&E Specialist	