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**Local Government Support  
Project in Moldova**

# **Year IV Annual Report**

**OCTOBER 2015**

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# Year IV Annual Report

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## **ACRONYMS**

<b>AEE</b>	<b>National Agency for Energy Efficiency</b>
<b>AMAC</b>	<b>Moldova Water and Sewerage Association</b>
<b>CALM</b>	<b>Congress of Local Authorities from Moldova</b>
<b>COP</b>	<b>Chief of Party</b>
<b>COR</b>	<b>Contracting Officer's Representative</b>
<b>DCOP</b>	<b>Deputy Chief of Party</b>
<b>DPF</b>	<b>Direct Procurement Fund</b>
<b>EBRD</b>	<b>European Bank for Reconstruction and Development</b>
<b>EE</b>	<b>Energy Efficiency</b>
<b>EMM</b>	<b>Excellence in Municipal Management</b>
<b>EU</b>	<b>European Union</b>
<b>GIZ</b>	<b>German Agency for International Cooperation</b>
<b>GoM</b>	<b>Government of Moldova</b>
<b>IDU</b>	<b>Institute for Urban Development</b>
<b>IER</b>	<b>Intermediate Expected Result</b>
<b>JILD</b>	<b>Joint Integrated Local Development Programme</b>
<b>LEEAP</b>	<b>Local Energy Efficiency Action Plan</b>
<b>LEEP</b>	<b>Local Energy Efficiency Plan</b>
<b>LGSP</b>	<b>Local Government Support Project in Moldova</b>
<b>LPA</b>	<b>Local Public Authority</b>
<b>M&amp;E</b>	<b>Monitoring and Evaluation</b>
<b>MoU</b>	<b>Memorandum of Understanding</b>
<b>MoF</b>	<b>Ministry of Finance</b>

<b>MPI</b>	<b>Municipal Performance Index</b>
<b>PMEP</b>	<b>Performance Monitoring and Evaluation Plan</b>
<b>PPP</b>	<b>Public Private Partnership</b>
<b>PBB</b>	<b>Program Based Budgeting</b>
<b>SEDS</b>	<b>Socio-Economic Development Strategy</b>
<b>SIDA</b>	<b>Swedish International Development Cooperation Agency</b>
<b>SIP</b>	<b>Service Improvement Plan</b>
<b>UNDP</b>	<b>United Nations Development Program</b>
<b>USAID</b>	<b>U.S. Agency for International Development</b>
<b>WSS</b>	<b>Water and Sewage Service</b>

## Section 1: OVERVIEW

### Executive Summary

During Year 4, the USAID Local Government Support Project (LGSP) successfully completed the implementation of many activities initiated in previous quarters. LGSP organized and implemented the scheduled activities and prepared and delivered specialized trainings and technical assistance.

As a result of LGSP interventions, *all Cohort 2 partner towns have successfully developed or updated their socio-economic development strategies*. Additionally, based on USAID's request, LGSP has assisted two towns in Gagauzia (*Ceadir-Lunga and Vulcanesti*) in strategic planning.

In order to ensure sustainability of the Excellence in Municipal Management (*EMM training program*), *LGSP signed a Memorandum of Cooperation on February 13, 2015* with the Academy of Public Administration of the Republic of Moldova.

As a part of LGSP's effort to establish new municipal service arrangements, three LGSP partner towns (*Taraclia, Orhei, and Singerei*) opened their *Citizen Information and Service Centers* (CISCs). The Centers represent an innovative approach for the local authorities of Moldova to provide public services and information to their citizens through a single point of access. Through CISCs, the citizen is treated as a client and the town hall adjusts its operations in order to accommodate citizens' needs and expectations.

During this report period, LGSP has successfully finalized work on development of *Service Improvement Plans (SIP) for Cohort 2 partner towns*. The SIPs provide recommendations to address the identified issues regarding the following areas: strategic and organizational management, operational and technical management, marketing and consumer relations, and financial management.

During this reporting period, LGSP provided extensive technical assistance and training to its partner towns related to transparency and accountability (e.g. **coaching sessions for the development of the 2015 action plan on Communication and Citizen Engagement, development of official websites and training on website management using the WebAPL CMS platform, as well as developing Informational Bulletins**). The WebAPL platform that LGSP developed raised great interest among other partners, such as UNDP and Informational Center for Local Authorities. They have requested LGSP assistance with using the platform in the villages and towns where they work.

In the 4<sup>th</sup> year of the project, LGSP procured and delivered *33 pieces of specialized heavy equipment* (garbage trucks, graders, sewer cleaning trucks) *and 3,430 waste containers* to its partner towns.

LGSP provided specialized technical assistance on *Human Resource Management to 15 LGSP partner towns*. During this period, the job descriptions, Internal Regulations,

Regulations on Organization, and Functioning of the Town Hall have been revised and improved. LGSP provided support to towns during revision and improvement of the documents.

LGSP assistance with increasing *local revenues* was very effective and offered practical support for partner towns in developing their budgets for 2015.

As a result of LGSP assistance in the area of energy efficiency, **11 partner towns from Cohort 1** now have all the necessary documentation prepared for the applications for funding from the Energy Efficiency Fund. The Fund has accepted the energy audits as well as initial and detailed project proposals for four initial project applications for street lighting from Taraclia, Comat, Orhei, and Telenesti. The Kindergarten Andries from Soldanesti was approved for financing by the Fund at the second stage of evaluation. The total project cost is **3.1 million MDL** (including a 0.8 million MDL local contribution). The implementation phase is planned for spring 2016.

## ***Project Background***

USAID Moldova created and funded the four-year, \$12.5 million LGSP to assist Moldovan local governments to design and implement policies and procedures that contribute to good governance, develop capacity to meet decentralized authorities and responsibilities for services in a transparent manner, and provide basic services that engender growth of local economies and make services more cost effective and efficient.

The LGSP mission is to: ***“Improve the lives of people in Moldova through strengthening local governments by mentoring, supporting, and increasing quality and access to public services.”***

LGSP has three interrelated components:

1. **Improve municipal service delivery, including planning, service management, and service quality and quantity.** The project assists towns in strategic action planning that supports infrastructure improvements and the extension of more effective and efficient service delivery for a wide variety of services.
2. **Increase revenues available to local governments and improvements in financial management practices.** The project contributes to strengthening municipal financial management capacities and optimizing 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 is assisting 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 developed a Municipal Performance Index (MPI) tool. Through the regular collection of quantitative data and in-depth surveys of citizens and local leaders, the MPI measures municipal performance across LGSP’s three components. The MPI serves to guide technical assistance delivery, instill competition for improvement, and provide an objective methodology for attribution of LGSP’s impact.

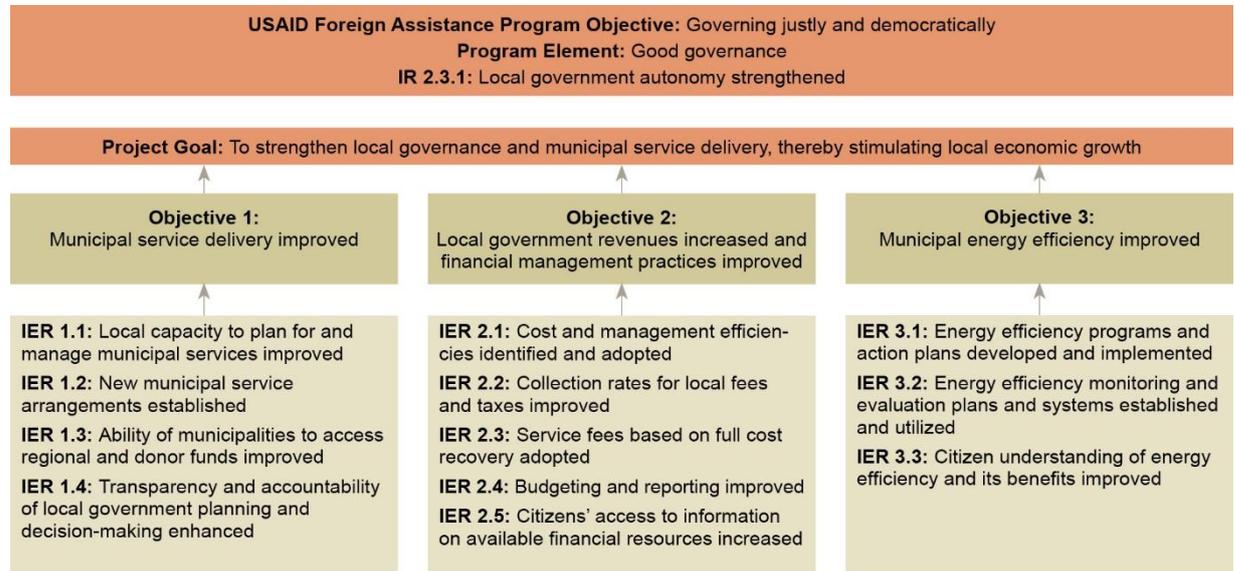
LGSP’s EMM certification program provides core competency training and technical assistance to towns, followed by tailored, demand-driven technical assistance. EMM is structured to provide towns with practical tools that yield tangible results.

The Direct Procurement Fund (DPF) provides equipment to partner towns and their municipal enterprises to improve service delivery.

Led by USAID’s implementing partner and prime contractor, Chemonics International, the LGSP team includes subcontractors VNG International, Encon Services International, IDU, and Magenta Consulting. LGSP has effectively and consistently

coordinated with donors such as the United Nations Development Program (UNDP), the Swedish International Development Cooperation Agency (SIDA), and GIZ.

## Results Framework



IER = Intermediate Expected Result

## ***Municipal Performance Index (MPI)***

In accordance with the Year 4 work plan, after completion of the ***Municipal Performance Index for the Cohort 2 partner towns*** and interviews with more than 5,000 citizens and 265 elected officials and public servants, LGSP delivered comprehensive presentations on MPI surveys in its partner towns.

The MPI assessment has the following objectives:

- Identify/assess the local government's capacities per competence areas and compare with the initial MPI survey;
- Establish the degree of consumers' satisfaction with the provided public services (including administrative services and utilities);
- Identify cooperation at the intercommunity and inter-sectoral level in organizing and delivering public services such as drinking water supply and sewerage, waste management, street lighting, land use planning, and landscaping; and
- Assess and quantify the LGSP performance monitoring indicators.

The MPI methodology takes into account provisions of the National Decentralization Strategy, amendment trends of the legal framework in the local government area, and the current approaches related to the development of inter-community cooperation, environment protection, energy efficiency, and gender equality. LGSP's aim is that the methodology will be used as a pilot methodology for the systematic assessment of partner town local government performance and that this assessment tool will become an official methodology for assessing the activity performance of the local public administrations, which could be applied to all local governments.

LGSP provided recommendations to towns for each of the four major MPI sectors:

- Develop and implement mechanisms and written procedures for updating the towns' socio-economic development strategies;
- Set up institutional frameworks for monitoring and assessing urban development plans;
- Enhance the accessibility of information on procedures for processing acts and documents issued by the local governments;
- Improve the operation of tax collectors, expand their areas of competence and responsibility, and improve the mechanisms of monitoring income collection; and
- Use public hearings and debates focusing on the management of public funds on a larger scale.

As a result of the MPI analysis, towns received technical assistance on human resource management, monitoring and evaluation, and transparency at the local level.

In Year 2, LGSP initiated final MPI analyses of all partner towns. Data was collected via in-depth interviews and questionnaires with local government officials, public service provider management or staff (chief accountant, investments specialist, cadastral engineer, and secretary of the local council), and citizens.

The MPI process consisted of:

- Collecting questionnaires;
- Entering the data into a statistical database;
- Sorting and organizing the data;
- Analyzing relevant data; and
- Data transfer for further analysis and development of the MPI report.

The citizen survey includes 8075 questionnaires from 32 partner towns. Due to early local election planned for June 14, 2015, rather than September as planned, some of the public servants were unavailable and gathering all required information was difficult. Nevertheless, by communicating intensively with all partner towns, LGSP was able to complete all of the required citizen surveys. The Final Assessment Report (MPI Index) will be completed by the end of October 2015.

## ***Excellence in Municipal Management (EMM)/ Sustainability***

In 2015, LGSP signed two Memorandums of Understanding with its Moldovan partners.

On **February 13, 2015**, LGSP signed a **Memorandum of Understanding (MoU) with the Academy for Public Administration (APA)**. At the signing ceremony, APA and LGSP agreed to combine their efforts to strengthen support and improve education and capacity building in Moldova in the areas of financial management, municipal services, and energy efficiency.

On **September 3, 2015**, LGSP signed a **Memorandum of Understanding with the Congress of Local Authorities of Moldova (CALM)**. The signing of the MoU strengthened the commitment of CALM to motivate LPA officials and staff to make use of the theoretical and practical materials, platforms, databases, and guides available from LGSP, ensuring maximum benefit for Moldovan local authorities and ensuring the continuity of the EMM on the national level. CALM will also assume leadership for organizing Quarterly Mayor's meetings, one of LGSP's good practices for communication with the LPAs, by inviting mayors to sit down together on a regular basis discuss town-specific problems and challenges.

LGSP transferred the following materials, including manuals, guides, training hand-outs and best practices, in the Romanian and/or Russian languages:

### **1. The EMM Program**

The EMM Program is a training program designed with the participation of local and international experts to strengthen local government capacity in decentralization. It is aimed at public officials and specialists from town halls and municipal enterprises. The EMM curriculum consists of 12 modules.

### **2. Trainings for Municipal Enterprises' middle management and workers involved in improving the day-to-day services provision at the local level:**

- Green Spaces Management
- Solid Waste Management
- Fleet Management

### **3. Other trainings:**

- Monitoring and evaluation of LPA performance
- Gender mainstreaming at the local level

### **4. Monitoring and evaluation of LPA performance:**

- **The Municipal Performance Index** for the partner towns (methodology and reports);
- **The Diagnostic Analyses** reports for 30 towns' municipal enterprises;
- **M&E database and M&E Plan**, including questionnaires;
- **Quarterly Data Collection Forms** on specialized services (water and sanitation, waste management, and street lighting);
- **Energy Efficiency M&E Tool**;

- **Energy Audits** for 10 towns;
- **Citizen Report Cards**; and
- Other templates for questionnaires.

**5. Local Planning:**

- Socio-economic development plans for 2014-2020 for the LGSP partner towns;
- Annual Action Plans for partner towns;
- Service Improvement Plans for 32 towns' municipal enterprises;
- Local Energy Efficiency Programs and Plans for 32 towns; and
- Three-year Asset Management Plans and Annual Action Plans.

**6. Budgeting and Financial Management for town halls and municipal enterprises:**

- Asset Management Manual; and
- 1C billing and accounting modules for municipal enterprises.

**7. Transparency and Citizen Engagement:**

- **Citizen Information and Service Center (CISC)** guidance and materials; and
- **WebAPL platform package** (manual, instructions, training materials).

**8. Publications produced:**

- **Energy Efficiency and Renewables Guide**
- **Communications Guide for LPAs**
- **Socio-economic development strategies for towns** (long and short versions published)

**9. Energy Efficiency Campaign promotion materials**

- Open lecture presentation for pupils and citizen.

**10. Quarterly Mayors Meetings:**

- Know-how, lessons learned, and best practices.

## Section 2: TECHNICAL ACTIVITIES

### **Performance Monitoring and Evaluation Plan, Gender Strategy**

#### **Monitoring and Evaluation of LPA performance**

62 participants attended the 2 trainings, out of which 33% were women. **91%** of participants rated the M&E training as **excellent**, and 9% rated it as good.

During Year 4, LGSP institutionalized the M&E system for LPA self-performance through a series of theoretical and practical two-day trainings, and five workshops of individual technical assistance. This mechanism comes in conformity with the national requirements and in the context of implementation of the National Decentralization Reform. LGSP emphasized the importance of self-monitoring (for local decision making, for potential donors and investors, and

for an improved credibility and image in front of the citizens) and of taking ownership over the instrument.

The training had the following goals:

- Measure LPA performance with respect to:
  - a) Public services (water, sanitation, waste management, local public transportation, and street-lighting)
  - b) Socio-economic development
  - c) Transparency and gender
- Systematic (bi-annual) M&E application and performance to increase the quality and efficiency of local services
- Increased town hall transparency and gender equality
- Improved communication with citizens
- Ability to compare progress with previous periods
- Identify best practices in the modernization of public services
- Obtain and maintain up-to-date information that would justify (to potential donors, investors, etc.) the need for investments in the services improvements.

#### **Participant Feedback from Evaluation Forms:**

- *“A very useful tool for the town hall performance measurement.”*
- *“I appreciated a lot the flexibility of the trainers and of the M&E system to adjust/change/add indicators in accordance with our needs.”*
- *“The subjects presented were very opportune and necessary in finding the gaps existent in the delivery of public services.”*
- *“I think that each specialist should have such a database. It’s of a real help for the municipal enterprises that will have, this way, accurate and up-to-date information on a quarterly and annual basis.”*

LGSP presented to participants an M&E Plan for LPA performance which included the Terms of Reference for the local M&E specialist, tables with the indicators, and the questionnaires for data collection. A M&E Excel database with indicators, sub-indicators, and formulas was grouped in 7 domains: water supply; sewerage and sanitation; waste management; public transportation; street lighting; socio-economic development; communication, and transparency and gender.

LGSP held two M&E workshops on April 28 and 29, 2015. Many localities were focused on elections and requested that LGSP postpone M&E technical assistance until after the elections. Therefore, on September 25 and 30 and October 6, 2015, LGSP organized technical assistance for towns in which:

- the mayor was new and the M&E Plan was approved;
- the mayor was new and the M&E Plan was not approved;
- the mayor was the same, but the M&E Plan wasn't approved; or
- the M&E specialist has changed.

The local consultant offered individual consultations during the workshops to assist the town specialists in adjusting their M&E systems by deleting, adding, or changing formulas, as well as adding new indicators.

These workshops included:

- A presentation by the beneficiary LPA representative of the progress made following the M&E training;
- Discussion about the institutionalization of the monitoring mechanism through a Local Council decision;
- Discussion on who is or will be the M&E specialist within the town hall;
- Discussion of main problems faced by the M&E specialist during data collection; and
- Provision of advice on improving data collection and analysis.

The local consultant collected suggestions for new indicators from the specialists and included them in the M&E Plan of each particular LPA.

**Conclusions** from the trainings and workshops:

1. Participants have been active and expressed interest in the discussed topics during the training sessions. Bringing together mayors and specialists facilitated an open discussion and opinion exchange on what a monitoring mechanism should include, how it should be implemented, and what will be the potential impact of the new mechanism. Most of the participants agreed that such an M&E mechanism should be institutionalized and applied at local level.
2. Some of the participants had little or no connection to LPA service delivery, and the topic was very new to them. However, most of the participants were actively involved in the working sessions by testing the M&E database, producing monitoring reports, and presenting them to the other participants. Participants appreciated that the M&E plan and database were user-friendly.
3. Participants did not consider data collection sources a problem during the trainings, but the follow-up workshops revealed the sources as an important issue. The quality of data provided to the M&E specialists by the municipal enterprises and other local institutions and specialists was imperfect in many cases. In other cases, the collection of data was difficult due to unresponsiveness on behalf of some contributors.
4. The main challenge for towns that institutionalized the M&E mechanism is limited human resources; frequently, one LPA employee is responsible for numerous activities, one of which is M&E. Also, there is the risk that in the

absence of an external pressure on LPAs this process can become sporadic or even neglected.

Ten mayoralties (Orhei, Soldanesti, Nisporeni, Rezina, Stefan Voda, Briceni, Causeni, Floresti, Cantemir, and Calarasi) institutionalized the M&E mechanism through a Local Council decision. In the remaining towns, M&E Plan approval is a topic on their next council meeting agendas scheduled for October – December 2015.

Several towns – even those who had not yet approved their M&E Plan – collected data for two semesters. The responsiveness of institutions contributing the primary data varied from town to town, but generally the process was understood, appreciated, and institutionalized.

LGSP developed multiple M&E instruments for the benefit of partner towns, such as:

- **Municipal Performance Index** (administrative interviews and citizen surveys);
- **Quarterly Data Collection Forms** (on one specific domain chosen by each town: water and sanitation, waste management, or street lighting);
- **Diagnostic analysis** of the municipal enterprise;
- **M&E Plan** and M&E system/database on seven domains (five public services indicators, socio-economic indicators, and transparency, communication and gender indicators);
- **Energy Efficiency M&E tool;**
- **Energy Audits;** and
- **Citizen Satisfaction Cards.**

LGSP presented all of the above instruments at the September 5, 2015 Quarterly Mayors' Meeting. LGSP followed up with individual technical assistance on M&E, in which mayors and M&E specialists were able to receive answers to their questions.

LGSP developed CISC questionnaires (Citizen Satisfaction Cards) for the town halls of Taraclia, Orhei, and Singerei. LGSP provided instructions and recommendations on how to organize the citizen surveying. Two volunteers in each town (Taraclia and Singerei) interviewed people coming out of the town hall about their satisfaction level with respect to services they received, waiting time, friendliness, comfort level, and other aspects. LGSP presented this and other questionnaires (including the Transparency Questionnaire and the Equipment Utility Questionnaire) as no-cost survey models for town halls to institutionalize.

### **Performance Monitoring and Evaluation Plan**

All 32 LGSP partner towns [Ind.1] continued to receive trainings and technical assistance on how to increase own source revenues.

LGSP delivered specialized equipment and garbage containers to towns during Year 4. This led to notable improvements in the performance of all 32 towns [Ind.2] in delivering public services to their citizens in several ways:

a) **Increase in quantity:**

a1) The donated containers increased access to waste collection services in eight towns (Cantemir, Stefan-Voda, Glodeni, Orhei, Leova, Cahul, Briceni, and Ialoveni) and increased the number of contracts with the municipal service provider. The longer-term impact will result in the reduction of non-authorized waste dumps and on health benefits for the population.

a2) The number of streets cleaned (and/or leveled) per day (especially in the winter season) increased due to the donated graders (in 6 towns: Rezina, Singerei, Floresti, Nisporeni, Leova, and Briceni) and excavators (in 8 towns: Telenesti, Donduseni, Ocnita, Calarasi, Criuleni, Cimislia, Anenii Noi, and Hincesti).

a3) The number of water and sewerage network accidents solved per day/week increased in seven towns due to sewer cleaning truck donations to Soldanesti, Drochia, Edinet, Riscani, Causeni, Basarabasca, and Straseni.

a4) The capacity for bulb replacement and tree pruning in Ungheni increased due to a cherry picker truck donation. The truck also allows for an increased frequency of check-ups of street lights and video cameras, and for their instant repairs when needed. This enables more efficient use of municipal utility resources, leaving time for improvements in other services.

*“Last year pensioners had to come twice in order to receive the documents for heating compensation for the winter time. They also had to climb the stairs to the second and third floors and to wait in several queues. Today they receive their documents instantly, at the first floor, waiting comfortably on the chair in the CISC waiting area,” said the Singerei CISC operator.*

*“Prior to having our grader, we had to rent it from private entities. Sometimes it was already booked in works and we had to wait for it. Considering the scarce local budget, the private graders could be rented for minimum amount of hours. This meaning that the citizens had to wait for 1-2 days until the street was completely snow-cleaned with the existing old municipal tractors. Now we don't have this problem any longer, thanks to the USAID and this useful donation”, said the mayor of Rezina, Mihail Cebotar.*

a5) The frequency of garbage collection increased from once to twice a week in several towns.

a6) The average number of permits and other documents issued per day by three town halls (Taraclia, Orhei, and Singerei) increased by 26% after the establishment of the CISC. The number of citizens served in a single visit also increased.

**b) Increase in quality:**

b1) The graders improved the quality of unpaved secondary streets.

b3) The cherry picker truck in Ungheni and excavators in eight other towns improved green spaces management.

*Because the excavator is highly maneuverable, it is also being used at the natural heritage site digging in Cimislia. Thanks to the excavator, researchers discovered a 5000 year old skeleton.*

b2) CISC establishment improved the quality of services provided by town halls by reducing the time needed to receive a permit/document, removing the necessity to climb stairs (important especially for the elderly and disabled), and removing the need to stand in many queues.

**c) Decreased unit cost of provision of service:**

*The use of the Ungheni cherry picker is 2.4 times less expensive than the previous outdated equipment. (104 lei/hour compared to 250 lei/hour). The cost of street lighting maintenance was reduced by half, producing savings of 17,000 MDL in May-September 2015. Annual expenses for service delivery were cut by 55,000 MDL, and the services delivered produced an income of 34,000 MDL, reaching to a total of 89,000 MDL as additional annual income, which for a municipal enterprise is substantial.*

c1) Cost savings of at least 40,000 MDL in Taraclia resulting after CISC establishment. The three rooms previously occupied by specialists have been leased to private entities after specialists become CISC operators. The rent fee contributes to the local budget. This way the cost of offering permits, documents, and other administrative services has decreased.

c2) Cost savings and own revenues resulted due to improved asset management in 15 towns.

c3) Cost savings in performing services like waste collection, green spaces management, and sewerage due to the use of the new equipment in 32 towns (no necessity to maintain the old equipment, to rent equipment or to spend time and money on continuous repair works).

LGSP will report on [Ind 1.3](#) when MPI results become available (tentatively October 26, 2015).

The accessibility of services [[Ind.3](#)] is directly related to SIP implementation, CISC opening, and equipment purchase and use. It will be reported when MPI results become available.

The number of partner towns in which citizen ratings indicate qualitative improvements [[Ind.4](#), [Ind.5](#), [USAID 1.3.1.](#)] is based upon the MPI. These results will be included in the final project report, when the MPI results are available.

LGSP created and updated 18 Socio-Economic Development Strategies (SEDS) [[Ind.6](#)] for Cohort 2 towns. Including the Cohort 1 strategies developed during Years 2 and 3, 31 towns have SEDS developed with LGSP support. Cantemir is the only town that already has a strategy developed with other donor support.

20 new integrated SIPs [Ind.7, USAID.1.3.2] were developed and approved by municipalities, adding up to a total of 31 towns having SIPs. Nisporeni had a similar document developed with other donor support.

New service arrangements in three towns [Ind.8] became possible in Y4 after the establishment of CISCs in the towns of Taraclia, Orhei, and Singerei. The Taraclia public transportation system is functional, though the public private partnership (PPP) arrangement are to be finalized.

LGSP specialists assisted 11 towns in Cohort 1 in drafting and submitting project proposals to the Energy Efficiency Fund during Y4 [Ind.9]. Five of these towns were also assisted in Y3. LGSP supported the town of Ialoveni in submitting proposal to the Slovak Aid Solid Waste Small Grants Program.

LGSP carried out intensive work to institutionalize transparency and feedback mechanisms [Ind.10] in the Cohort 2 towns and Vulcanesti and Ceadir-Lunga, upon their request. Public debates, public hearings, and focus groups involving various citizen groups organized with LGSP support are instruments meant to create positive traditions within the town halls, many of which have never experienced them before. LGSP also emphasized the importance of information campaigns to be able to collect feedback from citizens. LGSP supported twelve Energy Efficiency public awareness campaigns. By continuing the campaigning tradition, town halls substantially increased their chances of getting the citizens' attention and receiving citizens' feedback. Town Days and USAID Field Days have been an excellent occasion to demonstrate to the town halls how to interact with citizens and to collect their feedback at no cost on certain matters through the organization of discussion clubs. In Year 4, Taraclia and Falesti organized discussion clubs.

During Year 4, LGSP created 14 town hall websites. This experience was highly appreciated and successfully replicated with other localities in Moldova as well through the UNDP Joint Integrated Local Development Project.

**Feedback mechanisms in Y4:**

- 5 additional towns approved Internal Communication Regulations
- 2 public debates on needs assessment conducted with the Local Youth in Calarasi and Taraclia
- 3 public hearings of the local budget organized by town hall, with LGSP assistance
- 14 public hearings and 42 workshops (3 in each town) focusing on socio-economic development strategy were organized in 14 towns
- 2 public hearings and 18 sectorial workshops/working groups within the process of drafting the socio-economic development strategy conducted in Vulcanesti and Ceadir-Lunga
- 1 focus group in Vulcăneși on the topic of brand and youth
- 12 Energy Efficiency public awareness campaigns carried out with LGSP support
- 2 discussion clubs with citizens organized in Taraclia and Falesti
- 12 town hall websites created

In total, 69 new mechanisms were institutionalized during the reporting period across all partner towns.

To support the effort to institutionalize the mechanisms above, the following activities were carried out. (figures below do not count under the PMEP indicator, being support tools only):

- Five towns approved Internal Communication Regulations. Twenty town halls approved a new Action Plan on Communication, Citizen Participation, and Transparency for 2015 after ten coaching sessions that assisted town halls in plan development.
- LGSP carried out seven presentations on transparency and communication as part of MPI presentations (in Stefan Voda, Anenii Noi, Cantemir, Leova, Falesti, Hincesti, and Cahul).
- LGSP conducted two two-day trainings for the Youth Council initiative group in Taraclia.
- LGSP provided nine training days, 48 hours of remote technical assistance, and 40 hours of individual technical assistance regarding website administration using the WebAPL platform. Ten communities from UNDP JILDP created a website using the LGSP-developed WebAPL platform.
- 22 Local Budget Summary informational leaflets to inform citizens on local finances were published.
- Six towns developed an official newsletter.

No revenue generation plans [Ind.11] were adopted. Six new asset management plans [Ind.12] were adopted during Year 4, adding up to a total of 16 plans (Taraclia, Cimislia, Soroca, Ocnita, Comrat, Briceni, Straseni, Drochia, Orhei, Șoldănești, Floresti, Calarasi, Donduseni, Sângerei, Cantemir, and Cahul).

LGSP calculated an average increase of 10.5% in own revenues generated from local taxes and fees [Ind.13] for Year 4 in all 32 partner towns. Cohort 1 towns registered an increase of 15%, while Cohort 2 towns obtained an average increase of 6%. Major increases were registered in Orhei (44%) and Taraclia (32%). Remaining towns either had smaller increases (2-10%), or no increases (Straseni, Basarabasca, and Donduseni) in 2015 compared to 2014.

Ten towns from Cohort 1 increased their local revenues collected from municipal property tax [Ind.14] during Year 4 compared to nine in Year 3 and six in Year 2. Of the 32 partner towns, 28 towns have increased revenues collected from municipal property tax compared to 20 in Year 3.

No changes in the adoption of the National Accounting Standards by Parliament led to no changes in the Ind.16 and Ind.17.

Five new towns implemented and adopted Internal Communications Regulations [Ind.18] during Year 4. Adding these to the 14 towns that approved them in Year 3 and to the six towns that approved them in Year 2, they sum up to 25 towns out of 32.

At the end of Year 4, 27 towns have their Energy Efficiency Programs approved [Ind.19]. Out of 32 towns, 30 have completed the preparation of their Local Energy Efficiency Plans (LEEPs) and 3 towns have LEEP pending approval by the Local Council. Ungheni and Criuleni have not responded to LGSP's support on this matter.

In Year 4, one project [Ind.20] was leveraged from the Energy Efficiency Fund by the town of Soldanesti due to LGSP support in developing the project proposal. As a result, Soldanesti received a 2.3 mln MDL grant (the total project value is 3.1 mln MDL) for the "Andries" kindergarten, with direct benefits for 270 children and 45 staff members [Ind.22]. Last year's kindergarten projects resulted in a total annual CO<sub>2</sub> reduction of 270.6 tons (97.3 CO<sub>2</sub> tons/year in Telenesti and 54.9 tons/year in Taraclia)[Ind.23].

LGSP delivered 76 person hours [Ind.21] of technical assistance in the technical energy field for energy managers in 19 towns for the EE M&E Tools.

Thirty towns (11 towns since 2014 and 19 towns since 2015) are applying the energy efficiency monitoring tool [Ind.24] and have been trained by the LGSP EE Specialist.

Ind.25 is subject to the MPI citizen survey. The baseline for Cohort 1 regarding citizen awareness on EE is 5.58. For Cohort 2 towns, the baseline is 4.05. The 32 towns' average baseline is 4.81. After the EE Campaign in all towns, the citizen awareness will be reported in the MPI when it is finalized.

Gender-related M&E (4<sup>th</sup> LGSP gender instrument) [Ind.26] was institutionalized in ten towns in the context of M&E self-monitoring tool adoption. LGSP prepared and coordinated a gender mainstreaming local capacity building training (5<sup>th</sup> LGSP gender instrument) in May-September 2015 with GIZ, CALM, and UNWomen. The trainings are to be delivered in November 2015. The target group consists of the mayors and local gender focal persons from 32 towns and approximately 90 other localities, including GIZ beneficiaries and other CALM members.

## **Gender Mainstreaming**

LGSP improved gender mainstreaming by including gender indicators as part of town M&E Plans and and M&E Database. The questionnaires and indicators required local authorities to organize and keep lists of participants from public hearings, as well as maintain gender statistics at the LPA level.

As mentioned above, a Gender Mainstreaming local capacity building training was coordinated and prepared in May-September 2015 with GIZ, CALM, and UNWomen.

Gender mainstreaming at the local level includes the following expected:

1. Partner towns will use gender-disaggregated data to track male and female participation in events, promote women's participation in public consultations and decision-making process in local planning and programming, and conduct M&E reporting on gender-specific indicators);
2. Towns will include the gender dimension in feasibility studies;

3. Towns will consider gender dimensions during capacity development measures, development of operator's manuals, and other efforts to improve delivering of effective and efficient communal services.
4. Towns will including the gender dimension in awareness raising campaigns and other activities related to mobilizing citizens to efficiently use local public services (including services delivered by the CISCs and the municipal enterprises), as well as to promote and implement energy efficiency at the local level; and
5. Towns will implement Program Based Budgeting (with principles of gender based budgeting included).

## ***Component 1: Improve Municipal Service Delivery***

### ***IER 1.1: Improve Local Capacity to Plan and Manage Municipal Services***

#### ***Strategic Planning Activities***

In the reporting period, LGSP carried out a range of activities to assist towns in the process of drafting their socio-economic development strategies. Additionally, the interventions aimed at consolidating local public administration abilities to conduct strategic planning activities, as well as ensure a participatory approach in the process of strategy development, involving a wide range of social groups' representatives. As a result of these efforts, 19 Cohort 2 partner towns have approved their socio-economic development strategies.

#### **Workshops and public hearings**

LGSP organized several workshops focusing on socio-economic development strategies in 14 towns that received assistance – Anenii Noi, Glodeni, Ocnita, Briceni, Donduseni, Soroca, Leova, Cahul, Cimislia, Riscani, Floresti, Falesti, Criuleni, and Edinet (Annex E). LGSP also organized a series of workshops on drafting the Action Plans, development of concept notes, and organization of public hearings. Within these workshops, participating stakeholders prioritized the identified local needs, estimated the costs, and decided on the responsible staff for implementation of each activity. The citizens that took part in the workshops also had the opportunity to contribute to community development with ideas and suggestions with regard to the main intervention areas. Finally, based on the earlier established objectives, the town halls developed their three-year Action Plans.

As part of the strategic planning process, LGSP organized trainings for town halls on drafting project concept notes to support applications for funding through Regional Development Authorities (RDAs). RDA experts assisted the town halls in selecting potential project ideas (that were part of the towns' Action Plans), which are aligned with regional priorities to enhance the possibility for obtaining financing.

Furthermore, LGSP, with Contact Center, assisted 14 partner towns to carry out public hearings of the socio-economic development strategies, including Criuleni, Riscani, Briceni, Ocnita, Donduseni, Edinet, Glodeni, Soroca, Floresti, Cahul, Cimislia, Leova, Anenii Noi, and Falesti. LGSP also ensured the printing of the development strategies, invitation posters, Citizen Guide to participating in Public Hearings, Public Hearings Regulation, citizen's feedback forms, as well as other materials. To ensure that the public hearings were carried out in accordance with the Law on Transparency in Decision-Making and accepted good practices, LGSP conducted preparatory workshops with the representatives of the mayoralities.

With regard to five towns (Stefan Voda, Calarasi, Hincesti, Basarabasca, and Nisporeni) that already had a socio-economic development strategy, LGSP organized working groups on developing the strategic framework as well as the energy efficiency component, which will be integrated into the existing strategy.

## **Assisting Ceadir-Lunga and Vulcanesti in developing socio-economic development strategies**

LGSP finalized the strategic planning activities in two additional towns, Vulcanesti and Ceadir-Lunga, which were included in this process upon the request of USAID. After the launch of the strategic planning process in both towns, five sectorial working groups were organized in each town (focused on economic development, infrastructure and energy efficiency, social services and education, culture and sport, and youth). Several workshops were carried out for developing the strategic part of the socio-economic strategy, the annual working plan, and a workshop on the development of concept notes. Actors from different sectors were involved: private sector, non-governmental organizations, and representatives of the education sector, culture, and youth. Eight workshops were organized in each town and approximately 20 people participated in each of them.

In May-June 2015, several workshops/working group meetings were conducted in Ceadir-Lunga assisting the local staff and/or sectorial groups in drafting the local governance portion of the action plan, drafting the conceptual notes for future projects, and discussion of the developed socio-economic strategy draft and the action plan.

Public officials from Vulcanesti and Ceadir-Lunga have been provided with assistance and coaching with regard to the preparation of the public hearings. Such coaching sessions were carried out in every town, attended by up to 12 town hall representatives. The participants learned how to organize a successful meeting with citizens, including the rules to be followed, distribution of responsibilities, citizen participation, as well as other logistic arrangements.

Each town carried out a public hearing presenting and discussing the socio-economic strategies with citizens. In Vulcanesti the hearings were attended by 76 people (52 women and 24 men), and in Ceadir-Lunga by 51 people (22 women and 29 men). Both Vulcanesti and Ceadir-Lunga town councils have since approved their strategic documents (on May 29 and May 26, 2015, respectively).

### **Support in drafting the annual working plans**

During the reporting period, the LGSP team continued to assist 15 towns from Cohorts 1 and 2 in drafting their annual activity working plans. The beneficiaries of this assistance are the LPAs from Anenii Noi, Causeni, Comrat, Leova, Telenesti, Straseni, Soldanesti, Ialoveni, and Briceni. The main objectives of this activity were to strengthen the capacity of the town hall team in understanding how the Annual Activity Plan should be correlated with the objectives established in the socio-economic development strategy, how human resources should be used to perform and implement the strategic documents, and how personnel performance should be assessed. This activity (will enable local governments to better outline goals and processes, offering LPA staff a descriptive guideline of processes, achievable tasks, and responsibilities in line with their strategic plan.

## **Urban planning**

LGSP assisted the towns of Singerei, Straseni, Soldanesti, Stefan Voda, Leova, Calarasi, Ceadir-Lunga, and Vulcanesti in drafting their General Urban Plans (GUPs). LGSP provided technical assistance in drafting the scope of work and preparing all the necessary steps in order to select reliable specialized contractors to perform this work. In Singerei, Straseni, and Soldanesti, the work is in advanced stages: first drafts of GUPs have been presented to the LPAs and feedback has been received. As a result of the public procurement process, in Stefan Voda, Calarasi, Leova, Ceadir-Lunga, and Vulcanesti, contracts with specialized companies have been signed and the work is underway. LGSP will be co-financing the drafting of GUPs with 40% of the cost (up to 200,000 MDL) upon the finalization and final receipt of the deliverables in accordance with signed memoranda of understanding with beneficiaries.

## **Develop the Service Improvement Plan and Perform Diagnostic Analysis**

Providing municipal services at the local level is one of the main responsibilities of the local governments. To contribute to the improvement of the respective services, LGSP provided a comprehensive diagnostic analysis of the municipal utilities to Cohort 2 partner towns. The companies BDO and ProConsulting were subcontracted to develop financial and technical analyses on the ground. ProConsulting worked with towns that selected water supply and sanitation as their priority (Basarabasca, Cimislia, Anenii Noi, Falesti, Calarasi, Ocnita, Glodeni, Riscani, Edinet, Criuleni, and Donduseni), while BDO provided its services to towns in which solid waste management was identified as a priority (Stefan Voda, Hincesti, Cantemir, Cahul, Leova, Comrat, Briceni and Soroca). For Floresti, the service analyzed was the heating system.

For all partner towns, diagnostic analyses were developed in a participatory manner with the local stakeholders, who provided the appropriate data and information. The partner towns had the opportunity to study the draft of the analysis and provided their feedback for the final draft. Subsequently, the subcontractors delivered presentations for the municipal utility, town hall personnel, and local councilors regarding the main finding and results. The main conclusions identified in the field of water supply and sanitation were:

1. The losses of water in the network are very high, ranging from 35% to 55%.
2. Major infrastructure investments are needed in order to reach European quality standards.
3. Utilities lack improvement and development plans.
4. The water and sanitation infrastructure is obsolete.
5. The present infrastructure is not sufficient to satisfy the needs of the communities.
6. The poor condition of waste water treatment facilities leads to ecological problems.

In the areas of solid waste management (SWM), some main findings that apply to all partner towns were:

1. The local utilities do not register the quantities and the types of waste that they are collecting, which makes it difficult to have efficient management.
2. The SWM infrastructure is outdated and insufficient.
3. The management of garbage disposal dumps is inefficient.
4. The level of citizen involvement and awareness regarding SWM is low.

5. The cost recovery level is insufficient.
6. The service is underfunded by the local budget.
7. The experience of the local utility management and personnel regarding modern SWM is insufficient.

Using the inputs of the diagnostic analysis and the information obtained from the presentation of the diagnostic analysis results in November 2014, within several joint meetings with the representatives of the public service operator, the local authority and other institutions responsible for public service management from the stakeholder meeting, the team of experts prepared the SIP for each selected operator.

These documents offered real solutions adapted to the existing infrastructure in order to gradually implement a feasible program for the management of public utility services. The SIP provided recommendations to address the identified issues regarding the following areas:

- Strategic and organizational management
- Operational and technical management
- Marketing and consumer relations
- Financial Management

The measures and actions contained in SIPs direct the efforts and resources (both own and external resources) in the short and medium term. The increase in efficiency and the profitability of the current activity of municipal enterprises, as well as the existence of the development plan in the medium and/or long term, may contribute to the increase of the capacity of each operator and LPA to attract external resources for implementing the measures for the modernization of the SWM, water and sewage service (WSS), or central heating, according to each case. Several activities and measures have been proposed within SIPs in order to achieve the above mentioned objectives, stating the effects and results which may be registered as a result of their implementation, but also the prerequisites which are essential for carrying out these activities.

An approximate budget for these actions has been determined for each town, taking into account the existing problems and endowments of each operator and the donations received within the projects financed by USAID (including the last donations from 2014) or other agencies/institutions.

For the waste management services (eight towns) the SIPS were accompanied by examples of good practices within 16 annexes. The annexes provide details on the topics raised by the beneficiaries (e.g. individual composting, in situ composting, public awareness, and financial aspects) or which the team of experts has deemed to be important (landfill operation, collection systems, institutional, organizational, and financial aspects).

The implementation of the measures indicated in the SIPs must be accompanied in parallel by the changes of legislative framework which should focus at least on the following aspects:

- Establishment of the methods of association between the territorial administrative units and the limits of delegation of competences to the cooperation bodies/entities;
- Definition of the conditions for the delegation of the sanitation service;
- Establishment of the legal relations between the operator and the beneficiaries of services; and
- For a clear determination of the rights and obligations of the operators and of the service beneficiaries, changes of the existing legislation are needed in order to:
  - create the obligation for the beneficiary to conclude a sanitation agreement, including the establishment of coercive measures for those who refuse to conclude the agreement;
  - create the legal opportunity for the introduction of tax as a sanitation service method; and
  - create the legal opportunity for the introduction and application of penalties for bad payer beneficiaries, whether they are economic operators or individuals.

In order to implement the service improvement plans both for SWM and WSS, the local representatives consider that important financial resources are needed, and they said that it would be necessary to strengthen the institutional capacity at the local level. Additional training is needed in the field of preparation and implementation of the projects financed by other international financial institutions. At the same time, during the meetings, the conclusion was that a common approach at the local level in terms of utilization of the economic instruments is needed in order to cover all the investments and operational costs, on the one hand, and to ensure the transparency of such costs for the users of public services, on the other hand.

All the diagnostic analyses and service improvement plans were approved by the local council and now are used by authorities.

### **Implementation of Service Improvement Plans/Capacity Building Activities**

Collaboration between LGSP and LPAs on improving municipal service delivery since the beginning of the project has laid the foundation for a comprehensive approach towards the capacity building of the municipal utilities of the partner towns.

In 2015, LGSP organized trainings on **Fleet Management**, **Green Space Management**, and **Solid Waste Management**. All trainings were conducted by international and regional experts; local experts were invited to the training sessions to provide an overview on the national situation in municipal service delivery.

In 2014, LGSP finalized the first tranche of procurement of specialized equipment that was delivered to the local municipal utilities. It included: water supply and sanitation intervention trucks, solid waste trucks, excavators, graders, and a bucket truck. In order to enable municipal utility staff to run its fleet operations effectively and efficiently while offering services to its customers, LGSP designed and provided **Fleet Management Training**. The overall objective of the training was to equip fleet

managers and technicians with the tools and knowledge to effectively maintain their fleet. The training was specifically designed to regularly test the success in achieving those targeted outcomes.

The training curriculum was designed to provide a balance between fleet management theory and maintenance system planning and practical, hands-on maintenance experience. The training was conducted in two repetitions. Each training block included three full days of study. The first two days included classroom-based training and small group exercises focusing on fleet maintenance and management, best practices, and system planning. The third day of training included practical hands-on experience, engaging in and observing the day-to-day maintenance processes required to implement the fleet management practices discussed during the first two days of training.

The **Green Space Management** training was held on July 21-22 and 23-24, 2015. The training represented a combination of lectures and group work. Lectures were given by the international expert as a basis for theoretical input and presentation of the good practice. Group work was based on exercises through which participants developed further understanding of the practical applicability of the knowledge received.

**The training modules/materials** covered the topics of:

- Modern concept of urban forestry and urban greening approach, definitions, etc.;
- Benefits, values, and uses of urban green space (ecological, economic, social, cultural, human health, etc.);
- Strategic management tools of the urban green spaces;
- Financing and investment for urban agriculture;
- Integration of agriculture in urban land use planning and adaptation of city regulations;
- Urban horticulture;
- Urban aquatic production;
- Urban forestry for multifunctional urban land use;
- Role of stakeholders in sustaining urban green spaces;
- Recycling of urban organic waste for urban agriculture; and
- Public engagement.

The assignment also included a field trip to Ungheni for on-the-job training. The international expert noted that the municipal utility is understaffed to maintain the relatively large amount of parks and greenspace located throughout the city. With the exception of the new bucket truck procured by LGSP, the equipment is out of date and used for multiple purposes. Tree work is delayed by the need to stack brush in trucks or on trailers for disposal. There is a need for a brush chipper and stump grinder since it appeared that stumps were being removed by human labor. The Ungheni municipal utility received the Romanian translation of the final report of the visit along with the expert's recommendations.

There were several people in the training sessions who were professionally trained foresters or forestry specialists but most of the attendees were city workers who manage multiple responsibilities and have no formal training in forestry or arboriculture.

Ms. Ala Rotaru, Head of the Natural Resources and Biodiversity Department with the Government of the Republic of Moldova, presented at a session with each municipal group. Ms. Rotaru gave a description of laws that effect municipal policy on tree inventories, tree preservation, and removals.

The most frustration from the municipalities centered on the tree removal approval process. At the end of the first session, Ms. Rotaru indicated that there is a provision in the law that allowed for tree removal if the municipality agreed to plant new trees at the ratio of two new trees for each removed tree.

### **Recommended Continuing Education Topics**

- Engaging and organizing community tree boards to gain public support
- Practical training on conducting tree inventories and data collection
- Partnering with universities and using students for data collection or project implementation
- Safety training
- Urban forest diversity – species, age/size classes, and maintenance cycles
- Developing urban forest emergency plans
- Tree preservation during construction projects and underground utility work
- Recruiting volunteers, managing volunteer projects, and keeping them engaged

In order to offer guidance and support to partner towns in efficient waste management, LGSP contracted two international technical advisors to deliver specialized **Municipal Solid Waste Management training**.

The first part of the training was delivered June 2-5, 2015. The trainers provided consultation to the staff of the municipal utilities (managers of the Municipal Utilities, chief engineers, and landfill operators) and training on municipal solid waste management from the 11 partner towns that selected waste management as their priority for the diagnostic analysis (Ialoveni, Stefan-Voda, Hincesti, Leova, Comrat, Cahul, Cantemir, Singerei, Soroaca, Briceni, and Orhei). During the visits, the trainers identified major gaps in the work of selected Municipal Utilities and developed an individual practical task for each service provider to be implemented in the next three months. The purpose of the visits was to provide professional consultancy to the utility personnel, identify solutions to current problems, and establish tasks for improvement of the services, which were implemented in the following two months. The experts prepared an individual report on each visited town.

The second part of the **Solid Waste Management** training was held on August 4-6, 2015 in Chisinau and included half-a-day trip to a local municipal utility.

The training modules covered the following topics:

- Waste management planning
- Communication with beneficiaries of the services
- Awareness of the general public in the field of solid waste management
- Improvement of operational efficiency and monitoring the time required to collect and transport the waste

- “Zero waste”, a concept that encourages the redesign of the resource cycle so that all products are reused
- PPP on waste management
- Institutional and financial aspects of municipal waste management

At the end of the training the participants evaluated the training module on the following criteria:

- Relevance of the subjects: 94% considered the training “very important” for their job. The remaining 6% stated that it was “important.”
- Practical Applicability of the training: 66% rated it as “excellent” and 29% as “good.”
- Quality of the presentations: 97% rated it as “excellent” and 3% as “good.”

In addition, in cooperation with the GIZ project “Local public services modernization” LGSP co-financed a training on **Water and Sanitation** which started on September 15, 2015 and is expected to end in December 2015. GIZ contracted international and local experts to deliver the training. All of the training materials are accredited by the Ministry of Education and will be transferred further to the specialized institution on water and sanitation. The training is organized in partnership with the Moldova Water and Sanitation Association and targets technical managers, engineers, accountants, economists, and managers.

The group training consists of six modules:

1. Client Management and Public Relations
2. Management of Water and Sanitation Networks
3. Financial Management
4. Quality Management of Potable Water and Wastewater
5. Strategic Planning and Public Services Quality Indicators
6. Management of Investment Projects

### **Billing and Accounting Software**

One of the main problems identified during the diagnostic analysis process was the lack of accounting and billing software in most cases. Metering data was mostly done manually. To address this problem, LGSP contracted the **AV Macrocom** company to develop and implement an Integrated Financial Information System for municipal utilities.

The process includes four phases:

1. LAN installation and procurement of necessary equipment (server, computers, switches, and other hardware);
2. Procurement of specialized financial software (1C:Enterprise 8);
3. Adaptation of modules to particularities of municipal utilities and testing; and
4. Installation of financial software and development of the comprehensive Software Users Guide and training on the Integrated Financial Information System for Municipal Utilities.

The 1C: Enterprise 8 software must ensure maximum feasible efficient automation of every activity performed by municipal utilities, provided that the software strictly follows principles of integration of the developed financial and accounting management system. Integration means that the software should include modules such as:

1. Management of clients/consumers/billing;
2. Stock management and fixed assets;
3. Staff and payroll;
4. Accounting balance; and
5. Reporting and planning.

The introduction of computerized accounting and billing systems in municipal utilities provides major advantages, including speed and accuracy of operations and the ability to see the municipal utility's financial position in real-time. Additional benefits include:

- Rapid data introduction;
- Increase in accuracy – because only one accounting entry is needed for each transaction rather than two or three that are needed in a manual system;
- Up-to-date information – accounting records are automatically updated and therefore customer account balances will always be up-to-date;
- Availability of information – the data is instantly available and can be made available to different users in different locations at the same time;
- Qualitative management information – the software can produce reports that help management monitor processes;
- Legality – accounting/billing functions will meet all current legal requirements;
- Efficiency – better use of resources and time; cash flow should improve through better debt collection and inventory control;
- Staff motivation – the system will require staff to be trained to use new skills, which can make them feel more motivated;
- Cost savings – computerized accounting programs reduce the time needed for staff to manage accounts and reduce audit expenses, as records are neat, up-to-date, and accurate;
- Tracking of cash and non-cash transactions;
- Tax accounting;
- Payroll calculation;
- Comprehensive reporting architecture;
- Custom-built configuration and administrative tools;
- Creation and organization of financial databases;
- Recording of customers invoices;
- Automatic updating of the general ledger; and
- Automatic calculation of payroll and associated entries.

Accounting and billing software also drastically cuts down the time spent on accounting and maintaining bills. The software that is used for accounting and billing even helps municipal utility to maintain monthly and annual records. The billing software also sends out the invoices electronically, thus avoiding manual errors.

The training course, delivered in September 2015, was divided into three target groups: for beginners, advanced, and professional employees. Every participant was able to insert the data directly into the database under the trainer’s supervision. The software will be installed in each municipal enterprise in October-December 2015.

Of our 32 partner towns, 26 are beneficiaries of the software. The four that are supposed to be included in the Moldova North project (Telenesti, Drochia, Riscani, and Floresti) are not included. Criuleni is excluded due to lack of interest. Nisporeni is not included because its municipal enterprise is undergoing reorganization and the timeline and the results of that process are uncertain.

### **Procurement of specialized equipment to improve service provision**

LGSP procured a series of equipment for 32 municipal enterprises from LGSP partner towns such as graders (Rezina, Singerei, Floresti, Briceni, Leova, and Nisporeni), sewer water cleaning trucks (Soldanesti, Drochia, Edinet, Riscani, Causeni, Basarabasca, and Straseni), garbage containers (Glodeni, Cantwemir, Leova, Stefan Voda, Cahul, Orhei, Briceni, and Ialoveni), garbage trucks (Comrat, Causeni, Stefan Voda, Glodeni, Orhei, Soroca), intervention trucks (Taraclia and Falesti), excavators (Telenesti, Donduseni, Ocnita, Calarasi, Criuleni, Cimislia, Anenii Noi, and Hincesti) and a bucket truck for Ungheni. Officials from USAID, the U.S. Embassy, citizens, and municipal enterprise employees were invited to official ceremonies for equipment distribution.

This equipment is being used for the improvement of local services. The road graders were used during the winter for clearing snow from the roads and improved the local road infrastructure. In the case of Cantemir and Stefan Voda, the LPAs have procured an additional plastic garbage containers (190 in Ștefan Vodă and 150 in Cantemir), which led to the expansion of the garbage collection service and improved the service especially for the individual households. Several towns (e.g. Singerei, Rezina, Drochia, and Edinet) had made agreements with other local governments to use their equipment for provision of municipal services, generating revenue for the municipal utility.

<b>List of equipment for 1<sup>st</sup> tranche of procurement</b>		
<b>Town</b>	<b>Equipment</b>	<b>Delivery date</b>
Floresti	(1) Grader	November 4, 2014
Singerei	(1) Grader	November 4, 2014
Rezina	(1) Grader	November 4, 2014
Ialoveni	(1500) Euro plastic containers, 240L	November 6, 2014
Nisporeni	(1) Grader	November 7, 2014
Briceni	(250) Euro plastic containers, 240L (1) Grader	November 6, 2014
Donduseni	(1) Utility Tractor / Excavator	November 14, 2014
Ocnita	(1) Utility Tractor / Excavator	November 14, 2014
Leova	(35) Euro galvanized containers, (1) Grader	November 14, 2014
Hincesti	(1) Utility Tractor / Excavator	November 14, 2014
Telenesti	(1) Utility Tractor / Excavator	November 14, 2014
Comrat	(2) Garbage Truck, 10m <sup>3</sup> , lateral loading	November 21, 2014
Cimislia	(1) Utility Tractor / Excavator	November 14, 2014
Anenii Noi	(1) Utility Tractor / Excavator	November 14, 2014

Calarasi	(1) Utility Tractor / Excavator	November 14, 2014
Criuleni	(1) Utility Tractor / Excavator	November 14, 2014
Edinet	(2) Sewer cleaning trucks	November 21, 2014
Drochia	(1) Sewer cleaning truck	November 21, 2014
Riscani	(1) Sewer cleaning truck	November 28, 2014
Straseni	(1) Sewer cleaning truck	November 21, 2014
Soldanesti	(1) Sewer cleaning truck	November 21, 2014
Causeni	(1) Sewer cleaning truck	November 28, 2014
Basarabasca	(1) Sewer cleaning truck	November 28, 2014
Soroca	(2) Garbage Truck, 8m3, lateral loading	November 28, 2014
Glodeni	(1) Garbage Truck, 8m3, lateral loading (300) Metal containers	November 28, 2014 December 10, 2014
Cantemir	(1) Garbage Truck , 8m3, back loading (15) Euro galvanized containers (150) Euro plastic containers, 120L	November 29, 2014 November 29, 2014 November 11, 2014
Stefan Voda	(1) Garbage Truck, 8m3, back loading (40) Euro galvanized containers (190) Euro plastic containers, 120L	November 29, 2014 November 28, 2014 November 11, 2014
Orhei	(1) Garbage Truck, 10m3, back loading (750) Euro plastic containers, 240L	December 5, 2014 November 12, 2014
Cahul	(200) Euro galvanized containers	November 28, 2014
Ungheni	(1) Cherry picker	May 2015

The equipment procurements enabled new service arrangements and improvement of inter-municipal cooperation with the shared use of donated graders in Rezina (Stihnaia and Ciorna villages) and Singerei, and sewer cleaning trucks in Drochia (villages of Sofia and Baroncea) and Edinet. The two sewer cleaning trucks in Edinet serve the citizens of Edinet (approximately 20,000 people) and of the nearby town of Cupcini (approximately 10,000 inhabitants). Both trucks (with operators) work in those towns, providing income for the local budget to be used for maintenance costs and improvements in other services. The grader in Floresti produced savings of 40,000 MDL (the equivalent of \$2.3 thousand) an amount that was previously spent on renting equipment for small roads maintenance. The town will save 80,000 MDL (the equivalent of \$4.7 thousand) on snow removal in the winter.

The equipment procurements led to the following results in partner towns:

1. **Ialoveni:** 18% increase in the number of contracts due to the donation of 1,000 plastic containers;
2. **Comrat:** fuel and time savings due to two donated garbage trucks;
3. **Stefan Voda:** savings on fuel, maintenance costs, and time;
4. **Cantemir:** savings on fuel and maintenance costs; an increased number of contracts; the first financial quarter without losses in four years;
5. **Leova:** savings on fuel, maintenance costs, and time; better use of the existing modern garbage truck due to the additional garbage containers; improved road maintenance due to the road grader;
6. **Ungheni:** fuel economies, replacement of 500 street lighting bulbs using the bucket truck;
7. **Hincesti:** fuel and time savings;
8. **Soroca:** 70% extension of collection area.

Some of the common problems identified during the assessment visits regarding waste management were:

- Almost all partner towns still have shortages of garbage containers and requested additional donations;
- The waste dumps are in improper conditions due to old or absent compacting equipment like bulldozers and/or the lack of technical knowledge about how to operate a waste dump;
- Low awareness among citizens regarding the separate collection of waste;
- Low level of training among the employees of municipal utilities on waste management;
- Poor road infrastructure in the direction of the waste dumps;
- Lack of legal tools to motivate the population to sign waste disposal service contracts with the municipal utilities; and
- Limited market for recyclable materials like plastic, glass and paper.

In January 2015, LGSP collected information from all partner towns regarding the priorities for the second stage of equipment procurement. All partner towns have contributed their three equipment priorities. Subsequently, at a February 20, 2015 meeting, LGSP explained to mayors and managers of public utilities the terms and the available resources for the second stage of procurement. By March 31, 2015, the LPAs submitted a participation form outlining the details of the equipment needed, the expected results, and the local contribution for the procurement.

On February 20, 2015, LGSP organized the workshop “Improvement of the provision of the public services through development of the Municipal Utilities” to inform partner towns about the service delivery assistance LGSP planned to offer in 2015 and discuss participants’ problems and achievements. The workshop gathered 72 participants, representatives of partner organizations, and 29 partner town representatives including mayors, deputy mayors, and directors of municipal Utilities (water and sanitation, waste management, green spaces, and street lighting).

The meeting included the following sessions:

- Presentation by the Deputy Chief of Party (DCOP) of the results of the collaboration with local public administration and municipal utilities in 2014;
- Presentation by the LGSP subcontractor of the results of the Diagnostic Analysis and Development Plans, including the results of the diagnostic analysis, benchmark analysis, and performance indicators;
- Capacity building of the municipal utilities and identification of training needs. The Capacity Building Specialist presented the activities planned for 2015 including fleet management, waste management, water and sanitation, and green space management. Participants had the opportunity to provide their input on training design;
- The billing and accounting software system administrator presented activities planned for 2015, the recommendations of the diagnostic analysis for the improvement of the financial management, the timeframe of the implementation of the activities, extension of the activities over 24 municipal utilities, the training program, and post-installation and warranty; and

- Municipal Coordinators presented 2014 results of equipment procurements and 2015 plans and conditions for technical assistance and equipment procurements.

The event helped the LPAs and municipal utilities learn how to link the investments in training and equipment to short- and long-term strategic and development plans of each town. The participants provided positive feedback on the event.

As a result of the February 20, 2015 meeting with the mayors and the managers of municipal utilities from the partner towns, LGSP collected the equipment purchase proposals from the local level.

LGSP drafted scopes of work for the second tranche of procurement (including garbage trucks and containers, public lighting, and water meters and pumps) for Contracting Officer Representative (COR) approval and hired an expert to develop the terms of references for equipment. The second tranche of equipment procurement is ongoing.

The estimated equipment distribution for the second tranche of equipment procurement is as follows:

#	Town	Priority	Quantity	Status
1	Anenii Noi	Garbage containers (50 metal and 500 plastic)	550	Delivery pending
2	Basarabeasca	Water pumps (including stationary pumps)	2	Procurement pending
3	Cahul	Plastic garbage containers	1900 (240L) 100 (120 L)	Delivery pending
4	Cantemir	Plastic garbage containers (120L)	150	Delivery pending
5	Causeni	LED street lighting bodies cable	170 6,000 m	Procurement pending
6	Cimislia	Water pumps	2	Procurement pending
7	Comrat	Metal containers	300	Partial delivery
8	Falesti	Street lighting bulbs cable	230 20,000 m	Procurement pending
9	Hincesti	Containers	1	Procurement pending
10	Ialoveni	Euro Plastic Container (1.1 m3)	100	Delivery pending
11	Leova	Plastic containers (120 L)	780	Delivery pending
12	Nisporeni	Euro garbage containers (1.1 m3) Plastic garbage containers (120 L )	30 500	Delivered Delivery pending
13	Stefan Voda	LED street lighting bulbs cable	150 1,115m	Procurement pending
14	Taraclia	Plastic garbage containers 120 L	1200	Delivery pending
15	Ungheni	LED street lighting bulbs	200	Procurement pending
16	Straseni	Water pumps Water meters	1 16	Procurement pending
17	Briceni	LED street lighting bulbs	100	Procurement pending
18	Calarasi	Plastic containers (120 L )	800	Delivery pending

19	Donduseni	Street lighting bulbs	150	Procurement pending
20	Drochia	Garbage truck Metal garbage containers (0.64m3)	1 100	Delivery pending Partial delivery
21	Edinet	Plastic containers (120L )	1,200	Delivery pending
22	Floresti	LED street lighting bulbs	50	Procurement pending
23	Glodeni	LED street lighting bulbs cable	200 15,000m	Procurement pending
24	Soldanesti	LED street lighting bulbs cable	200 15,000m	Procurement pending
25	Telenesti	Water meters	1,035	Procurement pending
26	Ocnita	Water meters	1,258	Procurement pending
27	Orhei	Metal garbage containers (0.64m3) Plastic garbage containers (120L)	100 700	Delivery pending
28	Rezina	Garbage truck	1	Delivery pending
29	Riscani	Garbage truck Metal garbage containers (0.64m3)	1 100	Delivery pending
30	Singerei	LED Street lighting bulbs SIP cable	100 5,000m	Procurement pending
31	Soroca	Metal garbage containers (0.64m3)	600	Partial delivery
32	Criuleni	Excluded from second tranche of procurement		

***IER 1.2.: Establish New Municipal Service Arrangements.***

**Support the Citizen Information and Service Center (CISC) establishment in 3 towns**

The CISCs represent an innovative approach for local authorities to provide public services and information to citizens through a single point of access. Through CISCs, the citizen is treated as a client and the town hall adjusts its operations in order to accommodate his/her needs and expectations.

Taraclia, Orhei, and Singerei are the three LGSP partner towns that joined the efforts of piloting the concept of CISC at the local level in Moldova. The six-month long common efforts from LGSP and the town halls focused on the renovation of the CISC location, the reengineering of internal processes and procedures, training of the operators, as well as the procurement of appropriate furniture and IT equipment.

The following deliverables were developed and submitted to partner towns in accordance with the implementation plan:

- Draft cooperation agreements between local governments and representatives of central public authorities in the region.
- Sample regulation of services for three selected public services, including:
  - Regulation for commerce authorization
  - Regulation for Town planning certificate
  - Regulation for Certificate “lack of land quota”
- Methodology for the development of regulations by public authorities.

- Customized Operational Manual for selected partner towns and detailed job descriptions for CISC operator and CISC administrator.

The town halls revised their Operational Manuals on CISCs. Copies of manuals and guides for each service covered by CISCs were printed and distributed to CISCs. Town halls publicized information regarding CISC opening on their social pages.

On **November 18-20, 2014**, LGSP provided the first training on “*Efficient organization of work of the CISCs*” to 22 employees of the town halls from Taraclia, Singerei, and Orhei. The training was provided by experts Ahmed Sijercic from Bosnia and Herzegovina and Mirela Buzarin from Romania, both with extensive experience in establishing and running similar centers in their countries. The information presented covered topics such as customer orientation, CISC management, CISC design, information management, and best international practices.

According to the evaluation forms, approximately 96% of the participants gained a clear understanding of what a CISC is, how to manage the internal communication flow, and how to communicate with clients. However, the participants raised their concerns regarding instruments used for data management and storage, guidelines, forms and certificates. One BRC representative also participated in the training and had the opportunity to follow the training process, collect the further training needs of the participants, and answer questions related to the practical coordination of the CISCs work in Moldova.

The participants filled out evaluation forms, which offered trainers the opportunity to evaluate the efficiency of work in the town halls. The forms revealed that the town hall employees have a limited understanding of services provided by the town halls. They also lack contact data for the externally available service providers, and, therefore, fail to provide consultancy and qualitative referral services to citizens. All three town halls stated that they underrate the efficiency and effectiveness of the feedback collection from the beneficiaries; they do not use the polls as a method of measuring citizen satisfaction and they do not collect the new trends in citizens’ requests. They do not make reports of activities public.

Despite the difficulties and gaps identified within the town halls’ service providing mechanism, the participants expressed their interest in implementing the ideas of CISCs, and confirmed raised awareness with regards to the efficiency of such centers.

The event was followed up by **site visits** by LGSP experts to discuss other issues and to provide guidance on how the CISC location should be best organized. – Ahmed Sijercic visited Taraclia and Mirela Buzarin visited Orhei and Singerei. The experts

**The experts developed and presented 13 training modules:**

1. Data storage and management tools;
2. Forms, certificates and guidelines;
3. Communication with the clients;
4. Horizontal communication;
5. Vertical communication;
6. Quality standards;
7. Evaluation of the efficiency;
8. Ergonomics;
9. Queue management system;
10. Good practices of CISC implementation in the region;
11. Service improvement;
12. Service promotion; and
13. Practical use of evaluation tool.

**5 modules were presented:**

1. Analysis and optimization of the processes;
2. Customer orientation;
3. Standard documentation (passports, guidelines, regulations, etc);
4. Accessing the public electronic services; and
5. Standard Cost Model.

presented on the efficiency of the CISC for the town hall employees, visited the construction site of the future premises of the CISCs, and answered employees' questions with regards to workflow management.

On **December 9-10, 2014**, LGSP delivered the second training on ***“Efficient organization of work of the CISCs”*** to 24 employees of the town halls from Taraclia, Singerei, and Orhei. Representatives from Cahul and Hincesti also attended the training, expressing their interest in potential future implementation of the CISCs. The training was conducted by the BRC experts.

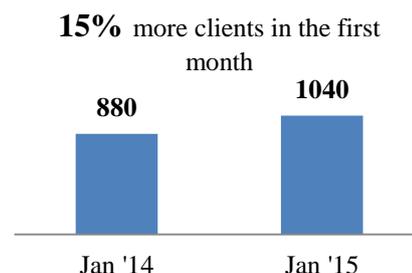
In order to facilitate direct contact of the participants with the external service providers, the following organizations were invited to offer a practical presentation of their online services: the state institutions of Cadastru, Fiscservinform, Registru, and Special Telecommunication Center, as well as representatives of private companies (such as for payment terminals). Participants appreciated the presentations offered by the external service providers and actively participated in the discussions.

On December 22-24, 2014, LGSP offered **technical assistance** to each of the three towns. BRC and LGSP team members visited Taraclia, Singerei, and Orhei, where they provided a four-hour on-the-job training to the front office CISC members. They analyzed each document which will be used in the work of the CISC and offered recommendations for future activities needed to be done before the official opening of the CISCs. They identified the next steps to be undertaken and agreed on a common short-term action plan.

The CISC offices opened on February 12, 2015 in Taraclia, March 13, 2015 in Singerei, and on March 19, 2015 in Orhei in the presence of local stakeholders, the representatives of LGSP, USAID and the U.S. Embassy, mass media, citizens, State Chancellery, deconcentrated authorities and mayors from Rezina, Straseni, and Ialoveni. The entire staff from the town hall of Causeni was present at Orhei.

Because the CISC in Taraclia had been running in testing mode two weeks prior to the official opening, some results can already be quantified:

- ✓ The number of serviced clients has increased by 15% in comparison with the previous year
- ✓ 20% increase in citizens' satisfaction
- ✓ 17% more business clients
- ✓ 20 service guides distributed daily
- ✓ 23 services provided in one single point
- ✓ Estimated \$1,100 annual savings from the better use of office space and equipment



- ✓ \$4,500 additional revenues from renting out the freed office spaces

The opening of CISC has also resulted in:

- Elimination of queues
- Digitization of the document flow
- Increased citizen satisfaction
- Improved perception of the town hall
- Better activity transparency
- Improved informational resources
- Access to e-services
- Standardization of service delivery
- Re-engineering of internal processes
- Interchangeability of operators
- Estimated time saved for the citizens
- Estimated decrease of number of visits required by the citizen
- Improved work environment
- Citizen-friendly facilities and waiting area

The implementation of CISCs has fundamentally changed mayoralty interaction with its citizens. CISCs represent a fully equipped location on the first floor of the town hall that serves as the single point of contact between the citizens and the town hall. The client interacts with one operator (as opposed to three or four previously) to obtain the

**Citizens' opinions:**

*"This is a great idea; people don't have to run from one office to another, everything is coordinated within the town hall."*

*"I think this is a very good idea, especially for the people who have very little time for requesting various certificates or public services. This way, we can come at the Center and get answers to all our questions and request practically all the public services that we need in one location."*

*"The citizen interacts only with one operator, thus the risk of subjectivity or corruption in service delivery is excluded."*

**Serghey Filipov, Mayor of Taraclia:**

*"During one month's work, CISC has positively influenced the activity of the town hall as a whole. Through the center, the citizens can obtain all the services and information they need in one place, while the necessary internal procedures are taking place behind the counter. The citizen interacts only with the operators and should not be concerned with the internal mechanisms of the mayoralty. This greatly simplifies the life of the citizens and makes service delivery quicker. Through CISC we have managed to provide services quicker and to increase the transparency of our work. Our ultimate goal has been achieved - easily accessible services for our citizens."*

necessary information or request public services. This setup makes the interaction between the citizens and the local self-government predictable, easy, transparent, and efficient.

So far, Singerei has served around 5,000 citizens. The most often solicited documents were mandates and labor certificates. The CISC in Singerei has increased the number of services provided from 8 to 20. In Orhei, CISC services are combined with social assistants who are placed in the CISC center. Citizens can obtain all the information and receive documents in minimum time. Since its establishment, more than 6,000 citizens have been served by CISC operators for services including building and business permits.

### Human Resources Management

LGSP team assisted 15 towns (Causeni, Comrat, Cantemir, Cimislia, Cahul, Donduseni, Edinet, Leova, Nisporeni, Telenești, Taraclia, Soroca, Strașeni, Stefan Voda, and Soldanesti) on human resources management. The total number of participants was 164, 64% of which were women (105 women). During this period, all the job descriptions, Internal Regulations and the Regulations on Organization, and Functioning of the Town Hall were revised and improved. The town staff was trained on how to conduct performance evaluations of public servants and motivate personnel, and was trained on non-discrimination issues during the selection and promotion processes. The main challenges and questions raised by the local authorities regarded the pay rate ceilings applied by the State Chancellery and the Ministry of Finance for the public servant positions within the town halls. Due to these restrictions, towns cannot hire all the needed resources to carry out their tasks efficiently. As a result, many town halls do not have a human resources specialist, an investment attraction specialist, or other important specialists.

- **44%** of participants considered **performance evaluation** the most interesting topic (many participants stated that the performance evaluation is done for the sake of appearance and they lack an objective evaluator);
- **5%** stated that knowledge about **establishing evaluation goals, targets, and objectives** as part of performance evaluation is very important in their work;
- **39%** of the participants indicated primary interest in **job descriptions** (during the first visit in August-September, the local expert collected the job descriptions and found out that many of them were either outdated or not developed. As a result, new job descriptions, based on each employee's tasks, were developed, distributed, discussed, and finalized during second visits in November-December).

At the end of each session, beneficiaries were asked to fill in the evaluation forms. One of the questions in the evaluation forms was to list the topics which were of most interest to the participants. **15%** of the employees, mainly managers, expressed their interest in non-financial motivation of the staff. **15%** of the participants expressed their interest in development of the staff manuals (working rules and regulations), ways of accessing the public servants posts, and respect of non-discrimination principles at work.

**92%** of the participants stated that technical assistance completely covered their expectations. Also **92%** of the participants reported that the knowledge obtained during the meetings is applicable in their everyday work.

In addition, participants recommended that such events be organized at least once a year, since the town halls will have to operate under the new law in 2015 and they will require assistance in adjusting the posts and contracts. Participants also requested assistance in updating the individual contracts for those employees who are not public servants.

### ***IER 1.3. Ability of municipalities to access regional and donor funds improved***

During the year LGSP provided systematically information towns about financial opportunities offered by donors. Also on the basis of the developed LEEPs, the partner mayoralities selected one activity to be supported by LGSP with development of Project Applications and Energy Audits mandatory to access the financial resources available at the EE Fund. The EE Fund finances EE measures for the public sector (public buildings and street lighting) in the total amount of 150 million MDL.

The development of Project Applications and Energy Audits (conducted by ProEnergy Company) started in September 2014 after a tendering procedure for local companies. The documents were completed in February 2015. Soldanesti obtained financing for the ***renovation of kindergarten #5*** with a total project cost is 3,100.000 MDL. Other towns have submitted documents to the EE Fund for review and approval.

As part of the strategic planning efforts, LGSP has organized workshops for development of concept notes with experts from Regional Development Agencies (RDAs). RDAs assisted the town halls in selecting potential project ideas (that are part of the action plans) aligned to the regional priorities, thus enhancing the possibility for financing.

LGSP informed partner towns about the opportunity to apply for small grants as well as for large projects offered by the Slovak Government and translated the necessary forms into Romanian to facilitate application process. The town of Ialoveni developed a project proposal for a small grant in the field of Solid Waste Management, which was reviewed by LGSP before submission.

LGSP has continued discussions with SlovakAid on the organization of a Study Visit on Program Based Budgeting (PBB) to Slovak Republic. The goal of the study visit is to expose Moldova representatives to best experiences, share lessons learned and challenges in implementing PBB by Slovak professionals, and create conditions for sustainable capacity building on PBB across LGSP partner towns.

### **Mayors Meetings**

In order to provide the opportunity for mayors to meet, exchange ideas, and jointly address common problems faced by their communities, LGSP organized Mayors' Meetings.

At the Mayors' Meeting on **December 16, 2014**, 27 participants from the following towns attended: Anenii Noi, Basarabasca, Briceni, Cahul, Calarasi, Cantemir, Cimislia, Comrat, Edinet, Falesti, Floresti, Glodeni, Ialoveni, Leova, Nisporeni, Orhei, Rezina, Singerei, Soldanesti, Soroca, Stefan Voda, Straseni, Taraclia, and Ungheni. The event was organized in a friendly and informal atmosphere. The discussions included the following subjects:

1. Communication, citizens' involvement, and transparency. The towns of Edinet, Straseni and Taraclia presented their good practices and challenges in ensuring transparency.
2. Use of the specialized equipment and garbage containers donated by the LGSP to the town halls. Prior to the meeting, LGSP requested that the mayors and the municipal enterprises fill in the questionnaire about the use of the equipment donated by LGSP. The results can be found under the PMEP chapter of the report, Section 2.
3. Implementation of the new law on public finances. The pioneering towns in implementing the law presented their first successes and provided recommendations to the other towns based on the experience accumulated for the past year.
4. Achievements of the towns in 2014 and plans and expectations for 2015. Each town shared the achievements in improving municipal service delivery and challenges in financial management practices. All mayors stated their will to continue the cooperation with LGSP in 2015 and expressed their appreciation for the capacity building measures implemented in 2014. The mayors stated that the training events and technical assistance provided by LGSP are the key factors for the improvement of the quality and quantity of the services delivered by the town halls as well as improvement of the work within the town halls.

Another Mayors' Meeting was organized on **September 3, 2015** and attended by mayors from 28 partner towns.

LGSP allotted two working days for the event and facilitated a blend of experience, talent and knowledge by inviting special guests and speakers including from the State Chancellery Moldova, USAID, CALM, and the National Democratic Institute. Mayors of Calarasi, Edinet, and Cimislia moderated the sessions. The Mayor of Taraclia presented results of the CISC.

The following topics were presented:

1. **Transparency and Citizen Engagement**

The participants agreed that assessing the quality of government institutions and processes is part of the long and complex process of building and consolidating democratic institutions. While there are many external tools, frameworks, methodologies, ratings, and indexes for assessing governance, initiating a process in which citizens themselves examine their own systems allows people to express their priorities and develop broad based support for reform agendas.

## 2. **Energy Efficiency**

The participants stated that energy efficiency is a municipal. The mayors discussed how the town halls can show leadership, save money, and move the municipalities towards sustainability.

## 3. **Monitoring and Evaluation**

LGSP is supporting local government officials in establishing an improved monitoring system that would satisfy the monitoring requirements at different levels. The participants agreed that existing monitoring systems mainly focus on financial and physical project progress monitoring and, as a consequence, little information is collected on the quality of the implemented activities and the sustainable outcomes of projects and lessons learnt are not sufficiently analyzed and documented. The M&E system for local governments introduced by the LGSP is highly valued by the participants as it meets the following characteristics: it is simple and easily understandable, focuses on essential information only, is open to include additional monitoring tasks and covers the indicators commonly agreed upon by all major stakeholders.

The LGSP Deputy Chief of Party discussed the **equipment** donated to the partner-towns in 2014-2015.

The second day started with the discussion on collaboration with local councils. The participants discussed how to use public problems to discuss the kind of community they want to build, how to ensure that their choices and decisions preserve the fundamental goals of our democratic society, and to develop a better understanding of what councils do and why. The NDI held a session on involving local councils to solve problems. The LGSP Chief of Party shared his experience in the United States in collaboration between LPAs and local councils.

Because this was the project's final Mayors' Meeting, LGSP engaged CALM in the planning in an effort to institutionalize future Mayors' Meetings. LGSP signed a Memorandum of Understanding with CALM and all materials developed for partner towns during LGSP were transferred to CALM. At the end of the event, LGSP collected the expectations and topics to be discussed at the next meeting and shared them with CALM. LGSP will support CALM in the organization of the next Mayors' Meeting in December 2015.

### ***IER1.4: Transparency and accountability of local government planning and decision-making enhanced***

To contribute towards the achievement of this intermediary result, LGSP conducted a series of activities together with partner towns in order to promote a more transparent decision making processes at the local level, as well as more efficient communication with citizens.

### ***Presentation of MPI Results and Presentations on transparency, citizen involvement, and efficient communication***

In the reporting period, LGSP has followed through with delivering remaining presentations of MPI survey results to seven remaining partner towns: Stefan Voda, Anenii Noi, Cantemir, Leova, Falesti, Hincesti, and Cahul. The presentations included a dedicated module on raising awareness of the need for transparency, efficient communication, and citizen engagement in the process of local decision-making. The presentation highlighted areas where town halls need to improve their competences, especially with regard to transparency, communication, and citizen involvement. LGSP specialists provided town halls with a series of practical recommendations regarding measures to be taken town hall in order to increase transparency, such as developing an internal regulatory framework, diversifying information tools used, and consolidating town hall's capacities.

### ***Approval of the Communication Internal Regulation***

An additional four towns (Edinet, Soroca, Orhei, and Rezina) approved the *Communication Internal Regulation*, previously developed by LGSP. Additionally, after the local elections of summer 2015, the town of Basarabasca also approved the *Communication Internal Regulation* as an internal policy document, bringing the total number of town halls that have adopted this normative document to 20; this is an important step in institutionalizing communication and citizen engagement tools. The document offers civil servants a clear set of principles and tools for planning and implementing communication activities and will help town halls improve their communication practices and efficiently manage their public information and civic engagement activities.

### ***Approval of the 2015 Action Plan on Communication and Citizen Engagement***

As part of the efforts to consolidate communication capacities and improve transparency, together with approving the *Communication Internal Regulation*, 10 town-halls have adopted the Action Plan on Communication, Citizen Participation, and Transparency for the year 2015: Glodeni, Floresti, Riscani, Briceni, Edinet, Hincesti, Sraseni, Ialoveni, Singerei, and Basarabasca. This document offers partner towns a roadmap with activities aiming to improve mayoralty's communication practices through a diverse use of communication tools, including online media. Furthermore, the document allows partner towns to better plan, implement, and evaluate their communication and citizen engagement activities.

### ***Coaching sessions for the development of the 2015 plan on Communication and Citizen Engagement***

In addition to the 10 partner towns that have previously adopted the 2015 action plan on Communication and Citizen Engagement, LGSP has conducted coaching sessions in more than 10 towns, in order to provide assistance with developing their action plan for 2015. The towns that received assistance in this regard include Calarasi, Cantemir, Anenii Noi, Causeni, Soldanesti, Drochia, Leova, Soroca, Rezina, Criuleni, and Telenesti. The coaching sessions were conducted with the participation of the town hall mayor, as well as several key specialists in the areas of public relations, youth and sport, local council secretary, etc. The main topics were the need for increased transparency

of the town hall through efficient communication and citizen engagement, the main priorities and activities to be implemented, and the need for specialists responsible for this sector. As a result of these efforts, a total number of 20 partner towns have developed and approved the 2015 Action Plan on Communication and Citizen Engagement.

### ***Supporting town halls in developing local Youth Councils, Public Debates with Local Youth***

To help partner towns reach out to the youth, LGSP assisted several partner towns to connect to local youth with the long term goal of setting up Local Youth Councils as platform for deeper civic engagement and open dialog between local public administration and the community. The Local Youth Councils raise the interest of youth in local public affairs and involve them in local decision-making activities.

In the reporting period, LGSP assisted the towns of Taraclia and Calarasi with carrying out initial preliminary needs assessment meetings. The events were organized as public debates; participants included the most active representatives of local youth, local educational institutions, youth NGOs, as well as representatives of the Local Public Administration. The main topic of the public debates was the “Needs of the Town and of the Youth.” The debates were attended by an average number of 40 people (in Taraclia) and 50 people (in Calarasi). In both towns, the number of women attendees was higher than that of men: 34 out of 50 in Calarasi and 27 out of 40 in Taraclia.

The objective of the events was to initiate a dialogue between the Local Public Administration representatives and the local youth. The main long term goal was the establishment of a Local Youth Council, a consultative body that the LPA can work with in order to keep track of the needs and issues existing in the society, as well as to cooperatively develop adequate solutions for emerging problems. An immediate result of the conducted meetings was the establishment in both towns of informal initiative groups, comprised of young members of the community interested in contributing to more efficient decision-making processes at the local level.

As a follow-up, and building on these activities, the town hall of Taraclia, in partnership with Peace Corps Volunteers and with the support of the LGSP project, carried out a series of capacity building trainings for the local youth. The trainings, entitled “Hello Taraclia,” were carried out as 2-days seminars on April 18-19 and April 25-26. The subjects covered during the trainings were volunteering, development of leadership and communication skills, fundraising, and project writing abilities. During the trainings, mentors from Peace Corps and the local Taraclia University worked with attendees as well. The events were attended by approximately 35 persons.

Participants received valuable skills required for boosting local civil society activities, including project writing, project management, and fundraising. Subsequently, the participants developed and implemented two local projects, with funds collected locally using the fundraising techniques learned during the trainings. The next steps will be to continue the activity of the local initiative group and organization of local youth elections for the establishment of the Local Youth Council in Taraclia.

***Development of town halls' official websites and trainings on website management using the WebAPL CMS platform***

In the reporting period, LGSP efforts in this area were focused on continuing momentum from the previous measures taken to equip town halls with adequate tools for efficient online communication with citizens. During this timeframe, LGSP and the contracted IT company finalized work on the development of the WebAPL content management system (CMS), that provides a platform for creating and managing an official website for a town hall. 12 LGSP partner-towns that previously lacked an official website received LGSP assistance. The 12 towns have now finalized the process of setting up their hosting and domain services. Their websites can be found at the following addresses:

1. [www.primaria-glodeni.md](http://www.primaria-glodeni.md)
2. [www.primaria-rezina.md](http://www.primaria-rezina.md)
3. [www.primariasingerei.md](http://www.primariasingerei.md)
4. [www.taraclia.md](http://www.taraclia.md)
5. [www.primariabessarabka.md](http://www.primariabessarabka.md)
6. [www.primaria.br.md](http://www.primaria.br.md)
7. [www.riscani.com](http://www.riscani.com)
8. [www.straseni.md](http://www.straseni.md)
9. [www.primariacantemir.md](http://www.primariacantemir.md)
10. [www.primariaocnita.md](http://www.primariaocnita.md)
11. [www.primariacriuleni.md](http://www.primariacriuleni.md)
12. [www.cimislia.md](http://www.cimislia.md)

In this period, several challenges continuously hindered the process of setting up a website for the participating towns. The difficulties were most often linked to several issues: town halls' lack of funds for purchasing web-hosting services and domain addresses, absence of available personnel, low level of computer literacy, as well as staff's lack of time and/or incentive to properly administer the town halls' newly created mayoralty website. In order to overcome some of these difficulties, repeated attempts were made in order to convince the mayors to adopt a more dedicated and supportive attitude towards ensuring transparency and an efficient communication process at the local level.

***Consolidating partner town halls capacities to use online communication tools for ensuring transparency and citizen engagement***

To ensure that town halls have capacity to administer an official website, LGSP has organized several rounds of practical trainings regarding the use of the WebAPL platform. The trainings were designed to consolidate town halls' capacities and further reduce the knowledge gap and insufficient computer literacy of the town hall specialists.

A first training was carried out on November 11, 2014 and gathered approximately 20 participants, representing 11 towns. Participants had the opportunity to familiarize themselves with the WebAPL platform, learn how to set-up the mayoralty's website,

create all accounts required for its management, and publish various types of information and media.

The second training round was carried out in the period of May – April 2015 and was designed to provide participants with more advanced knowledge of the WebAPL platform. The in-depth training was carried out in two four-day rounds, each being addressed at users of different levels: beginner/intermediary users (May 31 – April 3, 2015) and intermediary/advanced users (April 6 – 9, 2015). The trainings were attended by a total number of 35 participants, representing towns that previously received assistance with their official website: Basarabeasca, Briceni, Cantemir, Glodeni, Ocnita, Rezina, Riscani, Singerei, Straseni, Taraclia, Telenesti, and Criuleni.

Among the training participants, there were also representatives of 6 additional towns from the UNDP JILD Project: Tirnova, Pelinia, Ciuciuleni, Lipcani, Gotesti, and Rusestii Noi. The additional towns were included in the training as a result of LGSP efforts to share good practices with other organizations. Besides these towns, another LGSP partner town Cimislia that had an old functional website, expressed an interest to modernize its website using the WebAPL platform and asked LGSP to be included in the second training round on the WebAPL platform. As a result of the trainings, Cimislia has a new website using the WebAPL platform; it can be found at [www.cimislia.md](http://www.cimislia.md).

### ***Remote technical assistance***

Following the two training rounds, in order to maintain momentum in the process of town halls' capacity-building process with regard to the use of online communication tools, LGSP provided training participants remote technical support, in an amount of approximately 4 hours per town. The remote technical support time was used to help partner town specialists consolidate their knowledge of the WebAPL platform, solve any technical issues arising in the process of using the town hall official website, and general troubleshooting. A significant challenge in this process was linked to the fact that during the reporting period town halls were involved in administration activities for local elections. Another important issue hindering a number of town halls' efforts to consolidate their use of the official website was linked to the frequent change of personnel responsible for PR and online media.

### ***On-job coaching and training regarding the use of the WebAPL platform***

In addition to remote assistance, LGSP staff conducted a series of field visits providing town hall specialists with individual, on-the-job training and mentoring with regard to the management of the official town hall website. Thus, in the reporting period, a total number of 14 field trips were carried out providing a total of up to 40 hours of individual assistance to the following towns: Basarabeasca (est. 8 hours), Singerei (est. 7.5 hours), Glodeni (est. 12 hours), Straseni (6 hours), Cantemir (3 hours), Criuleni (est. 3.5 hours).

### ***Reaching out and promoting LGSP products***

In order to promote the use of the WebAPL CMS platform among other donors and their partner towns, LGSP staff made a presentation to the UNDP JILDP and their beneficiaries. The WebAPL platform increased interest from other localities in Moldova, both from LGSP and from the UNDP JILDP. As a result, UNDP JILDP asked LGSP to accept the participation of 7 of their partner towns in the WebAPL trainings. Thus, a total number of 22 UNDP JILDP localities expressed their interest to use the WebAPL platform. Currently, approximately 10 towns have installed the website and are in process of consolidating their capacities in managing their official website:

- Carpineni - [www.carpineni.md](http://www.carpineni.md)
- Cioresti - [www.cioresti.md](http://www.cioresti.md)
- Gura Galbenei - [www.guragalbenei.md](http://www.guragalbenei.md)
- Ivancea (Orhei) - [www.ivancea.md](http://www.ivancea.md)
- Lipcani (Briceni) - [www.lipcani.md](http://www.lipcani.md)
- Peresecina (Orhei) - [www.peresecina.md](http://www.peresecina.md)
- Razeni - [www.razeni.md](http://www.razeni.md)
- Rusestii Noi (Ialoveni) - [www.rusestiinoi.md](http://www.rusestiinoi.md)
- Singereii Noi (Singerei) - [www.singereiiinoi.net](http://www.singereiiinoi.net)
- Zaim (Causeni) - [www.zaim.md](http://www.zaim.md)

In addition to the aforementioned activities, on May 2, 2015, LGSP representatives took part in a scientific conference organized by the Institute for the Development of the Informational Society in cooperation with the Visegrad Fund: “IT Solutions for Local Services.” At the conference, LGSP delivered a presentation on the topic of WebAPL CMS platform and its use in the work of the local public administration institutions, sharing the existing experience and achievements, as well as participating in a discussion on this topic. The presentation raised an active interest from the audience, including representatives of several rural communities that also expressed their interest in using the WebAPL software developed by LGSP.

### ***Assistance in Developing Informational Bulletins***

In the reporting period, LGSP has offered individual support for the development of communication and citizen outreach tools to several partner towns that expressed such a need. The towns of Ocnita, Cantemir, Drochia, Soroca, Rezina, and Calarasi have received assistance with developing an official newsletter and informational bulletin. As a result, all of these towns (except Cantemir, which postponed this activity) have produced either a new or first issue of the newsletter, publishing up to 100 copies to be distributed to citizens. The newsletters included a digest of various recent developments in the community, such as implemented and future infrastructure projects, information on local public finances, as well as miscellaneous information on cultural and sporting events.

## **Component 2: Increase Local Revenues and Improve Financial Management**

During the Year 4 reporting period, LGSP dedicated important efforts to improve financial management by strengthening municipal financial management capacities and optimizing municipal revenue generation opportunities.

The project activities under Component 2 followed up the implementation of the Excellence in Municipal Management (EMM) program by providing training and individual technical assistance in the field of Liquidity Management, Municipal Asset Management, Development of Capital Investment Plans, Program Based Budgeting (PBB), Public Private Partnership, and Budgeting & Reporting Procedures under the Annual Budget Development and Financial Management Information System (FMIS).

### ***IER 2.1: Cost and Management Efficiencies Identified and Adopted***

#### ***Municipal Asset Management (AM)***

Improvement of municipal asset management is one of the main areas of intervention offered by LGSP to the partner towns. The AM assistance is meant to qualitatively transform the municipal public administration and assist local governments to design and implement policies and procedures that contribute to good governance and development of a comprehensive fiscal basis for their own revenue enhancement.

Through the Year 4 reporting period, based on the feedback from the partner towns on Municipal Property and Asset Management, and as a follow-up to the EMM training, LGSP continued to provide individual technical assistance focusing on improvement of the asset management system in **19** partner towns. The towns performing well were **Taraclia, Cimislia, Soroca, and Ocnița**. The towns performing acceptably were **Comrat, Briceni, Straseni, Drochia, Orhei, Soldanesti, Edinet, Floresti, Calarasi, Donduseni, Singerei, Cantemir, Stefan-Voda, Cahul, and Falesti** (who delegated and approved the job description for AM specialist and established AM Committee).

Due to the complexity and the multidisciplinary character of Municipal Asset Management System, LGSP Financial Management Advisor followed to sustain partner towns in their implementation by ensuring the transfer of effective improvement of the techniques to LPAs responsible for Asset Management. LGSP worked closely with the partner towns in the

#### **Challenges and findings in AM system implementation, as identified and raised by partner towns:**

- Over 90% of municipal fixed assets have not been evaluated in the last 10 years. As a result, local budgets annually miss tens of thousands of MDL.
- Assigned value of public property does not reflect actual market values, since the applied methods for evaluation do not use up-to-date methods of market appraisal.
- Properly collecting local taxes is necessary.
- The bulk of public property is not registered.
- There are limited financial resources for contracting a specialist on AM to carry out necessary tasks efficiently. As a result, many partner towns do not have an AM specialist.
- Financial Planning and Cost Control are limited and incomplete, since the assets of municipal enterprises are not included in the municipal balance sheet.
- There are no records of costs and revenues generated by property management.

process of planning and carrying out the activities. There were working meetings and workshops with Town Hall representatives, in order to ensure that the AM system performances are carried out in accordance with requirements and best practices.

*Despite the difficulties and gaps identified within the AM, most partner towns expressed their interest in implementing the AM system, and confirmed the efficiency of such a management tool.*

Additional remote sessions were conducted on major technical issues of the Municipal Property Asset Management System and some recommendations were provided to the AM specialists of the partner towns by phone or Skype. The strategy and annual plans on AM improvement were revised and enhanced by undertaking an analysis of the current situation, as well as a comparison of the self-assessed

performance. The next steps have been identified and agreed upon, resulting in a common short-term action plan, efficiently based on asset performance. Additionally, LGSP offered recommendations for future activities.

Based on established AM objectives, the stakeholders managed to prioritize local needs, estimate costs, decide on the individual responsible for implementation, target date, and progress/outcome for each activity based on cost recovery and management efficiency principles. Also, LGSP provided assistance on an MS Excel AM registry development process that will provide the necessary information and financial data for effective cost benefit analysis; this will support the Mayor and Municipal Council's decisions related to asset management improvement.

The LGSP technical assistance to the partner towns focused on the following:

- Comprehensive review of partner towns' properties to identify opportunities, for example: efficiency from co-location, shared service, maximized use, and addressed issues of underperforming assets. Opportunities and rationalization to share the use of assets with other partners under PPP are increasingly important.
- Existing legal and institutional framework related to public property at the local level and aligned to the priorities and objectives established by each local government.
- Detailed presentation of the development and implementation process of an asset management plan.
- Efficient planning of activities based on asset performance.
- Need to permanently coordinate the activity of Municipal Asset Management Specialist and Asset Management Committee responsible for ensuring that municipal assets are effectively maintained through optimal use. Improved capacity and support to increase revenues at local level.

As a result of LGSP technical assistance on AM, partner towns managed to perform the inventory and assessment of municipal assets:

<b>Comrat</b>	<b>92%</b>
<b>Cimisia</b>	<b>85%</b>
<b>Orhei</b>	<b>85%</b>
<b>Taraclia</b>	<b>82%</b>
<b>Soroca</b>	<b>81%</b>
<b>Floresti</b>	<b>64%</b>
<b>Drochia</b>	<b>56%</b>
<b>Cahul</b>	<b>55%</b>
<b>Straseni</b>	<b>54%</b>
<b>Calarasi</b>	<b>46%</b>
<b>Briceni</b>	<b>43%</b>
<b>Edinet</b>	<b>34%</b>

As a result of provided support, LGSP partner towns have made progress on implementation of the AM system, as follows:

- **Taraclia, Soroaca, Ocnita, Comrat, Straseni, Drochia, Orhei, Soldanesti, Floresti, Calarasi, Donduseni, Cimisia, Sangerei, Cantemir, Stefan Voda, Cahul, and Briceni** designated AM specialists; the inventory and assessment of the Municipal Assets was initiated.
- **Falesti, Taraclia, Briceni, Stefan Voda, and Cantemir** signed the contract with newly employed AM Specialist. LGSP followed to provide comprehensive support and individual training for improvement of AM Specialist competencies.
- **Taraclia, Orhei, Calarasi, Soroaca, and Ocnita** inventory assessments and Registration of Municipal Assets are ongoing; the towns continued to improve and maintain the Asset Register, which includes all relevant management data by recording changes to assets, as well as their maintenance and operational needs (more than 50% of municipal assets were inventoried and included in the Municipal Asset Register).
- **Taraclia, Comrat, Drochia, Orhei, Soroaca, and Ocnita** defined the rentable and unusable areas for each LPA space.

As a result of the provided technical assistance to partner towns in the field, the Asset Management activities have been implemented with visible outcomes. During this reporting period, LGSP partner towns showed good progress on implementation of the asset management system, as follows:

#### *Taraclia LPA performances*

- **1.39 mln MDL** - own revenues from sales of unused assets redirected to repairs of 2 preschool buildings
- **10 persons** identified using public land without a contract
- **663.2 th MDL** - own revenues obtained from asset management, redirected to property EE improvement
- **16 new** municipal property long term lease contracts were signed
- **50.2 th MDL** - cost of property inventory and registration
- **318 th MDL** - street lighting improvement
- **359.2 th MDL** - for **500 m** local roads repaired
- **1042 m<sup>2</sup>** - additional unused property capacity identified for ulterior release
- **555 th MDL** - investment in pump installation improvement
- **300 th MDL** - for **800 m** of sidewalk capital repairs
- **796.8 th MDL** - for **1200 m** of road and sidewalk repairs

#### *Soroaca AM performances*

- **16** additionally identified unregistered assets (**54 th m<sup>2</sup>**)
- **2635** unused lands around residential houses identified as surplus
- **0.3 ha** identified secondary property of pre-schools; heating station to be registered
- **6.9 th MDL** - cost on inventory, registration, and geometrical plans drafting
- **42 LED lights and 120 lighting bulbs** installed
- **6** persons identified using public land without a contract
- **22** bus stops improved and repaired
- **288.7 th MDL** allocated to pre-school repairs and extension
- **12** additionally identified unregistered assets (**38 th. m<sup>2</sup>**)

- **1489** lands under the garages identified, **56 th MDL** - own revenues from their release
- **211** lands related to the commercial properties, **78 th MDL** - own revenues from their release
- **298 th MDL** - own revenues from sales of unused lands related to the commercial properties
- **0.48 mln MDL** - own revenues from sales of unused lands
- **88 th MDL** - own revenues from sales of unused lands around residential houses
- **22 th MDL** - own revenues from **39 ha** of land release, redirected for roof repairs at two preschools
- **280 th MDL** allocated for **3 km** of roads and **6km** of sidewalks repairs
- **235** lands under the garages identified, **6 th MDL** - own revenues from their release
- **104,6 th MDL** - own revenues planned from sales of tendered **4** plots of unused lands
- **12,4 th MDL** - own revenues planned from sales of **43** unused lands around residential houses
- **14,7 th/year MDL** - own revenues from land release, redirected for repairs of two preschools
- **107 th/year MDL** - own revenues from agricultural land release, redirected for capital repairs
- **63,1 th Euro** – LPA contribution for project on street lighting modernization and improvement

#### *Cimislia AM performances*

- **518.6 th MDL** - own revenues from sale of unused assets
- **800 th MDL** - for fountain and for summer-stage building in the "Childhood" square
- **250 th MDL** - for reconstruction of Culture House
- **105.5 th MDL** - own revenues redirected for administrative building roof repairs of MC "Public Services"
- **200 th MDL** - for cemetery infrastructure improvement
- **39.6 th MDL** - for renovating engineering networks
- **400 th MDL** - for two preschools equipped and repaired (total project amount **1.4 mln MDL**)
- **643.8 MDL** - for **2600 m<sup>2</sup>** of sidewalk repairs
- **3.6 mln MDL** - for **3115 m** of road repair
- **7** new lease contracts for municipal property signed - **89,6 m<sup>2</sup>** (for 3 years), planned own revenues - **243 thMDL/year**
- **1** new lease contract on municipal property signed - **10 m<sup>2</sup>** (for 20 years)
- **575 th MDL** - LPA contribution for EE improvement of four preschools (total project amount **1.6 mln MDL**)
- **1** new commodate contract for Box section signed - **121 m<sup>2</sup>**
- **830 th MDL** - for two preschools equipped and repaired (total project amount **1.4 mln MDL**)
- **916 th MDL** - allocated for food market infrastructure improvement

#### *Briceni AM performances*

- **12 persons** identified using public land without a contract
- **131 th MDL** - own revenues from unused lands redirected for EE improvement
- **93.8 th MDL** - own revenues obtained from **12.8 ha** property release redirected for repair of roads and sidewalks
- **7 th/year MDL** - own revenues planned from **0.3 ha** agricultural land release on medium run
- **696 th MDL** - cost on inventory, registration, and evaluation of municipal property
- **167 th MDL** - street lighting and EE improvement
- **116.7 th MDL** - own revenues obtained from **266 m<sup>2</sup>** agricultural land release on long term, redirected to property EE improvement

#### *Straseni AM performances*

- **92.1 th MDL** - cost on inventory, registration, and measurements
- **1.6 mln MDL** - own revenues redirected for road and sidewalk repairs
- **373 th MDL** - for street lighting improvement
- **4.2 mln MDL** - reconstruction of water supply system and pumping station
- **84.6 th MDL** - renovation and improvement of central park “M. Eminescu”
- **2.3 mln MDL** - own revenues from unused assets sales, redirected for EE improvement of Cultural House
- **375 th MDL** - for repairs tp 6 preschools and infrastructure improvement
- **11.4 MDL** - own revenues redirected for road and sidewalk repairs
- **704.6 th MDL** - for filling works, cleaning and repairing drain gutters, and rainwater collection channels
- **2.8 mln MDL** - reconstruction of the existing town hall building and roof
- **145 th MDL** - for construction of 5 new bus stops

#### *Cahul AM performances:*

- **166.5mln MDL** - own revenues obtained from sales - **4 plots of** lands for construction purposes
- **173 th MDL** - own revenues obtained sales of **115 m<sup>2</sup>** of unused property
- **6** new lease contracts on municipal property signed - **1 ha**; own revenues - **350 th MDL/year**
- **75** annual lease contracts on municipal property signed; own revenues - **856 th MDL/year**
- **225** new lease contracts on municipal lands signed; own revenues - **262,4 th MDL/year**
- **44** new lease property contracts on long run signed - **3 ha** own revenues - **800 th MDL/year**
- **645 th MDL** - cost on inventory, registration, and evaluation of the municipal assets
- **865th MDL** - redirected for **4262m<sup>2</sup>** of sidewalks capital repairs
- **865th MDL** - redirected for **4262m<sup>2</sup>** of sidewalks capital repairs
- **1.4 mln MDL** - redirected for roads capital repairs
- **3.7 mln MDL** - redirected for **5810 2m<sup>2</sup>** of roads capital repairs

- **2.78 mln MDL** - redirected for preschool capital repairs and infrastructure improvement

*Sangerei AM performances:*

- **345 th MDL** - own revenues obtained from sales of unused property
- **257.8 th MDL** - own revenues from property release
- **75** new lease contracts on municipal property signed; own revenues - **152.4 th MDL/year**
- **292 th MDL** - for street lighting improvement
- **21.3 th MDL** - cost on inventory, registration, and evaluation of municipal assets
- **300 th MDL** - allocated for preschool repairs
- **4.3mln MDL** - allocated for repair of roads and sidewalks

*Glodeni AM performances*

- **267 th MDL** - own revenues obtained from sales - **4** plots **2.6 ha** unused lands
- **268 th MDL** - own revenues from property release redirected for repair of roads and sidewalks
- **25.2 th MDL** - cost on inventory, registration, and evaluation
- **251.7 th MDL** - for preschools EE improvement (**516 m<sup>2</sup>**)
- **65.8 th MDL** - allocated for preschool repairs
- **42 km** street lighting improvement
- **1.1 mln MDL** - own revenues from **174,9 ha** of unused land sales
- **735 th MDL** - own revenues from **985 m<sup>2</sup>** of property release
- **89.3 th MDL** - own revenues from agricultural land release
- **2.2 mln MDL** - own revenues redirected for repair of roads and sidewalks
- **336 th MDL** - for construction of 11 new bus stops
- **15** new lease contracts on municipal property signed; own revenues - **186 th MDL/year**

*Ialoveni AM performances*

- **130.5 th MDL** - own revenues from property sales redirected for repair of roads and sidewalks
- **1705 th MDL** - own revenues from property release
- **15.1 th MDL** - cost on inventory, registration, and evaluation
- **787.5 th MDL** - for preschools' EE improvement (**165 m<sup>2</sup>**)
- **154 th MDL** - for construction of 4 new bus stops
- **391.7 th MDL** - allocated for street lighting improvement
- **279.5 th MDL** - allocated for preschool repairs

*Leova AM performances*

- **76,2 th MDL** - own revenues from property sales (**365 m<sup>2</sup>**) redirected for preschools EE improvement
- **194.4 th MDL** - allocated for street lighting improvement
- **678.5 th MDL** - for municipal Sport School EE improvement and installation of biomass boiler
- **106.1 th MDL** - allocated for town hall repairs

- **25 m<sup>2</sup>** - bus stops improved, ulterior release for 3 years, own revenues - **35 th MDL/year**
- **56 th MDL** - cost on inventory, registration, and evaluation of municipal assets
- **585.2 th MDL** - for preschool EE improvement and installing solar batteries for hot water
- **1389,9 th MDL** - for repair of 1 km of sidewalks
- **271,2 th MDL** - reconstruction of the monument to fallen soldiers fighting in Afghanistan and Transnistria
- **8 buildings** with adjacent lands registered (surface from **24 m<sup>2</sup>** to **34 m<sup>2</sup>**)
- **36 m<sup>2</sup>** - property release for 5 years, own revenues - **12 th MDL/year**

*Floresti AM performances*

- **31.4 th MDL** - own revenues from planned sales of **129 m<sup>2</sup>** unused property
- **5.8 th MDL** - cost on inventory, registration, and evaluation assets
- **12.5 th/year MDL** - own revenues planned from **0.2 ha** agricultural land and long run property release
- **25.6 th MDL** - allocated for street lighting improvement
- **126.7 th MDL** – for repair of **1.7 km** of roads and sidewalks
- **23** new lease contracts on municipal property signed, own revenues - **279.4 th MDL/year**
- Established performance indicators:
  - **34 th MDL/month** electricity consumption
  - **158.3 th MDL/month** gas consumption
  - **66.8 th MDL/month** heating consumption
- **0, 4 ha** - lands released for 5 years, own revenues - **8 th MDL/year**
- **0.8 ha** - sand quarry release for 10 years, own revenues - **43 th MDL/year**
- **0.18 ha** - lands release for 20 years, own revenues - **12 th MDL/year**
- **5 ha** - sand career release for 10 years, own revenues - **765 th MDL/year**
- **200 th MDL** - for **300 m** of road and sidewalk capital repairs
- **400 th MDL** - for **1 km** of road and sidewalk capital repairs
- **14 bus stops** release for 25 years, own revenues **124 th MDL/year**, redirected for roof repairs of 2 preschools

*Stefan Voda AM performances*

- **33 th MDL** - own revenues from sales of **0,1 ha** of unused land
- **6 th MDL** - cost on inventory and registration of 2 public assets
- **26.8 th MDL** - own revenues from **21 ha** of agricultural lands release
- **156 th MDL** - allocated for street lighting improvement
- **164 th MDL** - for repair of roads, sidewalks, and preschools
- Performance indicators:
  - **75.1 th MDL/month** electricity consumption
  - **349.5 th MDL /month** gas consumption
  - **147.5 th MDL /month** heating consumption

*Calarasi AM performances:*

- **720.7 th MDL** - own revenues from sales of **2.5 ha** of unused municipal lands

- 27 new contracts on municipal property on short and long run leases, own revenues - **89.4 th MDL**
- **289.1 th MDL** - cost on inventory, registration, and evaluation of 4 public assets
- **79.1 th MDL** - street lighting improvement
- **332.6 th MDL** - preschools' EE improvement
- **696 th MDL** - for local road and sidewalk capital reparation
- Established Performance indicators on electricity consumption:
  - **37.66 MDL /m<sup>2</sup>/year** - town hall
  - **(93.6 - 108.6) MDL /m<sup>2</sup>/year** - preschools
- 2 new contracts on public service delivery were signed:
  - Waste and arrangement management
  - Street lighting

#### *Edinet AM performances*

- **85 th MDL** - own revenues from sales of **0,9 ha** of unused land
- **178 th MDL** - own revenues from **17,7 ha** of property released
- **137.5 th MDL** - own revenues from agricultural lands released
- **196.7 th MDL** - for street lighting improvement
- **1169 th MDL** - for repairs of roads, sidewalks, and preschools

#### *Comrat AM performances*

- **5.6 mln MDL** - reconstruction of Culture House (total project amount **13 mln MDL**)
- **11.8 mln MDL** - reconstruction of one Main Street, **1.5 mln MDL** - Energy Efficiency Fund contribution
- **76 mln MDL** - reconstruction of wastewater treatment plant
- **2.4 mln MDL** - heat insulation of buildings
- **2.6 mln MDL** - Cultural House reconstruction, including additional facilities, roof improvement, and external insulation.
- **5.3 mln MDL** - water supply improvement of 13 streets (from Ecological Fund), **more than 1000** - household beneficiaries, inclusive of **323 th MDL** - LPA contribution for design works
- **948th MDL** - public illumination from own resources
- **5.7 mln MDL** - 1 km of local roads from State Budget
- **5.4 mln MDL** - windows, doors, and insulation replacements in schools; savings up to **40%** of budget for heating
- **5 hectares** - public land allocated for Moldova-Turkish Lyceum construction
- **36 m<sup>2</sup>** - public land allocated for construction of helipad for takeoff and landing of helicopter sanitary aviation
- **1639 th MDL** - preschools renovation: playground, outdoor pavilions (Moldova Social Investment Fund contribution)

Asset Management programs have been embraced by many of our partner towns, but ignored by others despite equal access to training and technical assistance. They have limited interest and openness toward AM system improvements (no approved disposal or job description of AM Specialist, or Committee establishment). Such towns are *Ungheni, Telenești, Rezina, Causeni, Glodeni, Ialoveni, Rascani, Edinet, Criuleni,*

*Hincesti, Nisporeni, Basarabasca, and Anenii Noi.* LGSP will examine ways to work with these towns.

## **Capital Investment Plans**

The current legal and regulatory framework on capital investment management in Moldova is based on the existing methodology framework on public capital investments funded from the National Budget: *Government Decision no. 1029 of December 19, 2013 on Public Capital Investments.*

During the reporting period, LGSP assistance on capital investment development and implementation was conducted on the basis of the provided liquidity management training from the previous quarter to *Cimislia, Briceni, Edinet and Stefan Voda*, upon the request of the partner towns. LGSP familiarized partner towns with a comprehensive overview of the meaning of capital investment plan and what steps are necessary to finalize it. These include prioritization, financial analysis, investment project prioritization, why and how to do (main management instruments), and investment project financing models (PAY AS YOU GO versus PAY AS YOU USE). The assistance was delivered based on best-practices from European Union member countries, which can be easily adapted in Moldova in the context of the new legal framework on public capital investment and on changes to the Law on Local Public Finances.

LGSP will provide follow up assistance on Public Capital Investment Management in the context of Program Based Budgeting, which will be applied on the 1st of January 2016. LGSP partner towns have little capacity to formulate goals, objectives, ideas, and criteria for project selection. They have difficulty in applying those to various cases and projects. This difficulty will pose a challenge when moving to program based budgeting and proper capital investment planning under program budgeting.

On May, 19, 2015, LGSP's COP, DCOP, and Financial Management Advisor participated in a roundtable event on Public Capital Investment Management in the

*"In the context of public financial management reforms currently implemented in Moldova, we aim to highlight the basic issues facing the central and local public authorities and to outline a clear approach on leveraging resources allocated from the National Budget for public investments in order to implement efficient public capital investments projects" - Simeon Botnari, Deputy Minister of Finance at the Roundtable*

context of Public Finance Reforms. The roundtable was organized by the Ministry of Finance with the support of World Bank Project "Management Reform in Public Capital Investments". The event was attended by representatives of the Moldovan Parliament, Government, Academic authorities, local governments, CALM, international partners, and civil society. The main purpose of the roundtable was to identify opportunities for capital investments, management restructuring, and improvements in the context of public finance management system reform.

During the roundtable, LGSP pointed out the necessity to continue assistance provided to the LPAs, as well as presented the main constraints and issues based on partner

towns' feedback. LGSP also presented several recommendations related to public capital investments improvement at the local level, as follows:

- Because of insufficient capacities and lack of resources, no LGSP partner town benefited from public capital investment projects funded from the National Budget during last two years.
- There are no governmental or parliamentary action plans to correct the issues on public capital investments on short and long runs.
- The State Budget law for 2015 does not stipulate any public capital investment projects for LPAs.
- The implementation of capital investment projects must come from potential existing resources at the local level, possibly supplemented by GoM or foreign donor assistance.
- The minimum threshold of 5 million Moldovan lei of total public capital investment cost (established in the provisions of the Regulation on the public capital investment) is too high for LPAs.
- LPAs need support in the development of the specific preparation, approval, implementation, and monitoring regulations on public capital investment projects at the local level, including those funded from the national budget.

### **Public–Private Partnership (PPP)**

PPP arrangements help to attract private sector investment in the provision of public services and contribute to more efficient use of public assets and financial resources. During Year 4, LGSP provided support on new municipal arrangements by delivering practical technical assistance on PPPs and developed activities related to their improvement and establishment.

In this respect, LGSP assisted *Taraclia* with the PPP feasibility study for a ***Public Transport Services extension from the town to three neighboring villages***. LGSP provided analysis and support with the implementation of recommendations in accordance with the PPP Plan, suggesting tasks to be performed and evaluation criteria, as well as identifying the most feasible conditions for cooperation. During this reporting period, three villages – Aluatu, Novosiolovca, and Balabanu – with participation of Taraclia town and Taraclia Rayon Council, created a PPP. The goal of the PPP is to provide the citizens of Taraclia partner town and neighboring villages Aluatu, Novosiolovca, and Balabanu with local public transportation. At the same time, the scope of the project covers several local authorities.

On December 8, 2014, they created a transportation network, which is in line with the new Auto Transport Code. The Taraclia Rayon Council has a key role in the district transportation network. Given the enforcement of the Auto Transport Code, the approval by the Ministry of Transport and Road Infrastructure of Moldova of the district transportation schedule was the first step in the implementation of the recommendations according with the PPP Plan. This approval includes both the existing routes and the proposed routes. For the successful implementation of the project, based on Decision 2/30, of March, 05, 2015, Taraclia Rayon Council, established a mutual coordination body of the above mentioned project. Following the approval and endorsement of the schedule, the Taraclia Rayon Council will initiate the procedure for selecting the private

partner in compliance with the Law on Public-Private Partnership, as well as with the procedures and processes outlined in the Auto Transport Code.

Upon the request of one of members from project coordination body, the selection of the private partner planned on April 20, 2015 in Taraclia was postponed. Based on new Auto Transport Code, the project coordination body suggested the program and routes proposed be revised; it was also suggested that booths for selling tickets be installed: one at departure station and another at terminus station, which it is in accordance with related current legal framework and all involved PPP actors' consent.

Given the enforcement of the new Auto Transport Code, the first step to be made by the Taraclia mutual project coordination body is to approve and obtain authorization from the Ministry of Transport and Road Infrastructure of Moldova of the proposed changes in Taraclia district transportation program for the routes proposed under above mentioned feasibility study. Following the approval and endorsement of the projected program, the mutual project coordination body will re-initiate the procedures and processes established in the new Auto Transport Code and in the Law on Public-Private Partnership.

**Straseni urban parking facilities management improvement through pay-parking lots** is another PPP project idea from Cohort 1. LGSP has completed a feasibility study for this PPP. Nevertheless, it is important to mention that Straseni LPA has sold much of the property intended to be used for the parking project. Public parking will be provided, however, and the PPP study will be used as guidance.

## **PPP project ideas from Cohort 2**

Within this subcomponent, further PPP potential cooperation improvement was identified with respect to the development and promotion of new municipal service arrangements at reduced costs, while increasing revenues available to LGSP partner towns. Thus, as a result of analysis, technical assistance, and discussions with experts and local public authorities for Cohort 2 partner towns and for Cohort 1 (Telenesti) on identified PPP concepts, LGSP identified a potential project that could be feasible - *Glodeni water supply & sanitation service improvement*.

Based on numerous official requests from Glodeni, and on Local Council Provision No. 1/18 of March 18, 2015, LGSP provided support to Glodeni partner town on improving the organization of WSS with the purpose of extension to the neighboring villages. The above mentioned assignment is a follow up of diagnostic analysis and service improvement plan on WSS in Glodeni partner town developed by LGSP, which would help Glodeni partner town to improve the efficiency of the WSS system based on cost recovery principles, as well as to address the issue of affordability, value for money, and risk transfer.

LGSP, with the support of the consulting company Proconsulting, made observations, interviews, collected, and reviewed technical, financial, legal, and other relevant project data which will be used in the process of PPP feasibility study development. LGSP also performed the institutional, legal, and technical analysis, which is considered to be part

of report development. Proconsulting and LGSP experts paid several working visits to Glodeni, where they provided presentations of the feasibility study scope and structure; LGSP also presented the regulatory framework, SWOT analysis, and other preliminary findings to relevant parties (Glodeni Rayon Council, 16 Town Halls from Glodeni rayon, Glodeni Sugar Factory, and Municipal Enterprise representatives). LGSP and stakeholders identified the next steps to be undertaken and agreed to a common short-term action plan.

PPP feasibility study for *Glodeni water supply & sanitation service improvement* will be finalized in the next quarter. Under the above mentioned feasibility study, the restructuring concept improvement of the current Glodeni partner town's WSS system will be settled by suggesting tasks and evaluation criteria of possible involvement of the private sector.

***IER 2.2: Improved Collection Rates for Local Fees and Taxes & IER 2.3: Service Fees Based on Full Cost Recovery Implemented***

The objective of LGSP under this subcomponent is to strengthen and enhance public finance capacities at the local level by developing analytical capacities, raising awareness, and sharing good practice with regard to reforms implemented in Moldova in public financial management, especially based on two fundamental newly adopted laws related to public financial management and budgeting process:

- Law No 267 on Local Public Finances (the Amendments of Law # 397-XV of October 16, 2003), approved on November 01, 2013.
- Law No 181 on Public Finances and budgetary-fiscal responsibility, approved on July 25, 2014.

These laws are in line with National Decentralization Strategy and have the goal of responding to the issues identified within local public finances and financial autonomy.

In order to enhance own source revenues and increase transparency through the implementation of international and local best practices, LGSP organized a two-day practical training on Liquidity Management to all partner towns: 1st session (March, 10-11, 2015), 2nd session (March 12-13, 2015) and 3rd session (March 17-18, 2015).

**Issues mentioned in Liquidity Management sessions:**

- Most of the partner towns were facing liquidity problems after the introduction of the new local government system, especially since the new system emphasized autonomy and accountability, forcing local authorities to use good and advanced financial management practices.
- Necessity to design results-driven activities in order to maximize local revenue increasing potential by providing the best practices.
- Low management and problem-solving capacity when it comes to legal matters generated by complex procedures set at central level.
- Organize study visit to neighboring EU countries (Romania, Slovakia) to provide local officials with concrete examples and practical experience regarding modern liquidity management techniques.

In order to meet the necessary deadlines detailed in the recent changes of legislation for the local governments, Liquidity Management activities were integrated with the partner towns' annual planning and service improvement processes, as:

- managing and investing funds to optimize the liquidity and minimize risks;
- minimizing operating risk and resource allocation;
- improving efficiency while cutting costs; and
- flexible, tailored, and end-to end solutions.

Feedback provided by LGSP beneficiaries and the evaluation forms confirmed that the liquidity management training is relevant to development needs and strategies of LGSP partner towns. The training achieved tangible results with immediate benefits and impact, especially involving policy makers.

Second, at the request of partner towns, LGSP supported *Cimislia, Briceni, Edinet* and *Stefan Voda* Town Halls to formulate and implement strategies for improving liquidity management based on the current legislation and in line with the new Ministry of Finance and European Union standards. LGSP assisted the towns with designing results-driven activities in order to maximize local revenue increasing potential by providing best practices. Also, LGSP provided a benchmark to compare the Moldovan situation with examples from the practice of other countries, so that expertise in Moldova could gradually improve in the future. During the provided assistance, discussion included specific problems encountered in Moldova related to liquidity management, budget analysis and budget planning, including options and instruments for financing short and long term debt, and understanding creditworthiness.

**Feedback on Liquidity Management provided by LGSP beneficiaries:**

- Transition to the new public financial system doubled the efforts for financial reporting procedures
- Empower LPAs with opportunity to generate new own revenues and with authority on own tax revenue administration, otherwise the initiated public financial reform may be compromised
- The new public financial system (according to the medium-term expenditure framework) does not permit to adjust public costs based on economic and financial impacts (level of inflation, the gradual salary and prices increase), that negatively influence partner towns' own revenue enhancement
- Sharing ratio of Personal Income Tax (PIT) established by law as a source of general revenues (20%) is insignificant to local budgets
- There are no any intergovernmental policy to monitor the impact of the changes in financial decentralization for the liquidity management procedures and instruments improvement (as a broader effort regarding improvement of the local government financial management framework)
- Establish a new method of collecting income tax from individuals
- Income to be collected at place of residence, people live in places where they beneficiate of local services
- Part of collected money from road tax to remain in the local budgets for infrastructure development

***IER 2.3: Legitimize Service Fees Based on Full Cost Recovery***

During this reporting period, LGSP, with the support of a subcontractor, developed service improvement plans for the partner towns. Full cost recovery is unlikely for many service providers considering the condition of their facilities and the quality of their services. There is a substantial resistance to current rates, and towns are unlikely to propose any rate increase for any reason in a local government election year.

***IER 2.4: Improved Budgeting and Reporting***

Considering the provisions of the current Moldova Government Activity Program, the Strategic Development Program of the Ministry of Finance, and the National Decentralization Strategy, LGSP partner towns (mayors, financial specialists) showed high interest in the implementation and promotion of changes in the local public management legal and institutional framework. Assistance resulted in increased awareness and capacity building with regard to local budgeting and financial management, both for the elected officials (mayors and local councilors) and for the financial specialists.

During the reporting period, LGSP provided individual specialized technical assistance on the Annual Budget development process based on the requests from partner towns. The main assistance goal was to meet the necessary deadlines in budget planning and the current changes of legislation for the local governments and regulatory framework in financial management.

Based on accumulated knowledge and toolkits, LGSP partner towns improved local budget calculations for 2015, especially by revising the management and principles for establishing local taxes and fees.

As an outcome of LGSP support, the following partner towns managed to increase their total budget revenues for 2015, as compared to 2014:

No.	Partner town	% Increase	Total budget, mln MDL	
			2014	2015
1.	Cahul	16	54.3	63.2
2.	Ungheni	6	50.96	54.13
3.	Comrat	39	33.60	46.71
4.	Orhei	1	40.70	41.16
5.	Soroca	34	25.0	33.4
6.	Straseni	4	27.60	28.75
7.	Edinet	19	22.5	26.8
8.	Drochia	45	16.00	23.19
9.	Ialoveni	4	21.62	22.44
10.	Hincesti	14	18.6	21.2
11.	Causeni	27	16.37	20.83
12.	Rezina	50	12.98	19.46
13.	Falesti	42	13.3	19.0
14.	Calarasi	30	14.4	18.7
15.	Cimislia	19	14.9	17.8
16.	Briceni	79	8.9	15.9
17.	Sangerei	15	13.61	15.61
18.	Floresti	37	11.3	15.4
19.	Riscani	2	15.2	15.4
20.	Nisporeni	55	9.9	15.3
21.	Anenii Noi	36	11.0	14.9
22.	Taraclia	1	14.07	14.28
23.	Stefan Voda	58	9.0	14.1
24.	Glodeni	15	10.3	11.8
25.	Leova	29	9.2	11.8
26.	Basarabasca	1	10.9	10.9

No.	Partner town	% Increase	Total budget, mln MDL	
			2014	2015
27.	Criuleni	14	9.4	10.8
28.	Soldanesti	1	10.19	10.24
29.	Donduseni	40	6.7	9.3
30.	Telenesti	13	8.09	9.11
31.	Ocnita	6	7.3	7.7
32.	Cantemir	11	6.0	6.7
	<b>Total</b>		<b>539.19</b>	<b>666.01</b>

As shown in the table above, the average increase of total revenue was 23.8%, as compared to 2014. The highest increase of total revenues in 2015 were achieved by:

- Stefan Voda, Nisporeni, and Rezina (between 59% and 50%);
- Drochia, Falesti, Donduseni, Comrat, Floresti, Anenii Noi, Soroca, Calarasi, Leova, and Causeni (between 45% and 27%); and
- Cahul, Edinet, Cimislia, Sangerei, Glodeni, Hincesti, Criuleni, Telenesti, and Cantemir (between 20% and 11%).

### Program Based Budgeting (PBB)

*The medium-term budget planning based on programs and performance will be applied from January 01, 2016 for LPAs of the first level.*

In the context of undergoing public finance management system reform, the Republic of Moldova set primary objectives to strengthen its budgetary and fiscal discipline and increase transparency in the field through the implementation of international best practices. PBB was chosen as a tool for supporting the achievement of this objective. The

implementation of budget planning based on programs and performance originates from the provisions of section 2.3.5 of the Action Plan on the implementation of the National Decentralization Strategy for the years 2012 – 2015, approved by Law No. 68 of April 5, 2012 and the Strategy for Development of Public Finance Management for the years 2013-2020, approved by Government Decision nr. 573 of August 6, 2013. The main LGSP assistance goals under this subcomponent were concentrated to meet the necessary deadlines in budget planning and the current changes of legislation for the local governments and regulatory framework in financial management.

#### Issues mentioned in PBB sessions:

- Limited capacity at the local level to conceptualize ideas, formulate goals, objectives, and develop criteria and performance indicators for the selection of projects
- Necessity of follow up trainings and technical assistance on tools of strategic and budget planning
- Improve the capacity at local level to provide accurate estimates of multi-year budgetary appropriations, own revenues or volume of transfers, and a monitoring system
- Monitoring is a critical issue - the actual technical and institutional arrangements are not clear
- Organize study-visits to neighboring EU countries (Slovakia) to provide local officials with concrete examples and practical experience regarding PBB techniques

On July 6-7 2015 and July 8-9 2015, LGSP organized a comprehensive two day practical training on PBB (with principles of gender based budgeting included) for 32 partner towns. The training on PBB aimed at assisting the participants in the effective aspects of PBB, including the allocation of budget resources into programs according to planning and priority-setting, stressing the links between the budgeted resources and results to be achieved by performing activities funded by these resources. PBB training focused on the needs of each partner town and envisaged offering a practical perspective on the existing opportunities and instruments to consolidate the PBB and improve public financial management at the local level among LGSP partner towns in the short and medium term.

As a follow up of PBB training, on August 11, 2015 and September 4, 2015, LGSP delivered comprehensive, individual, and practical technical assistance on drafting local budgets for 2016 and budget estimations for 2017-2018. LGSP partner towns were assisted on developing a basis for the solutions to be employed to improve their budget practices for annual budget drafting and planning of local taxes and fees for 2016 based on BPP.

LGSP supported partner towns in formulation and implementation of the PBB strategies based on current legislation in Moldova and in line with the new Ministry of Finance provisions, in designing results-driven activities in order to maximize local revenue potential by providing the best practices and integrating these activities in the annual planning and service improvement processes.

The following table shows the breakdown of LGSP partner towns' own revenues and general and special transfers from central budget for 2015 and draft for 2016:

No.	Partner town	Own revenues (in mln)		Transfers of general purpose (in mln)		Transfers of special purpose (in mln)	
		2015	2016	2015	2016	2015	2016
1.	<b>Cahul</b>	31.0	33	2.0	2.7	30.1	35.6
2.	<b>Comrat</b>	23.5	43.3	5.51	0.73	17.7	17.74
3.	<b>Ungheni</b>	22.2	23.8	1.77	1.97	30.2	32.1
4.	<b>Orhei</b>	12.6	28.5	1.40	1.5	21.6	23.1
5.	<b>Soroca</b>	14.2	14.4	1.9	2.1	17.2	18.4
6.	<b>Straseni</b>	11.4	7.4	1.19	1.3	16.2	17.9
7.	<b>Edinet</b>	10.4	10.8	1.2	1.3	15.3	16.3
8.	<b>Rezina</b>	9.9	10.2	0.81	0.91	8.8	9.4
9.	<b>Causeni</b>	9.6	9.1	1.06	1.2	10.2	10.8

No.	Partner town	Own revenues (in mln)		Transfers of general purpose (in mln)		Transfers of special purpose (in mln)	
		2015	2016	2015	2016	2015	2016
10.	Nisporeni	9.6	6.6	0.8	0.8	4.9	5.3
11.	Drochia	9.5	9.7	0.94	1.1	12.8	13.6
12.	Falesti	9.0	9.1	0.9	1.1	9.0	9.6
13.	Ialoveni	8.4	8.1	0.90	0.99	13.1	16.7
14.	Calarasi	8.0	8.0	0.9	0.94	9.8	10.5
15.	Cimislia	8.0	9.1	1.0	1.1	8.8	9.4
16.	Floresti	8.0	9.1	0.7	0.8	6.7	7.7
17.	Stefan Voda	7.6	7.7	0.4	0.7	6.1	6.5
18.	Sangerei	6.4	5.8	0.84	0.94	8.4	8.9
19.	Riscani	6.4	4.9	0.7	0.8	8.2	8.8
20.	Taraclia	6.0	9.0	0.88	1.0	7.4	7.9
21.	Ocnita	5.7	3.9	0.6	0.5	1.4	3.8
22.	Briceni	5.6	6.3	0.5	0.5	9.8	10.4
23.	Anenii Noi	5.5	6.3	0.7	0.77	8.7	9.3
24.	Hincesti	5.5	8.9	0.9	1.0	10.5	11.3
25.	Glodeni	5.2	7.9	0.6	0.67	6.0	6.4
26.	Leova	5.1	5.1	0.6	0.65	6.1	6.6
27.	Donduseni	4.6	5.2	0.5	0.6	4.2	5.0
28.	Criuleni	4.2	5.4	0.5	0.7	6.1	8.3
29.	Telenesti	4.1	4.1	0.51	0.51	4.5	4.9
30.	Basarabasca	3.8	3.9	0.6	0.7	6.5	6.9
31.	Soldanesti	2.6	2.9	0.36	0.4	6.3	7.1
32.	Cantemir	2.4	2.7	0.3	0.3	4.0	4.5
<i>Total</i>		<i>286</i>	<i>330.2</i>	<i>32.47</i>	<i>31.28</i>	<i>336.6</i>	<i>370.24</i>

The average increase of own revenues in 2016 compared to 2015 is **12%**. Consequently as a result of LGSP assistance, in 2015 partner towns improved their budget calculations and ability to negotiate with Ministry of Finance. In 2016, LPAs will receive about **401.5 mln MDL** from the central budget compared to **336.6 mln MDL** in 2015 (**over more than 2%**). The largest transfers will go to **Comrat, Cahul, Ungheni, Soroca, and Orhei** (from over **20 mln MDL** to **32 mln MDL**). Between **7 and 15 mln MDL** will be transferred to 18 districts: **Straseni, Edinet, Briceni,**

**Issues mentioned by LPA during technical assistance on Budget Development for 2016 and FMIS:**

- Continue capacity building on local budgeting and financial management in conditions created by the new local public finance program budgeting, which will be applied starting January 1, 2016
- High level of expenditures for child care in kindergartens
- Special transfers from the State budget must have some reserves for next year's budget, in order to avoid nonpayment of wages or power cuts
- Further explanation of the process of generating activities in the strategic planning and service improvement processes is needed
- Low management and problem-solving capacity related to legal matters, exacerbated by complex procedures set at the central level and by confusing application of laws
- Desire to increase the predictability of budget practices and to reduce the area of ad-hoc or discretionary decisions

As a result of LGSP assistance, partner towns managed to increase final budget calculations (**average with 10%**) for 2016 year comparing to draft budget for 2015 year:

**Orhei - 49%**  
**Comrat - 32%**  
**Glodeni - 27%**  
**Hincesti - 25%**  
**Taraclia - 25%**  
**Donduseni - 16%**  
**Ialoveni - 15%**  
**Floresti - 15%**  
**Cimislia - 14%**  
**Soldanesti - 12%**

**Riscani, Hincesti, Causeni, Drochia, Rezina, Floresti, Anenii-Noi, Cimislia, Calarasi, Ialoveni, Falesti Sangerei, Floresti, Basarabeasca, and Taraclia.** The transfers are perceived as transparent, based on clear calculations, simulations and eliminating the human factor, political interests, and partiality.

Based on the table above, the highest own revenues for 2016 are expected by **Comrat, Cahul, Ungheni, Soroca, and Orhei**, between **43 and 28 mln MDL**, more than **15%**, compared to 2015. Also, according to the presented forecasts, the ratio between levels of total revenues and own revenues are about **51%** on average.

As a result of LGSP assistance, partner towns are in the process of negotiating with the Ministry of Finance to receive additional transfers from the State Budget for 2016-2018, in thousands of MDL, as shown in the table below:

No	Partner town	Transfers of special purpose (in th MDL)		
		2016	2017	2018
1.	<b>Drochia</b>	2656	2959	3183
2.	<b>Cahul</b>	2400	2450	2500
3.	<b>Straseni</b>	2200	2250	2300
4.	<b>Edinet</b>	1800	1850	1900

No	Partner town	Transfers of special purpose (in th MDL)		
		2016	2017	2018
5.	Rezina	1600	1650	1700
6.	Soldanesti	1200	1250	1300
7.	Comrat	670	780	730
8.	Cimislia	600	650	670
9.	Leova	365	408	758

The money will be used to cover the primary needs of education, social assistance, and other general and special purpose transfers allocated according to the laws and methodology established by the Government.

### **Financial Management Information System (FMIS)**

On September 14-18, 2015, as part of current reforms in public financial management, individual technical assistance on planning module was provided to mayors and financial responsible from 24 partner towns. Assistance was requested by the partner towns. This was an important first step to introduce the draft budget proposal for budget years 2016-2018.

The individual, comprehensive technical assistance on how to use a modern FMIS online sought to assist LGSP partner towns in meeting their immediate and short-term obligations under the new provisions of the Law No 181 on Public Finances and budgetary-fiscal responsibility, dated July 25, 2014. The technical assistance enables partner towns to identify appropriate interventions by simulating the budget planning process in Medium Term Budget framework for the 2016-2018 period, while working with spending limits (MF role, LPA leader, Org1 (LPA responsible planning specialist)). The participants obtained basic information on the General FMIS menu and its overall functionality, the menu and user assigned roles, setting and preparation of budget reports, and simulating the process of amending the budget. Through the process, LGSP tried to transfer knowledge to the LPA that would strengthen their capacity. The evaluation of the TA on FMIS was very positive.

The follow up LGSP trainings and assistance on public financial management will be correlated with the program for preparing the implementation of the new IT systems on accounting and budgetary structure.

### ***Component 3. Municipal Energy Efficiency Improved***

The energy efficiency sector has been identified by the GoM as a priority because 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 EU Energy Services Directive (ESD). The Law requires the rayon councils 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 prepare Energy Efficiency progress reports based on the LEEAPs.

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 CO<sub>2</sub> gas emissions. The GoM established the Agency for Energy Efficiency (AEE) to facilitate the implementation of this national program. A National Fund on Energy Efficiency was also created to finance energy efficiency projects 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 sector, concentrating its efforts on adapting energy efficiency legislation to European standards and developing a National Energy Efficiency Action Plan;
- GIZ, which provides support to Regional Development Agencies to update regional development strategies with energy efficiency components and to develop operational plans at the regional level (North, Center, and South), including training for the Regional Development Agencies staff in energy efficiency;
- UNDP, which is implementing a biogas component in its energy efficiency program; and
- EU, which is providing budgetary support for the development of the National Energy Efficiency Action Plan.

#### ***IER 3.1 Energy efficiency programs and action plans developed and implemented***

##### **Activities for Cohort 1 Towns**

On the basis of earlier developed LEEPs (approved by the Local Councils), the 11 partner Mayoralties of Cohort 1 were supported by LGSP during the development of Project Applications and Energy Audits, which are mandatory for accessing the financial sources available at the EE Fund. The EE Fund is available to finance EE measures for public sector (public buildings and street lighting) in the total amount of 150 million MDL.

The development of Project applications and Energy audits (conducted by ProEnergy Company) started in September 2014 and were fulfilled by April-May 2015.

The following Cohort 1 towns submitted the complete set of application documents to the EE Fund for the evaluation procedure:

<b>Partner Town</b>	<b>Selected Municipal Object</b>	<b>Documents Developed</b>	<b>Date submitted</b>
Orhei	Street Lighting	Energy Audit, Initial Project Proposal, Detailed Project Application Set	April 2015
Comrat	Street Lighting	Energy Audit, Initial Project Proposal	April 2015
Taraclia	Street Lighting	Energy Audit, Initial Project Proposal, Detailed Project Application Set	May 2015
Soldanesti	Kindergarten “Andries”	Energy Audit, Detailed Project Application Set	January 2015
Rezina	Kindergarten No. 2	Energy Audit, Detailed Project Application Set	January 2015
Causeni	Kindergartens No. 1, 2 and 4	Detailed Project Application Sets	March 2015

Some additional information was requested by the EE Fund in July 2015 concerning the designs for Street Lighting; Local Governments are providing all the relevant data. The EE Fund will announce the results of evaluations by the end of 2015.

The first results of the Technical Assistance are:

- 4 Initial Project Applications for Street Lighting (for Taraclia, Comrat, Orhei, and Telenesti) were accepted by EE Fund in the first level of evaluation and invited to present the Detailed Project Applications, including Energy Audits mandatory for the second level of evaluation.
- The Kindergarten “Andries” from Soldanesti were approved for financing by EE Fund during the second stage of evaluation. The total project cost is 3.1 million MDL (including an 800,000 MDL local contribution). The implementation phase is planned for spring 2016.

### **Activities for Cohort 2 Towns**

Technical Assistance for the LPAs of Cohort 2 partner towns to develop Local EE Programs started in August 2014 and continued during the reporting period. This effort reflects the provisions of Energy Efficiency Law, when LPAs are obliged to contribute to the creation of Local Energy Efficiency Programs and Plans; these local Programs and Action Plans will be a substantial contribution to the rayon documents.

The following main results of the Technical Assistance were obtained:

- 19 LEEPs were developed and presented for the approval to the partner towns from Cohort 2. The final versions of the LEEPs included comments and proposals from LPAs obtained during and after presentations of draft LEEPs to the partner towns (held in January-March 2015).
- 1 town (Criuleni) was not able to complete the collection of initial information and was excluded from the list of Technical Assistance.
- Currently, 16 LEEPs were approved through decision of the Local Municipal Council. The rest of the towns will approve the LEEPs in the near future.

Based on the developed LEEPs, all partner Mayoralties selected one municipal object (activity) which is supported by LGSP with development of Energy Audits for

accessing the financial sources available in the EE Fund (similar with the Technical Assistance provided to Cohort 1 towns in 2014-15).

The following objects were proposed by the partner towns of Cohort 2 for the development of Energy Audits:

Donduseni	Street lighting
Ocnita	Kindergarten “Ghiocel”
Edinet	Street lighting
Briceni	Street lighting
Riscani	Street lighting
Glodeni	Kindergarten No. 4
Floresti	Street lighting
Soroca	Kindergarten No. 16
Calarasi	Street lighting
Hincesti	Theoretic Lyceum “M. Lomonosov”
Cantemir	Street lighting
Leova	Street lighting
Stefan Voda	Street lighting
Nisporeni	Mayoralty
Cimislia	Kindergarten No. 3 “Ghiocel”
Anenii Noi	Kindergarten “Andries”
Basarabasca	Street lighting
Falesti	Kindergarten No. 10
Cahul	Street lighting

The development of Energy Audits, conducted by ProEnergy Company, began in August 2015 after a tendering procedure among the local companies. First evaluation visits were performed in September 2015. The Energy Audits will be fulfilled thru the end of December 2015.

### **Other activities**

Beside activities mentioned above, LGSP continued to facilitate and guide LPAs in the process of completing the mandatory forms needed to apply for funding in accordance with EE Fund regulations. During the LEEP presentations held in January-March 2015, the LPAs from Cohort 2 towns obtained all the relevant information concerning the procedure for accessing funds.

As part of its contribution to the improvement of Municipal Energy Efficiency, and specifically to the Street Lighting for 10 partner towns, LGSP launched the procurement of 1600 lighting bulbs using LED technology and 62 km of power cables. The tendering procedure will take place in October 2015.

### ***IER 3.2 Energy efficiency monitoring and evaluation plans and systems established and utilized***

Activities under this objective are aimed at equipping partner towns with a tool necessary to utilize energy efficiency monitoring and evaluation (M&E) systems. This will be a key step to a meaningful LEEP planning process, which will continue during Year 4 of LGSP.

Earlier, LGSP developed a simple energy efficiency M&E tool (in Excel format) to contribute to reporting and evaluation of the EE activities (projects) foreseen in the LEEPs. Additionally, it is able to estimate the amount of reduced CO<sub>2</sub> when EE measures are implemented. The assistance program includes training and facilitation of the partner towns to use such an M&E reporting module on a permanent basis (Tasks 4, 5, and 6).

This simple tool helps the mayors and the municipal EE responsible person to analyze and answer a list questions related to Energy Efficiency:

- The rate of municipal energy expenses compared to the yearly municipal budget and the historical trend of energy expenses;
- The list of municipal objects and the energy consumption rates for each object;
- The list of implemented EE measures out of those indicated in the LEEP (year of implementation and investment costs included); and
- The saving rates (MWh/year, MDL/year, tCO<sub>2</sub>/year) foreseen after implementation of EE measures (data from LEEP).

After the development of local EE Programs, the M&E tool was installed in 19 partner towns of Cohort 2 and local staff were trained to use it (similar to Cohort 1 towns).

### ***IER 3.3 Citizen understanding of energy efficiency and its benefits improved***

The Public Awareness Campaign is an important tool to be used for informing local populations about the benefits of Energy Efficiency. LGSP, in cooperation with AEE, continued to assist partner towns from Cohort 2 in performing their EE awareness campaign using previous EE Guides, EE Posters and EE leaflets. The LPAs from most of Cohort 2 partner towns distributed the EE information material using local voluntary personnel.

As a result of such assistance, LGSP together with LPAs, initiated “Energy Efficiency awareness days” in 12 towns (Calarasi, Riscani, Edinet, Soroca, Floresti, Leova, Stefan Voda, Nisporeni, Cantemir, Cahul, Orhei, and Cimislia) by organizing the EE events and activities at schools and specifically targeting school children. These activities improved the information of the local population about the benefits of energy efficiency.

Upon the request, LGSP is opened to continuing its support for the Municipalities in organizing similar EE events.

## **Section 3: OPERATIONS ACTIVITIES**

### ***Administration and project management***

During the reporting period, October 1, 2014 – September 30, 2015, Operations Department activities were focused on the following areas:

- Management of all LGSP project and office operations, finance, budgeting, and accounting;
- Procurement of special equipment for municipal services improvement for all LGSP partner towns;
- Administrative and logistic support in conducting training sessions, technical assistance assignment, and other events for the representatives of LGSP partner towns;
- Preparing, negotiating, and executing subcontracts with service providers for all three components of the LGSP; and
- Human resources management.

### **OPERATIONS MANAGEMENT, FINANCE AND ACCOUNTING**

During the fourth year, in order to assure efficiency, Operations Department activities were focused on program and office functionality. The monthly financial reports, budgets, and wire transfer requests for each month were prepared on time and submitted to the home office. In order to ensure good functionality of the office and project, all payments, including salaries, office supply, events, and transportation services, were made accurately and on time.

The LGSP Moldova Field Office completed and submitted the following documents, surveys, and assessments to the Home Office:

1. Field Office File Storage Survey;
2. Annual Local Counsel Review Checklist;
3. Project Assessment on Safety & Security;
4. Updated LGSP Field Office Emergency Action Plan; and
5. Updated LGSP Moldova inventory list.

### **USN / TCN / CCN EXPERTS**

During the reporting period the Operations Department prepared contracts, biodata forms, and CVs, collected all supportive documents, and provided administrative support / logistics to all USN / TCN / CCN experts as listed below.

1. Sergiu Litvinenco, HR management CCN expert;
2. Marian Mutaf, Strategic Planning CCN expert;
3. Mihail Salvir, Strategic Planning CCN expert;
4. Serghei Munteanu, Urban Planning CCN expert;
5. Ahmed Sijercic, TCN, CISC Management expert;
6. Mirela Buzarin, TCN, CISC Management expert;
7. Adrian Ionescu, TCN, Liquidity Management expert;

8. Victor Giosan, TCN, Public Finance expert;
9. David Gamstetter, USN, Green Space Management expert;
10. Diana Dumitru, Waste Management TCN Expert;
11. Liliana Nichita, Waste Management TCN Expert;
12. Galina Colun, Public Finance CCN expert;
13. Constantin Gudima, Public Finance CCN expert; and
14. Ghenadie Gumenii, Public Finance CCN expert.

## **SUBCONTRACTORS**

During the reporting period, the Operations Department provided support related to deliverables schedules and financial monitoring of all Subcontracts for the following activities:

- CONTACT: development of municipal SEDS for 14 LGSP partner towns;
- Pro Consulting: PPP feasibility study in Urban Parking for Straseni;
- EBS: WEB platform development;
- BRC: CISC implementation;
- Pro Consulting: diagnostic analysis and service improvement plans for 11 partner towns;
- BDO Audit: diagnostic analysis and service improvement plans for 9 partner towns;
- Pro Energy: technical assistance with developing project application and energy audits;
- EBS: training and post training technical assistance related to the WEB APL Platform;
- Magenta Consulting: final MPI survey and data collection;
- IDU: final MPI survey, data processing, and analysis;
- AV-Macrocom: implementation of the Integrated Financial Information System;
- Pro Consulting: PPP for water and sewage services in Glodeni; and
- Pro Energy: development of initial project proposals and Energy Audits.

## **HR MANAGEMENT**

The performance of the field office (FO) staff was evaluated and, as a result, salaries were adjusted. All the employment agreement amendments were prepared, executed, and submitted to the home office. Some of the employment agreements were extended for one year. All of these documents are kept in the personnel files in the field office. All FO staff passed the Standards of Business Conduct training and received their certificates.

Some LGSP Moldova staff members resigned; the resulting vacancies were advertised. The Operations Department prepared job descriptions and announcements, collected applications, shortlisted candidates, conducted interviews, prepared contracts, as well as other documents for the new employees. The selection process for a new Procurement Manager was completed in October 2014; in November 2014, Eleonora Mocanu joined the LGSP Moldova team as the new Procurement Manager.

LGSP staff completed the disclosure of family and business relationships forms. The forms were filed in the personnel folders and all were submitted to Chemonics headquarters.

The Operations Manager and Bookkeeper provided support in preparing applications for training funds, getting all approvals, and reimbursements. Six members of the LGSP FO team participated in the training course “Diction, Communication, and Public Speaking.”

Employee Information Collection Forms were completed by all FO staff members; they were filed in the personnel folders and were entered in ABACUS.

## ***Cooperation with International and Local Partners***

### **Central Government Institutions and Academia**

Cooperation with international and national partners continued during the reporting period.

**State Chancellery:** LGSP participated in Transparency Week, October 13th to 19th, announced by the State Chancellery. LGSP organized three Round Tables in Calarasi and Taraclia. As a result, Youth Initiative Groups were formed and resulted in Local Youth Councils. Joint agenda issues and synergies were discussed in several meetings with the State Chancellery on November 27, 2014 and March 17, 2015. Public property management, documents management, public procurement, creation and coordination of the legal acts, use of IT, management and strategic planning, performance management, human resource management, and specifically, the evaluation of collective performance, and other topics were found among the joint priorities of State Chancellery and LGSP. They showed recognition for the completed activities and results achieved with USAID LGSP support, showing great interest in the upcoming activities, potential synergies, and looking forward to improved cooperation with the project. On March 19, 2015, Deputy Secretary General of State Chancellery participated in the opening of the Citizen Information and Service Center in Orhei. He gave a speech, mentioning his appreciation for the dedicated efforts and the benefits of CISC for both the local public administration, and for the citizens. State Chancellery, represented by the Direction for Central Public Administration Reform, participated in the LGSP M&E Training that took place on March 25-26, 2015. On April 8, 2015, LGSP met with the State Chancellery and Lithuanian experts in the framework of the “Support to the Civil Service Modernization in the Republic of Moldova in line with EU best practices” Twinning Project, a joint project between Republic of Moldova and the Republic of Lithuania, represented by the State Chancellery of Moldova and the Office of the Government of Lithuania. The teams discussed various aspects of adjusting and modifying the normative background in managing public services in Moldova. On June 24, 2015, LGSP participated in the workshop in the framework of the given project. On September 5, 2015, the State Chancellery was present at the Quarterly Mayors Meeting, recognizing LGSP’s contribution to the development and progress of local public administrations in Moldova. On September 17, 2015, LGSP participated a meeting of LPA donors to discuss the organization of the National Decentralization Conference to take place on November 17-18, 2015, under the patronage of the State Chancellery. LGSP will participate with local and international expertise at the event.

**Ministry of Regional Development and Construction:** On April 1, 2015, LGSP participated in the launching of the national communication campaign “We Build the Future at Home.”

**Cadastral Agency** consulted LGSP on asset management and evaluation of assets in relation to land/property tax on May 7, 2015.

**Ministry of Finance:** On May 19, 2015, LGSP COP, DCOP, and Financial Management Advisor participated in a Round Table on Public Capital Investment in the context of Public Finance Reforms, organized by the Ministry of Finance with the support of World Bank Project “Management Reform in Public Capital Investments.” The event was attended by representatives of the Moldovan Parliament, Government, academia, local governments, CALM, international partners, and civil society. The main purpose of the round table was to identify opportunities for capital investment restructuring and improvement in context of undergoing public finance management system reform. During the above mentioned round table, based on the partner towns’ feedback, LGSP pointed to the need for continued assistance to LPAs. LGSP presented the main constraints and issues at the local level, providing several recommendations related to public capital investments improvement at the local level.

**Ministry of Environment:** During Y4, LGSP participated in the Sector Coordination Councils on water and sanitation and on waste management. On December 5, 2014 and on March 31, 2015, donors (Swiss Cooperation Office, EU Delegation, Austrian Development Agency, Czech and Slovak Embassies, GIZ, Millennium Challenge Account Moldova, ApaSan Project, and EBRD) exchanged information on their activities in the areas of water and sanitation. LGSP made a detailed presentation about the findings from the diagnostic analyses performed for LGSP partner towns and the service improvement plans, and provided recommendations referring to capacity development activities in the areas of water and sanitation.

**National Agency for Energy Efficiency (AEE):** During the reporting period, LGSP continued its cooperation with national and international institutions involved in the implementation of the National Strategy for Energy Efficiency. LGSP had regular working meetings with representatives of the National Agency for Energy Efficiency in order to represent the main LGSP activities under the component of Improvement of Municipal Energy Efficiency, to better coordinate its activities at the local level in order to have synergy in providing training and technical assistance, and to avoid overlapping and miscommunicating with local governments. On March 18, 2015, LGSP participated in the in-depth Review of the Energy Efficiency Policies and Programmes of Moldova under the Energy Charter Protocol on Energy Efficiency and Related Environmental Aspects (PEEREA) hosted by the Energy Efficiency Agency. LGSP presented to the group of foreign expert auditors the EE results achieved by the project in the last 3 years and the activities to follow. On May 26, 2015, LGSP shared LEEPs and discussed energy efficiency activities with the UNDP ESCO Project. On June 15, 2015, in the framework of the EU Sustainable Energy Week, LGSP presented its EE activities, results, and next steps.

**Academy of Public Administration (APA):** A Memorandum of Understanding was signed with the Academy of Public Administration to ensure the sustainability of the EMM Program and to extend the area of EMM beneficiaries. APA actively participated in the LGSP M&E Training on March 25-26, 2015. They showed interest in the local performance indicators presented and requested the materials in electronic format to potentially be included in their curriculum for students (public officials).

## **Donor Agencies**

**GIZ:** Joint LGSP – GIZ topics for cooperation during Y4 included water, sanitation, and gender activities. In several meetings, the parties discussed water and sanitation service improvements through capacity building of service providers. This materialized into a large joint program to support Moldova Apa-Canal Association (AMAC) and the Moldova Technical University. The modules got accreditation from the Moldova Technical University. The trainings started in September 2015 and will continue until December 2015. A fruitful cooperation was established with the GIZ, as it undertook ideas from LGSP, including establishing local gender focal points, and promoting them further to the CALM members. Several meetings (May 12 and June 3) took place to coordinate the gender agendas of CALM, LGSP, JILDLP, and GIZ. On June 30, 2015, a larger partners meeting on gender took place, which included UN Women and the UNDP Women in Politics Project.

**UNDP:** LGSP has actively cooperated with the UNDP JILDLP Project, promoting the adoption of the LGSP-developed WebAPL CMS platform. As a result of this cooperation, 9 JILDLP localities have participated in LGSP led trainings, and approximately 22 JILDLP localities have adopted the WebAPL platform to set up their official website. Other joint topics discussed through multiple meetings included gender mainstreaming at the local level and the National Decentralization Conference that is currently in process. UNDP also participated in the CISCs openings.

**UNWOMEN:** During the Gender Sensitive Budgeting (GRB) meeting on June 8, 2015, UNWomen presented their agenda regarding GRB and invited LGSP to be part of the Gender Task Force, which was gladly accepted.

**Slovak Aid:** LGSP cooperates extensively with SlovakAid representatives on numerous topics. During a meeting at the LGSP office on January 29, 2015, the organizations discussed urban planning. On January 30, 2015, LGSP participated in the launching of the “Capacity Building of the Cities regarding Integrated Urban Planning in Regional Context” Project, organized in partnership with MRDC and ADR Centru. On March 18, 2015, LGSP and Slovak Aid met to discuss budgeting and financial management. During the meeting, LGSP shared its work plan and asset management manual. Slovak Aid also solicited other documents in the area of budgeting and program budgeting. They shared the guide for local public authorities and the paper on examples of goals, objectives, and indicators. Another meeting took place on March 27, 2015 at the Agentia Apele Moldovei. LGSP was invited to participate in the launching of the program (implemented with Slovak Aid support) “Support to development of the programme of measures focusing on the water and sanitation issues in river basin management planning in Moldova.” LGSP made a brief presentation on the results of diagnostic analysis reports and service improvement plans and shared all available documents with participants. Also, LGSP initiated discussions with SlovakAid on the organization of the Study Visit on Program and Performance Based Budgeting to Slovak Republic. LGSP has completed an application form; LGSP sent it to SlovakAid.

**EU Delegation:** On June 12, 2015, LGSP met with EU Delegation Moldova/ACE Consortium regarding decentralization activities. EU Delegation is developing a Global

Study on Decentralization. LGSP has shared information on administrative capabilities and opportunities for a continued decentralization process in the given political, economic, and fiscal context.

**NDI:** Gender has been the main intersection point between LGSP and NDI. NDI also participated, upon LGSP request, in the Quarterly Mayors Meeting on September 5, 2015. They presented the “How to improve the Mayor-Local Council relationship” topic, having direct and extensive experience on the subject, and complementing the Chief of Party’s international experience on the subject.

**IRI:** LGSP’s cooperation with IRI included exchanging agendas on their gender activities and on their cooperation with CALM.

**Visegrad Fund:** On May 2, 2015, LGSP representatives took part in a scientific conference organized by the Institute for the Development of the Informational Society in cooperation with the Visegrad Fund, “IT Solutions for Local Services.” LGSP delivered a presentation on the topic of WebAPL CMS platform and its use in the work of local public administration institutions.

**Peace Corps:** LGSP, in partnership with Peace Corps volunteers, conducted two 2-day seminars in the period of April 18-19 and April 25-26, covering the following subjects: volunteering, development of leadership and communication skills, fundraising, and project writing abilities. The seminars included mentors from the Peace Corps, as well as from the local Taraclia University. Participants received valuable skills required for boosting local civil society activities, including project writing, project management, and fundraising.

## **LPAs’ Association and Civil Society**

**CALM:** On January 31, 2015, LGSP partnered with UNDP, UNWomen, and GIZ to organize the Day of Public Autonomy and Holiday of the LPA Worker, hosted by CALM at Institutul Muncii. LGSP was awarded a distinction in recognizing the efforts invested in strengthening capacities at the local level. On March 4, 2015, LGSP contributed to the event “Woman in LPA: Leadership, Power, and Authority.” The event gathered around 150 women mayors, as well as women leaders from Parliament, Government, and Embassies. Best practices in several domains were shared and praised during the event. LGSP supports CALM with capacity building activities on gender mainstreaming, in partnership with GIZ. This training will start in November 2015. On September 4, 2015, a Memorandum of Cooperation was signed between LGSP and CALM to ensure the continuity and sustainability of the project know-how, practices, instruments, and achievements with respect to the three main components: public service delivery, financial management, and energy efficiency. This will increase access and visibility of the LGSP EMM materials to all who will be interested in it. It will also motivate LPA officials and staff to make use of the theoretical and practical materials, platforms, databases, and guides available, ensuring maximum benefit for Moldova local authorities. In order to ensure the continuity of the Quarterly Mayors Meetings, LGSP and CALM decided to create the Chamber/Network of Towns of Moldova under CALM.

**FHI360:** On October 16, 2014, the LGSP Deputy Chief of Party participated in the FHI360 workshop Developing Partnerships for a Sustainable Civil Society, organized by the Center of Training and Organizational Consulting (CICO). The event launched the grants awarded to three civil society organizations, MPSCS grantees, to work under the three project priorities, namely: “Advocacy and Constituency Engagement” (CONTACT-Cahul), “Capacity Building” (CICO), and “Legal Reforms” (CRJ). The workshop aimed to create partnerships and to identify synergies between MPSCS grant recipients.

**IDIS Viitorul:** LGSP is part of the Best Practices Board. During the Best Practices Gala on December 12, 2014, the LGSP representative presented an award. Gender Performance Budgeting is one point of common interest for the two institutions. IDIS Viitorul participated at the CISC openings. IDIS Viitorul appreciated the CISC efforts for Taraclia and Singerei.

## **Communications**

The equipment donations were promoted in regional, local, and national media, as well as on social media. Keychains with USAID branding were produced for equipment donation events. Press Releases were sent to media and placed on social media. Many events had special guests for the official donations. For example, the US Ambassador officially handed the keys to the grader in Floresti to the town’s mayor. In Straseni, Stefan Voda, and Causeni, Thomas Gillis, the USAID Regional Desk Officer participated. U.S. Embassy Acting Deputy Chief of Mission Philip Breedon, together with the USAID/Moldova Country Director Kent Larson, attended the donation ceremony as part of the Hincesti City Day. Chargé d’Affaires, Ambassador Martha Campbell and Stephanie Chetraru, USAID Deputy Country Director, handed the keys of two garbage trucks to the mayor of Comrat. Stephanie Chetraru also participated in the Telenesti event.

The mayor of Taraclia promoted the support provided by LGSP on several TV shows at the local TV station. Additionally, printed articles in local newspapers are available at the LGSP office. On September 5, LGSP and CALM jointly participated in a radio show about the LPA situation in Moldova. TV and radio interviews about the donations and other topics in various towns can be found by following the links in Annex I.

Two notable success stories were developed: one on the use of specialized equipment and on the local services improvements, and a second on the Taraclia CISC. Banners and visibility materials were produced for the three CISCs. LGSP promoted its activities, along with other partners, during the USAID Field Days, in the framework of the Town Days in Taraclia on May 6 and in Falesti on May 22. Success stories were shared and discussion clubs with citizens and children were organized. Design, layout, and printing of strategic plans for the 18 towns (full version) was completed.

## **Section 4: UPCOMING ACTIVITIES (thru project completion)**

### **With regard to IERs under Component 1:**

- Assist Leova, Calarasi, Singerei, Straseni, Stefan Voda, Soldanesti, Vulcanesti, and Ceadir-Lunga in General Urban Plans development;
- Assist Ialoveni and Calarasi in developing the Socio-Economic Development Strategies;
- Software and hardware installation of the Accounting and Billing systems for Municipal Enterprises in selected towns;
- Equipment procurement, donation, and implementation monitoring (a part of DPF)
- Finalize MPI analysis and share the results with partner towns and other interested institutions;
- Assist in accessing funds and grants;
- Assist town halls of Calarasi and Cimislia with establishing local youth councils;
- Assist town halls with developing the 2016 action plan on transparency, communication, and citizen engagement; and
- Provide training to town halls' specialists on using WebAPL platform to manage the mayoralty's official website.

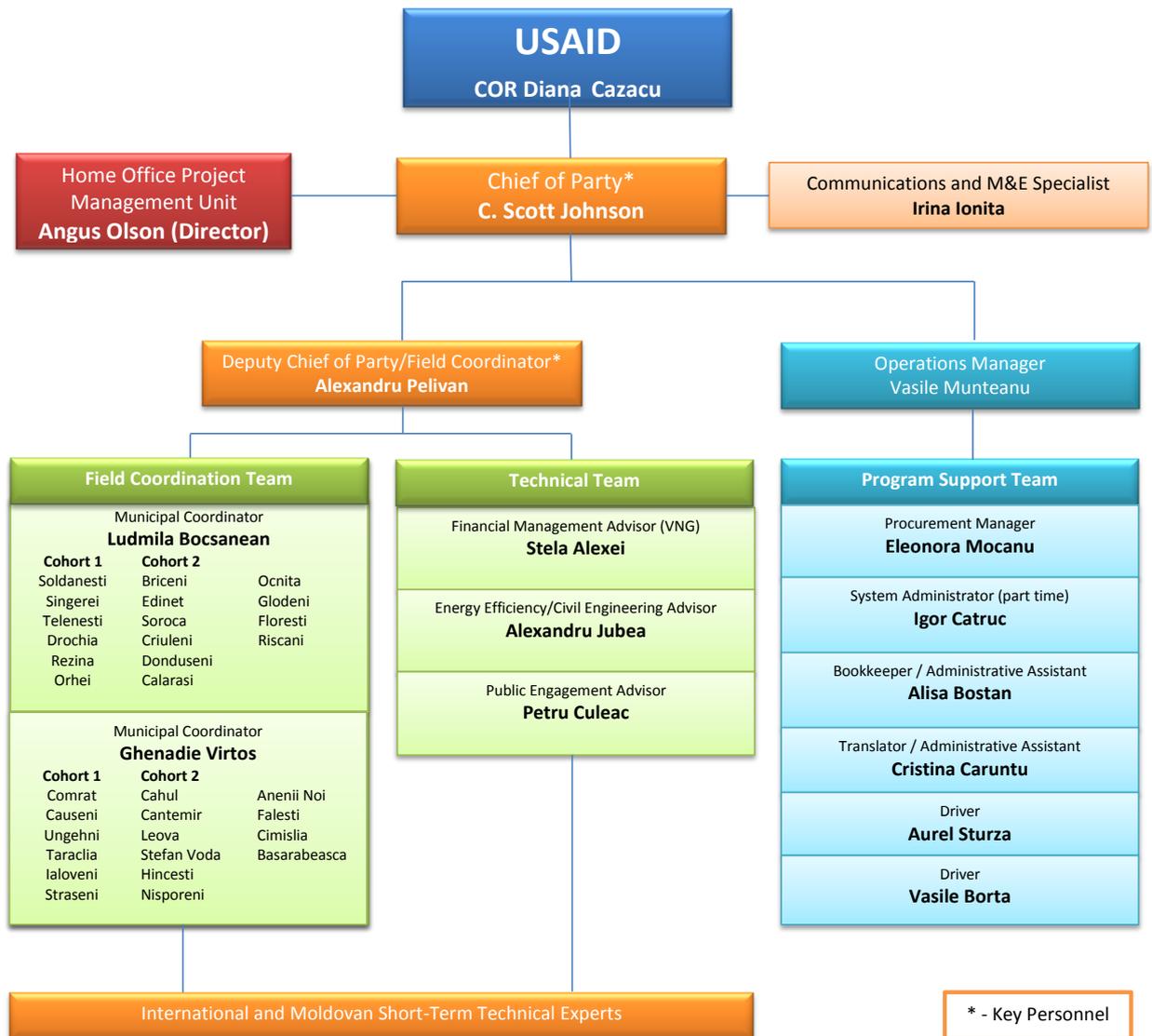
### **With regard to IERs under Component 2:**

- Assist partner towns with Municipal Property/Asset Management improvement performance;
- Assist requiring town halls with organizing public hearings on the 2016 local budget;
- Support town halls with developing the short budget informational booklets;
- Assist partner towns with Municipal Property/Asset Management improvement performance;
- Finalize development of PPP feasibility study development for Glodeni water and sewerage service; monitor and coordinate activities on PPP Taraclia public transportation;
- Provide follow up individual technical assistance for the 2016 budget based on PBB; and
- Provide the training/technical assistance on the new budget classification, new National Accounting Standards, and financial reporting.

### **With regard to IERs under Component 3:**

- Assist partner towns with elaboration of Concept Notes and Energy Audits in order to access the financial sources available in the EE Fund;
- Conduct an Energy Efficiency public awareness campaign; and
- Assist partner towns in use of the energy efficiency monitoring and evaluation plans.

# Annex A. USAID LGSP Organizational Chart



## Annex B. Training Activities

#	Date	Name of the training	Location	Trainers	Number of participants	Out of which, women	No. pers./hours	Towns participating	Target group	Topics covered
1.	November 11, 2014	WebAPL 1.0: Management of the town hall website	Chisinau	Nicolae Lungu Nicolae Godina	23	15	184	Telenesti, Ocnita, Rezina, Taraclia, Straseni, Basarabasca, Briceni, Riscani, Rezina, Cantemir, Glodeni, Singerei	Employees of the town halls, responsible for the public relations and/or website maintenance	<ul style="list-style-type: none"> <li>Registration of the accounts needed for the administration of the websites</li> <li>Presentation of WebAPL 1.0 platform administration panel of contents</li> <li>Settings of the WebAPL 1.0 platform</li> <li>Publishing the information on the website</li> <li>Interaction with the citizens using the platform WebAPL 1.0</li> </ul>
2.	November 18 – 20, 2014	Efficient organization of work of the CISCs	Chisinau	Ahmed Sijercic Mirela Buzarin	22	15	242	Singerei, Taraclia, Orhei	Town hall employees (Future CISC front and back offices)	<ul style="list-style-type: none"> <li>Data storage and management tools</li> <li>Forms, certificates, and guidelines</li> <li>Communication with clients</li> <li>Horizontal communication</li> <li>Vertical communication</li> <li>Quality standards</li> <li>Evaluation of efficiency</li> <li>Ergonomics</li> <li>Queue management system</li> <li>Good practices of CISCs implementation in the region</li> <li>Service improvement</li> <li>Service promotion</li> <li>Practical use of evaluation tools</li> </ul>
3.	December 9 – 10, 2014			Vitalie Iovita Nicolae Botan Sergiu Rabii Roman Ivanov	24	17	312	Singerei, Taraclia, Orhei, Cahul, Hincesti	Town hall employees (Future CISC front and back offices)	<ul style="list-style-type: none"> <li>Analysis and optimization of the processes</li> <li>Client orientation</li> <li>Standard documentation (passports, guidelines, regulations, etc)</li> <li>Accessing the public electronic services</li> <li>Standard Cost Model</li> <li>Accessing public services: Cadastru, Fiscservinform, Registru, Special Telecommunication Center, and QIWI</li> </ul>
4.	March 10 – 11, 2015	Liquidity management	Chisinau	Adrian Ionescu (Romania)	24	12	336	Stefan-Voda Nisporeni Leova Causeni	Mayors, vice-mayors, financial	<ul style="list-style-type: none"> <li>General principles of liquidity management</li> </ul>

				Constantin Gudima (Republic of Moldova)				Straseni Cahul Ialoveni Ocnita Cimislia	managers, local counsels	<ul style="list-style-type: none"> <li>Liquidity management in the Republic of Moldova</li> <li>Development of the yearly budget</li> <li>Peculiarities of liquidity management in accordance with new amendments to the law on local public finances</li> <li>Budgeting and financing of capital investments</li> </ul>
5.	March 12 – 13, 2015				23	15	322	Cimislia Telenesti Singerei Calarasi Floresti Glodeni Orhei Rezina Edinet Soldanesti		
6.	March 17 – 18, 2015				24	16	336	Cantemir Anenii Noi Taraclia Drochia Ocnita Orhei Briceni Riscani		
7.	March 25 – 26, 2015	Monitoring and evaluation of the LPA's performance in RM	Chisinau	Irina Ionita (LGSP) Polina Panainte (Republic of Moldova)	31	17	403	Calarasi Causeni Leova Cantemir Anenii Noi Stefan Voda Cimislia Nisporeni Straseni Orhei	Mayors, vice-mayors, specialists, responsible for monitoring and evaluation	<ul style="list-style-type: none"> <li>Basic principles of analysis of public services of the MU</li> <li>Presentation of the monitoring and evaluation plan of local performance</li> <li>Structure and characteristics of performance indicators for the public services of the MU: socio-economic indicators, transparency indicators, and gender aspects</li> <li>Presentation of the sets of performance indicators vs. costs, calculation formulas, and standardization process in public services</li> <li>Determination of the sources providing data for monitoring</li> </ul>
8.	March 31 – April 3, 2015	Training on website management using the WebAPL CMS platform	Chisinau	Petru Culeac Nicolae Lungu Nicolae Godina	11	8	363	Singerei Cimislia Straseni Criuleni Telenesti Rezina Basarabasca	PR specialists, Secretaries	<ul style="list-style-type: none"> <li>Creation/management of: <ul style="list-style-type: none"> <li>Websites – work panel</li> <li>Websites – settings</li> <li>Website's pages</li> <li>Management of WebAPL CMS platform</li> <li>CKeditor</li> </ul> </li> </ul>
9.	April 6 – 9, 2015				24	8	792	Timova Cimislia Straseni Pelinia Ciuciuleni Lipcani Basarabasca Taraclia		

								Cantemir Rusestii Noi Rezina Ocnita Glodeni Gotesti Briceni Riscani		
10.	April 2-3, 2014	Monitoring and evaluation of LPA performance	Chisinau	Irina Ionita Polina Panainte	31	13	372	Donduseni Ialoveni Edinet Falesti Telenesti Soroca Ungheni Rezina Drochia Floresti Glodeni Taraclia Ocnita Briceni Soldanesti Singerei Comrat	Mayors, Planning specialists, Secretaries	<ul style="list-style-type: none"> <li>Monitoring and evaluation plan</li> <li>Principles of analysis of public services</li> <li>Structure and characteristics of the efficiency of public services, social-economic, transparency, and gender aspects</li> <li>Standardization of the state services</li> </ul>
11.	May 5 – 7, 2015	Fleet Management training	Chisinau, Nisporeni	Mihail Sprincean, Alexandr Cusnir, Pavel Panus, Jonathan Ingram	29	4	696	Cahul Falesti Nisporeni Hincesti Cimislia Causeni St.Voda Leova Rezina Soldanesti Cimislia Criuleni	Chief- engineers, Mechanics, Directors of MUs	<ul style="list-style-type: none"> <li>Vehicle purchase and finance options</li> <li>Vehicle maintenance best practices and processes</li> <li>Vehicle utilization data analysis as a management tool</li> <li>Driver training and management</li> <li>Speed management as a safety and vehicle life cycle consideration</li> <li>Fuel system management</li> <li>Health and safety management</li> <li>Fleet replacement and life cycle management</li> </ul>
12.	May 11 – 12, 2015		Chisinau, Orhei		37	4	888	Soroca Donduseni Ocnita Comrat Riscani Telenesti Costesti Calarasi Taraclia Glodeni Ialoveni Drochia Edinet Singerei Floresti Basarabasca Orhei		

13.	June 9 – 11, 2015	<b>Solid Waste Management Training</b>	Chisinau, Soroca	Diana Elena Dumitru Liliana Nichita	40	8	1280	Rezina Donduseni Nisporeni Leova Basarabasca Cahul Cantemir Briceni Ialoveni Singerei Taraclia Glodeni Orhei Falesti Soldanesti Riscani Straseni Floresti St.Voda Comrat Hincesti Drochia Cimislia Ocnita Edinet	Chief – engineers, Managers, Mechanics, Directors of MUs	<ul style="list-style-type: none"> <li>• Introduction to waste management (the importance of the management of waste and resources and the relationship to sustainable development; principles of best practice with respect to waste and resource management, the relationship to the conservation of resources and the risk of pollution; sources of wastes and resources, their nature and classification; experiences for the minimization, recovery, re-use, treatment and disposal of wastes and resources; presentation of the systems of collection, transport, and transfer of waste and resource; hazards posed by waste and resources during their collection, storage, transport, treatment, and disposal, and how these risks can be minimized)</li> <li>• Management of waste at the point of generation, collection of waste, transfer of waste, transportation of waste</li> <li>• Treatment options for waste management, volume reduction by shredding and composting, land filling of waste</li> <li>• Landfill management</li> <li>• Specialised equipment running</li> <li>• Collection and analysis of data (need for data collection, data analysis, use of data)</li> <li>• Special waste management (medical waste, household hazardous waste, tires, used oils, wet batteries, construction and demolition debris, industrial waste)</li> </ul>
14.	July 6 – 7, 2015	<b>Program Based Budgeting</b>	Chisinau	Victor Giosan Galina Colun	26	22	390	Cantemir, Cahul Telenesti Causeni Singerei Rezina Orhei Ialoveni Straseni Cimislia Calarasi	Mayors, Vice mayors, Bookkeepers, Planning specialists	<ul style="list-style-type: none"> <li>• Introduction to PBB (concept of PBB, short term and multi-annual budgeting, gender based budgeting)</li> <li>• Fundamental elements of Strategic Planning (concept of SP, vision and mission, cycle and logics of SP, establishing programs and sub-programs, strategic and specific/targeted aims/objectives)</li> <li>• Projecting the budgeting program (aim, objectives, activities, output indicators and results, inputs and associated costs)</li> <li>• Monitoring and evaluation</li> </ul>
15.	July 8 – 9, 2015				24	16	384	Glodeni Soldanesti Drochia Cahul Falesti		

								Anenii Noi Chisinau Edinet Taraclia Soroca Stefan Voda Basarabasca		<ul style="list-style-type: none"> <li>• Specific aspects of the implementation of the legal provisions with regards to the PBB</li> <li>• Organization of the PBB process. Roles and responsibilities of the actors involved in the budgeting process. Budget project for 2016.</li> <li>• Good practices of PBB existent in Moldova</li> </ul>
16.	July 21-22, 2015	<b>Green Space Management Training</b>	Chisinau	David Gamstetter	31	11	434	Cahul Causeni Orhei Singerei Edinet Hincesti Ialoveni Telenesti Straseni Ungheni Foresti Soroca Calarasi Nisporeni	Mayors, managers of the municipal utilities, engineers	<ul style="list-style-type: none"> <li>• Modern concept of urban forestry and urban greening approach, definitions, etc.</li> <li>• Benefits, values and uses of urban green space (ecological, economic, social, cultural, human health, etc.)</li> <li>• Strategic management tools of the urban green spaces</li> <li>• Financing and investment for urban agriculture</li> <li>• Integration of agriculture in urban land use planning and adaptation of city regulations</li> <li>• Urban horticulture</li> <li>• Urban aquatic production</li> <li>• Urban forestry for multifunctional urban land use</li> <li>• Role of the stakeholders in sustaining urban green spaces</li> <li>• Recycling of urban organic waste for urban agriculture</li> <li>• Public engagement</li> </ul>
17.	July 23 – 24, 2015				38	12	532	Stefan Voda Rezina Donduseni Cimislia Taraclia Ocnita Anenii Noi Criuleni Drochia Leova Soldanesti Riscani Glodeni Briceni Cantemir Nisporeni Falesti		
18.	August 4-6	<b>Solid Waste Management Training</b>	Chisinau, Ialoveni	Diana Elena Dumitru Liliana Nichita	50	16	Ialoveni Causeni Telenesti Cantemir Anenii Noi Drochia Falesti Cahul Briceni Donduseni Leova Rezina Hincesti Chisinau Taraclia Comrat Ocnita		<ul style="list-style-type: none"> <li>• Planning of the waste management</li> <li>• Communication with beneficiaries of the services</li> <li>• Awareness of the general public in the field of solid waste management</li> <li>• Improvement of the efficiency of the operations – monitoring the time of collecting and transporting the waste</li> <li>• “Zero waste”</li> <li>• PPP on waste management</li> <li>• Institutional and financial aspects of the municipal waste management</li> </ul>	

								Basarabesca Orhei Calarasi Nisporeni Stefan Voda Cimislia Singerei Riscani Soldanesti Floresti Soroca Edinet		
19.	<b>August 11-26, 2015</b>	Individual technical assistance on the 2016 annual budget development process based on PBB	Chisinau	Constantin Gudima, Galina Colun, Ghenadie Gumenii (Republic of Moldova)	51	41	714	Rezina Basarabesca Orhei Ocnita Soldanesti Nisporeni Cantemir Straseni Telenesti Drochia Taraclia Causeni Falesti Soroca Cimislia Donduseni Ocnita Edinet Glodeni Briceni	Mayors, vice-mayors, financial managers, local counselors	<ul style="list-style-type: none"> <li>• New approach to program budgeting at local level</li> <li>• Medium-term budgetary strategic planning</li> <li>• Key factors of PBB at local level</li> <li>• The PBB Preparation Process</li> <li>• Budget Cycle Phases</li> <li>• Program Budget Development. Interlinks of Strategic Framework and Program.</li> <li>• Program Budget Structure</li> <li>• Development of a Programme/Sub-program.</li> <li>• Capital Investments planning under programme budgeting.</li> <li>• Program elements</li> <li>• Programme Logical framework and methodology</li> <li>• Steps in developing program budget</li> <li>• Program Performance Monitoring and Reporting</li> <li>• Evaluation and Audit - the final phases of PBB</li> <li>• Fiscal policy for 2016: fiscal policy directions, local taxes and duties</li> </ul>
20.	<b>September 14-18, 2015</b>	Financial Management Information System	Chisinau	Constantin Gudima, Galina Colun, Ghenadie Gumenii (Republic of Moldova)	54	46	756	Ialoveni Calarasi Leova Comrat Rezina Basarabesca Orhei Ocnita Soldanesti Nisporeni Cantemir Straseni Telenesti Drochia Taraclia	Mayors, vice-mayors, financial managers, local counselors	<ul style="list-style-type: none"> <li>• General aspects of business process automation budget preparation</li> <li>• Simulation budget planning process step MTBF - working with the spending limits (MF role, LPA leader, Org1 (LPA responsible planning specialist))</li> <li>• Simulation budget planning process at the stage of draft annual budget - work on the budget proposal (MF role, Org1)</li> </ul>

								Causeni Falesti Soroca Cimislia Donduseni Ocnita Edinet Glodeni Briceni		
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## Annex D. List of Contact Information for Cohort 1 & 2

Town/Name	Contact info	Email	Address
<b>Calarasi</b> Mayor – Nicolae Melnic	Office 0 244 2 36 01 Mobile 0 69 38 70 17	<a href="mailto:info@calarasi-primaria.md">info@calarasi-primaria.md</a>	Calarasi, 19 M.Eminescu str, MD 4400
Project Focal point – I on Badasca	Mobile 0 67 56 23 34		
<b>Ocnita</b> Mayor – Ion Ciumac	Office 0 271 2 23 61 Mobile 0 69 34 40 44	<a href="mailto:primaria.ocnita@mail.ru">primaria.ocnita@mail.ru</a> <a href="mailto:primaria-ocnita@rambler.ru">primaria-ocnita@rambler.ru</a>	Ocnita, 1 Mihai Viteazu str, MD7101
<b>Glodeni</b> Mayor – Stela Onutu	Office 0 249 2 22 36 Mobile 0 69 19 29 33	<a href="mailto:Primaria_glodeni@mail.ru">Primaria_glodeni@mail.ru</a>	Glodeni, 4 Suveranitatii str, MD 4901
<b>Floresti</b> Mayor – Valeriu Ceapa	Office 0 250 2 59 52 Mobile 0 68 11 96 50	<a href="mailto:primariafloresti@mail.md">primariafloresti@mail.md</a>	Floresti, 30 A Stefan cel Mare str, MD 5001
Secretary Local Council/ Facebook - Cristina Tibrigan	Mobile 060 54 41 66	<a href="mailto:floreancristina@hotmail.com">floreancristina@hotmail.com</a>	
<b>Riscani</b> Mayor – Victor Bogatico	Office 0 256 2 31 63 Mobile 0 79 00 00 07	<a href="mailto:bogatico@gmail.com">bogatico@gmail.com</a>	Riscani, 31 August 4 str, MD 5601
Project Focal point – Aurora Serediuc	Office 0 256 2 21 70 Mobile 0 60 80 87 00	<a href="mailto:aserediuc1@rambler.ru">aserediuc1@rambler.ru</a>	
<b>Briceni</b> Mayor – Vitalii Gorodinschii	Office 0 247 2 28 01	<a href="mailto:nora.druzi@mail.ru">nora.druzi@mail.ru</a>	Briceni, 28 Indpendenetei str, MD 4701
Project Focal point – Arcadie Dobuleac	Office 0 247 2 21 95 Mobile 0 69 11 58 93		
<b>Edinet</b> Mayor – Constantin Cojocaru	Office 0 246 2 29 30 Mobile 0 68 74 62 20	<a href="mailto:costelus67@rambler.ru">costelus67@rambler.ru</a>	Edinet, 30 Octavian Cirimpei str, MD 4601
Project Focal point – Rodelia Vasilcov	Office 0 246 2 28 30 Mobile 0 69 08 95 86	<a href="mailto:ccaii@narod.ru">ccaii@narod.ru</a>	
Web /Facebook -Morari Mircea	Office 0 246 2 38 82 Mobile 0 79 43 87 12		
<b>Soroca</b> Mayor – Victor Sau	Office 0 230 2 26 60 Mobile 0 60 07 77 74	<a href="mailto:msoroca@mtc-sr.md">msoroca@mtc-sr.md</a>	Soroca, 5 Stefan cel Mare str, MD 3001
Project Focal point – Vladimir Caldare	Mobile 0 68 32 77 70		
Secretary Marcel Busan	Mobile 0 68 55 02 50	<a href="mailto:marcel-busan@rambler.ru">marcel-busan@rambler.ru</a>	
<b>Criuleni</b> Mayor – Dumitru Simon	Office 0 248 2 25 85 Mobile 0 68 11 26 27		Criuleni, 12 Biruintei str, MD 4801
Project Focal point – Tatiana Cantir	Office 0 248 2 27 45 Mobile 0 68 52 69 39	<a href="mailto:tcantir@gmail.com">tcantir@gmail.com</a>	

Deputy Mayor Zolotco Alexandr	Mobile 0 68 20 54 53		
<b>Donduseni</b> Mayor – Ivan Belciug	Office 0 251 2 22 03 Mobile 0 60 48 88 26	<a href="mailto:primariadonduseni@mail.ru">primariadonduseni@mail.ru</a>	Donduseni, 49 Independentei str, MD 5101
Project Focal point – Ludmila Musteata	Office 0 251 2 22 05 Mobile 0 67 43 88 10		
<b>Hincesti</b> Mayor – Alexandru Botnari	Office 0 269 2 58 55 Mobile 0 69000440	<a href="mailto:primariahincesti@mail.md">primariahincesti@mail.md</a>	Hincesti, 130 Mihalcea Hincu str. MD 3401
Project Focal point – Anadela Tofilat	Office 0 269 2 34 93 Mobile 0 69372559	<a href="mailto:adela_tofilat@yahoo.com">adela_tofilat@yahoo.com</a> <a href="mailto:primariahincesti@mail.md">primariahincesti@mail.md</a>	
<b>Nisporeni</b> Mayor – Grigorie Robu	Office 0 264 232 42 Mobile 079293794	<a href="mailto:nisprim@mail.ru">nisprim@mail.ru</a> <a href="mailto:grigorii.robu@gmail.com">grigorii.robu@gmail.com</a>	Nisporeni, 55 Alexandru cel Bun str. MD 6401
<b>Leova</b> Mayor – Vitalie Gargaun	Office 0 26322763 Mobile 068683413	<a href="mailto:primaria@mtc-lv.md">primaria@mtc-lv.md</a> <a href="mailto:vitalie.gargaun@gmail.com">vitalie.gargaun@gmail.com</a>	Leova, 22 Unirii str. MD 6301
<b>Cantemir</b> Mayor – Ciubaciuc Roman	Office 0 273 22254 Mobile	<a href="mailto:cantemir.primar@gmail.com">cantemir.primar@gmail.com</a>	Cantemir, 2 Trandafirilor str. MD 7301
Project Focal point – Bazilevici Anatolie	Office 0 273 22254 Mobile 0797 25303	<a href="mailto:primaria.cantemir@gmail.com">primaria.cantemir@gmail.com</a>	
<b>Basarabeasca</b> Mayor – Valentin Cimpoes	Office 0 297 21495 Mobile 068423646	<a href="mailto:primaria.basarabeasca@mail.ru">primaria.basarabeasca@mail.ru</a>	Basarabeasca, 57 Karl Marx str., MD 6701
<b>Anenii Noi</b> Mayor – Veaceslav Bondari	Office 0 265 2 26 65 Mobile 069189129	<a href="mailto:primaria-anenii-noi@yandex.ru">primaria-anenii-noi@yandex.ru</a>	Anenii Noi, 6 Suvorov str. MD 6501
Project Focal point - Tarasenco Ecaterina	Office 0 265 2 2670 Mobile 0 79971704 0 265 22 108	<a href="mailto:primaria-anenii-noi@yandex.ru">primaria-anenii-noi@yandex.ru</a>	
<b>Falesti</b> Mayor – Vladimir Rusu	Office 0 259 23447 Mobile 069134483	<a href="mailto:primar@falesti.md">primar@falesti.md</a>	Falesti, 73 Stefan cel Mare str. MD 5901
Project Focal point – Soldan Maria	Office 0 259 23446 Mobile 0 69948768	<a href="mailto:msoldan@falesti.md">msoldan@falesti.md</a>	
<b>Stefan Voda</b> Mayor – Gheorghe Anghel	Office 0 242 23053 Mobile 060003352	<a href="mailto:primariastefanvoda@yahoo.com">primariastefanvoda@yahoo.com</a>	Stefan Voda, 31 Stefan cel Mare str. MD 4201
Project Focal point – Moloman Sergiu	Office 0 242 22153 Mobile 0 69867333	<a href="mailto:Sergiu_moloman@yahoo.com">Sergiu_moloman@yahoo.com</a>	
<b>Cimislia</b> Mayor – Gheorghe Raileanu	Office 0 241 25739 Mobile 0 67408600	<a href="mailto:primar@cimislia.md">primar@cimislia.md</a>	Cimislia, 14 Stefan cel Mare ave. MD 4101
Project Focal point – Florin Berejan	Office 0 241 24135 Mobile	<a href="mailto:viceprimar.economie@cimislia.md">viceprimar.economie@cimislia.md</a>	
Responsabil de tineret si sport - Nicolae Hristov	024126590; 068179301;	<a href="mailto:primariacimislia@gmail.com">primariacimislia@gmail.com</a>	
Cristina Şoldan, Specialist PR	fix +37324121072 mobil +37369722816	<a href="mailto:relatiipublice@cimislia.md">relatiipublice@cimislia.md</a>	
<b>Cahul</b> Mayor – Nicolae Dandis	Office 0 299 22400 Mobile 069281584	<a href="mailto:primariacahul@gmail.com">primariacahul@gmail.com</a> <a href="mailto:nicolae_dandis@yahoo.com">nicolae_dandis@yahoo.com</a>	

Project Focal point – Natalia Culeva	Office 0 299 22919 Mobile 078773074	<a href="mailto:primariacahul@gmail.com">primariacahul@gmail.com</a>	Cahul, 6 Piata Independentei, MD 2900
<b>Straseni</b> Mayor - Casian Valentina	Office 0 237 2 23 43 Mobile 0 69 23 50 00	<a href="mailto:vcasian@mail.ru">vcasian@mail.ru</a>	Straseni, 32 M.Eminescu str, MD 3701
Project Focal point <sup>1</sup> - Svetlana Radu	Office 0 237 2 29 47 Mobile 0 67 12 29 47	<a href="mailto:primarcasian@gmail.com">primarcasian@gmail.com</a>	
Elena Stolear	0695 66 015 0 237 22 144	<a href="mailto:estolear@mail.ru">estolear@mail.ru</a> ;	
Tatiana Siretan (Bolun)	079485872	<a href="mailto:bolunt@mail.ru">bolunt@mail.ru</a>	
<b>Ialoveni</b> Mayor – Sergiu Armasu	Office 0 268 2 24 84 Mobile 069176921	<a href="mailto:primaria.ial@mail.md">primaria.ial@mail.md</a>	Ialoveni, 45 Al. cel Bun str, MD 6801
Project Focal point - Tamara Castrașan	Office 0 268 2 49 99 Mobile 0 78 48 00 41	<a href="mailto:tcastrasan@yahoo.com">tcastrasan@yahoo.com</a>	
<b>Causeni</b> Mayor - Repesciuc Grigore	Office 0 243 2 25 54 Mobile 079551158	<a href="mailto:primaria@causeni.org">primaria@causeni.org</a>	Causeni, 3 I.Radu str, MD 4301
Mungiu Natalia	079653665 sau 024322442	<a href="mailto:primaria@causeni.org">primaria@causeni.org</a>	
<b>Ungheni</b> Mayor - Ambros Alexandru	Office 0 236 2 24 37 Mobile 0 69 14 13 03	<a href="mailto:primar.ungheni@gmail.com">primar.ungheni@gmail.com</a>	Ungheni, 7 Nationala str, MD 3600
Project Focal point - Cristofor Codreanu	Office 0 236 2 36 36 Mobile 0 69 16 78 11	<a href="mailto:crdd_ungheni@yahoo.com">crdd_ungheni@yahoo.com</a>	
DI Balan, viceprimar Ungheni	068136265		
<b>Comrat</b> Mayor – Serghei Anastasov	Office 0 298 2 26 60 Office 0 298 2 68 65	<a href="mailto:primaria.comrat@gagauzia.md">primaria.comrat@gagauzia.md</a> <a href="mailto:primaria_comrat@mail.md">primaria_comrat@mail.md</a>	UTA Gagauzia, Comrat, 36 Tretiacov str, MD 3805
<b>Taraclia</b> Mayor - Fillipov Serghei	Office 0 294 2 33 93	<a href="mailto:Prim-tar@mail.ru">Prim-tar@mail.ru</a>	Taraclia, 128 Lenin str, MD 7401
Project Focal point - Alexandr Boremecikov	Office 0 294 2 59 88 079100891	City hall Taraclia <a href="mailto:publicrelations.taraclia@yandex.ru">publicrelations.taraclia@yandex.ru</a>	
<b>Soldanesti</b> Mayor – Ion Cuculescu	Office 0 272 2 23 05 Mobile 0 69 52 28 35		Soldanesti, 8 Pacii str, MD 7201
Deputy Mayor Svetlana Zaitev	Mobile 0 67 34 63 04	<a href="mailto:svetlanazaitev@rambler.ru">svetlanazaitev@rambler.ru</a>	
<b>Drochia</b> Mayor – Nina Cereteu	Office 0 252 2 25 99 Mobile 0 69 68 74 91	<a href="mailto:primariadrochia@mail.ru">primariadrochia@mail.ru</a>	Drochia, 15 a Independentei str, MD 5201
Project Focal point - Gorebivski Natalia	Mobile 0 60 08 66 18 Office 0 252 2 35 71		

<sup>1</sup> Each partner town appointed responsible staff member of mayoralty as a coordinator (focal point) for the USAID/LGSP activity in the town.

<b>Rezina</b> Mayor – Simion Tatarov	Office 0 254 2 16 53 Mobile 0 69 20 11 10	<a href="mailto:ala-1977@mail.ru">ala-1977@mail.ru</a> <a href="mailto:primariarezina@mail.ru">primariarezina@mail.ru</a>	Rezina, 1, 27 August str, MD 5401
DI Cioric Alexei Secretarul consiliului	Office 0 254 216 48 Mobile 0 69 25 62 63		
<b>Telenesti</b> Mayor - Lelic Vadim	Office 0 258 2 25 30 Mobile 0 69 27 36 90	<a href="mailto:primariatelenesti@gmail.com">primariatelenesti@gmail.com</a> <a href="mailto:lelicv@gmail.com">lelicv@gmail.com</a>	Telenesti, 31 August 1989 str, MD-5801
Project Focal point - Nastase Nicolaie	Office 0 258 2 20 88 Mobile 0 69 51 00 42	<a href="mailto:nicolaens@gmail.com">nicolaens@gmail.com</a>	
<b>Orhei</b> Mayor – Ilan Sor	Mobile 0 69 50 20 01	<a href="mailto:orhei_primaria@mail.md">orhei_primaria@mail.md</a>	Orhei, 160 V.Mahu str, MD 3501
Project Focal point – Igor Grigoriev	Office 0 235 3 21 66 Mobile 0 60 59 00 00		
<b>Singerei</b> Mayor – Gheorghe Brasovschii	Office 0 262 2 24 80 Mobile 0 69 15 25 93	<a href="mailto:primaria.singerei@mail.ru">primaria.singerei@mail.ru</a>	Singerei, 124 Independentei str, MD 6201
Lucia Baciuc	Mobile 0 67 34 31 73 Office 0 262 2 64 91	<a href="mailto:lucia_cucu@mail.ru">lucia_cucu@mail.ru</a>	

## Annex E. Strategic Planning of Field Events

Town	Dates	No. of participants
<b>Workshops in drafting the action plans for the development strategies</b>		
Anenii Noi	23 September 2014	24 (17 women and 7 men)
Falesti	24 September 2014	17 (10 women and 7 men)
Glodeni	27 September 2014	17 (9 women and 8 men)
Leova	03 October 2014	26 (20 women and 6 men)
Ocnita	06 October 2014	19 (14 women and 5 men)
Briceni	07 October 2014	20 (8 women and 12 men)
Criuleni	09 October 2014	19 (14 women and 5 men)
Floresti	10 October 2014	15 (9 women and 6 men)
Donduseni	13 October 2014	15 (13 women and 2 men)
Soroca	14 October 2014	20 (9 women and 11 men)
Cahul	17 October 2014	19 (13 women and 6 men)
Cimislia	21 October 2014	18 (9 women and 9 men)
Edinet	21 October 2014	23 (17 women and 6 men)
Riscani	24 October 2014	20 (15 women and 5 men)
<b>TOTAL</b>		<b>272 (177 women and 95 men)</b>
<b>Workshop on drafting project concept notes</b>		
Glodeni	09 October	15 (8 women and 7 men)
Ocnita	08 October	18 (14 women and 4 men)
Briceni	09 October	20 (8 women and 12 men)
Leova	10 October	20 (15 women and 5 men)
Donduşeni	14 October	19 (14 women and 5 men )
Anenii Noi	14 October	17 (10 women and 7 men)
Floreşti	15 October	15 (12 women and 3 men)
Soroca	15 October	19 (9 women and 10 men)
Cahul	22 October	16 (12 women and 4 men)
Cimişlia	28 October	15 (11 women and 4 men)
Edinet	23 October	18 (11 women and 7 men)
Riscani	24 October	20 (15 women and 5 men)
Criuleni	17 October	19 (12 women and 7 men)
Făleşti	22 October	17 (9 women and 8 men)
<b>TOTAL</b>		<b>248 (160 women and 88 men )</b>
<b>Workshops for Town Halls on how to organize public hearings</b>		
Glodeni	27 November	25 (15 women and 10 men)
Anenii Noi	05 November	14 (9 women and 5 men)
Ocnita	13 November	19 (15 women and 4 men)
Briceni	14 November	20 (12 women and 8 men)
Donduseni	14 November	21 (12 women and 9 men)
Soroca	03 November	25 (15 women and 10 men )
Leova	05 November	19 (16 women and 3 men)
Cahul	11 November	31 (21 women and 10 men )
Cimislia	19 November	26 (11 women and 15 men)
Riscani	21 November	22 (13 women and 9 men)
Floresti	19 November	17 (10 women and 7 men)
Falesti	04 November	22 (14 women and 8 men)
Criuleni	27 November	13 (9 women and 4 men)

Edinet	27 November	20 (13 women and 7 men)
<b>TOTAL</b>		<b>294 (185 women and 109 men)</b>
<b>Public hearings</b>		
Anenii Noi	25 November	<b>50</b>
Falesti	03 December	<b>50</b>
Briceni	04 December	<b>80</b>
Donduseni	05 December	<b>90</b>
Leova	07 December	<b>78</b>
Cimisia	09 December	<b>50</b>
Cahul	10 December	<b>63</b>
Riscani	12 December	<b>49</b>
Floresti	12 December	<b>46</b>
Ocnita	12 December	<b>92</b>
Edinet	17 December	<b>300</b>
Glodeni	17 December	<b>52</b>
Criuleni	19 December	<b>38</b>
Soroca	29 December	<b>20</b>

## Strategic Planning Activities in the Towns of Vulcanesti and Ceadir-Lunga

Town	Activity	Dates	No. of participants	Results
Vulcanesti	1. Workshop- launch of strategic planning process	16.01.2015	30 (21 women and 9 men)	Questionnaire launched for collection of data, sectorial groups framed.
	2. Focus groups on brand and youth	28.01.2015	10 ( 3women and 7 men)	Brand section for Vulcanesti drafted , Questionnaire drafted
			10 (8 women and 2 men)	
	3. Sectorial working group on economic development	25.02.2015	15 (12 women and 3men) 17 (7 women and 10 men)	Youth issues included in the strategy Questionnaire drafted Diagnostic analysis for economic sector of the town developed
	4. Sectorial working group on infrastructure and energy sector	25.02.2015	22 (16 women and 6 men)	Diagnostic analysis for infrastructure, energy and environment drafted
	5. Sectorial working group on social sector, health and education	26.02.2015	21 (16 women and 6 men)	Diagnostic analysis for the sectors drafted
	6. Sectorial working group for youth , sport and culture	26.02.2015	19( 13 women and 6 men)	Diagnostic analysis for the sectors drafted
	7. Workshop on mission, vision and development objectives	18.03.2015	14 (12 women 6 men)	Strategic part drafted
	6. Action plan-sectorial working group-economic development	25.03.2015	19 (12 women and 7 men)	Action plan drafted
7. Action plan-sectorial working group-infrastructure	25.03.2015	26 (22 women 4 men)	Action plan drafted	

	8. Action plan-sectorial working group-social, education and health	26.03.2015	14 (9 women and 5 men)	Action plan drafted
	9. Action plan drafted –sectorial working group –youth, sport and culture	26.03.2015		Action plan drafted
	Coaching on conducting public hearings	29.04.2015	12 persons	The event gathered representatives of the town hall that went through the steps to be taken towards carrying out the Public hearing of the local development strategy, planning and assigning responsible persons for the envisaged activities.
	Public Hearings of town’s Social-Economic Development Strategy Draft	13.05. 2015	75 persons	The draft of the local development strategy was presented to the participants, including the strategic action plan. Participants have taken floor in addressing a series of clarification questions, providing feedback as well as suggesting a number of valuable additions to the strategic document.
Ceadir-Lunga	1.Sectorial working group economic development	18.02.2015	15 (12 women and 3 men)	Profile on economic development drafted
	2. Sectorial working group on infrastructure	18.02.2015	17 (7 women and 10 men)	Profile on infrastructure drafted, problems identified
	3.Sectorial working group on social sector, education	19.02.2015	22( 16 women and 6 men)	Profile on social, health and education sector framed
	4. Sectorial working group on youth, sport and culture	19.02.2015	21 ( 11 men and 10 women)	Profile on youth , sport and culture drafted
	5. Workshop on mission, vision and development objectives	24.03.2015	18 (12 women and 6 men)	Strategic part drafted
	Workshop	May 4, 2015	13 persons	Mayoralty staff received assistance in drafting the local governance compartment of the action plan.
		May 5, 2015	24 persons	The workshop with sectorial groups was focused on drafting six conceptual notes for future projects.
	Coaching on conducting public hearings	May 12, 2015	11 persons	The coaching seminar was attended by circa 11 town hall representatives, the event focused on helping the mayoralty staff with the organization of the public hearings. Participants took note of the procedures and good practices in carrying out this participatory event.
	Public Hearings of town’s Social-Economic Development Strategy Draft	May 22, 2015	50 persons	The public hearings participants, expressed their views with regard to some of the most important issues included in the strategic document and advanced a series of additional activities to be included in the Strategy and / or the Action plan.

## Annex F. List of Products Developed During the Reporting Period

#	Product Name	No. Copies	Status
1.	CISC banners and posters for the CISC in Taraclia	7	Delivered
2.	CISC banners and posters for the CISC in Orhei	3	Delivered
3.	CISC banners and posters for the CISC in Singerei	3	Delivered
4.	CISC business cards for the CISCs in the three towns	500	Delivered
5.	Guidelines for the services offered by CISC in Taraclia	19 services; 300 copies each	Delivered
6.	Guidelines for the services offered by CISC in Singerei	8 services; 300 copies each	Delivered
7.	Guidelines for the services offered by CISC in Orhei	15 services; 300 copies each	Delivered
8.	Calendars with project logo	700	Distributed
9.	Labels with USAID logo for the 33 pieces of equipment and for the 3430 containers donated	66 + 6,860	Applied
10.	Key chains with the USAID logo for the 33 pieces of specialized equipment – for the donation ceremonies	33	Produced and handed
11.	EE Campaign T-shirts	200	Printed, Distributed
12.	Cotton bags with logo	1000	Printed, Distributed
13.	EE flyers (A5) Ro+Ru	15,000	Printed, Distributed
14.	EE posters (A2)	1,500	Printed, Distributed
15.	LGSP logo notebooks + pen	500	
16.	Full version Socio-Economic Development Strategies (SEDS)	480: 16 towns; 30 copies for each town	Printed, Distributed

## Annex G. Sub-grants and Sub-contracts

**1. Subcontractor:** Private Institution National Center Contact (Contact) – FPS-011

**Address:** 83 Bucuresti str, Chisinau, MD 2012, Moldova

**Contract Person:** Serghei Neicovcen – Executive Director

**Contact Details:** tel. +373 22 233946, e-mail: [sneicov@contact.md](mailto:sneicov@contact.md)

**Title:** Developing the Socio-Economic development strategies in selected partner towns of the 2 cohort

**Duration:** April 22 – January 30, 2015

**Amount:** 2,290,860.00 MDL

**Brief Description:** Under this assignment the Subcontractor is assisting the partner towns of Criuleni, Riscani, Briceni, Ocnita, Donduseni, Edinet, Glodeni, Soroca, Floresti, Cahul, Cimislia, Leova, Anenii Noi, and Falesti in developing municipal socio-economic development strategies for the period 2014-2020 in line with national strategic documents and regional development strategies and ensures the application of European Union standards for integrated development. For the towns of Calarasi, Nisporeni, Stefan Voda, Basarabasca, and Hincesti only two chapters of the socio-economic development strategy will be drafted: the strategic framework and the energy sector.

Due to unexpected circumstances which directly affected the work of the experts and their ability to timely respect the set deadlines, the implementing period of the contract was extended to January 30, 2015. The timeline of deliverables was rescheduled accordingly.

During the reporting period the subcontractor delivered a national strategic workshop, marking the start of the strategic planning process in the Cohort 2 partner towns and established the coordination group and sectorial working groups, being in full participatory strategic planning process. The profiles and strategic part of the socio-economic strategies were developed and submitted along with development of action plan and project concepts for envisaged towns.

**This assignment is completed.**

**2. Subcontractor:** Pro Consulting – FPS-013

**Address:** 23/9 Petru Movila str., of. 4, Chisinau, Moldova

**Contract Person:** Anatol Palade – Director

**Contact Details:** tel. +373 22 210089, e-mail: [apalade@proconsulting.md](mailto:apalade@proconsulting.md)

**Title:** Development of a comprehensive Public Private Partnership (PPP) Feasibility Study on improving the management of urban parking facilities Straseni partner town

**Duration:** April 16 – October 27, 2014

**Amount:** 177,290.00 MDL

**Brief Description:** The aim of the subcontract is to develop a comprehensive Public Private Partnership (PPP) Feasibility Study on improving the management of the town of Straseni's urban parking facilities through both Pay-Parking lots as well as payment-for-street-parking spaces, which would also include complementary revenue generating activities, and to develop a detailed implementation schedule of PPP measures, which would help in improving the efficiency of the system based on cost recovery principles.

During the reporting period the subcontractor determined that the site background and scope of work of the subcontract needed to be modified and the period of performance extended to account for unanticipated circumstances. The period of performance was changed to October 27, 2014.

Within the reporting period the subcontractor submitted all deliverables and LGSP paid for the performed work.

**This assignment is completed.**

**3. Subcontractor:** Enterprise Business Solutions (EBS) – FPS-014

**Address:** 33 Ion Inculet str., Chisinau, Moldova

**Contract Person:** Vitalie Armescu – Executive Director

**Contact Details:** tel. +373 22 797098, e-mail: [office@ebs.md](mailto:office@ebs.md)

**Title:** Development of a LPA dedicated web-platform

**Duration:** May 13 – October 31, 2014

**Amount:** 201,600.00 MDL

**Brief Description:** The aim of the subcontract is to develop a LPA dedicated web-platform that will represent a modern, interactive tool to help increase LPA transparency and their communication efficiency, and at the same time help to empower citizens to hold their representatives accountable. The developed web-platform template will be personalized to the local requirements and installed on the web servers of the 14 partner towns (Rezina, Taraclia, Singerei, Briceni, Glodeni, Floresti, Riscani, Leova, Basarabasca, Cantemir, Nisporeni, Straseni, Telenesti, and Criuleni) that lack or have an outdated website.

During the reporting period the subcontractor diligently performed the assigned tasks. All deliverables were submitted in due time and LGSP ensured the payment.

**This assignment is completed.**

**4. Subcontractor:** Business Research Company (BRC) – FPS-015

**Address:** 11 Mesager str., office 311, Chisinau, MD 2069, Moldova

**Contract Person:** Roman Ladus – General Director

**Contact Details:** tel. +373 22 837 229, e-mail: [roman.ladus@brc.md](mailto:roman.ladus@brc.md)

**Title:** Support the Singerei, Taraclia, and Orhei LGSP partner towns in developing functional CISCs

**Duration:** June 6, 2014 – February 28, 2015

**Amount:** 817,268.30 MDL

**Brief Description:** The subcontractor will provide the services and deliverables to support the LGSP partner towns of Singerei, Taraclia, and Orhei in developing functional CISCs that will enhance transparency and contribute to the improvement of relations between beneficiaries of the service and service providers. The implementation of CISCs will ensure accessibility, transparency, and efficiency in providing public services by the LPA and will minimize the effort of citizens by simplifying administrative procedures.

During this reporting period the subcontractor developed the new service passports (catalogue of services). Submission of training materials and delivery of trainings were also timely ensured.

**This assignment is completed.**

**5. Subcontractor:** Pro Consulting – FPS-016

**Address:** 23/9 Petru Movila str., of. 4, Chisinau, Moldova

**Contract Person:** Anatol Palade –director

**Contact Details:** tel. +373 22 210089, e-mail: [apalade@proconsulting.md](mailto:apalade@proconsulting.md)

**Title:** Performing the Diagnostic analysis and service improvement plans in water and sanitation for the 11 LGSP partner towns of 2 cohort.

**Duration:** June 16, 2014 – February 25, 2015

**Amount:** 1,369,546.30 MDL

**Brief Description:** The overall goal of this subcontract is to review the existing activity of water supply and sanitation service providers, prepare a comprehensive diagnostic analysis report, and develop a detailed service improvement plan and implementation schedule based on sound cost recovery principles. The subcontractor is assigned within the following 11 partner towns to deliver service diagnostic analysis: Basarabasca, Anenii Noi, Falesti, Cimislia, Edinet, Ocnita, Calarasi, Riscani, Glodeni, Donduseni, and Criuleni.

During this reporting period the subcontractor submitted all monthly progress reports and the diagnostic analysis for 6 towns.

**This assignment is completed.**

**6. Subcontractor:** BDO Audit –FSP 017

**Address:** 3<sup>rd</sup> district, 24 Invingatorilor Street, Bucharest, Romania

**Contract Person:** Sorin Caian – Director

**Contact Details:** tel. +40 21 319 94 76, e-mail: [sorin.caian@bdo.ro](mailto:sorin.caian@bdo.ro)

**Title:** Performing the Diagnostic analysis and service improvement plans in solid waste management for 8 partner towns and heating system for one partner town of 2 cohort.

**Duration:** July 17, 2014 – March 31, 2015

**Amount:** 1,997,982.80 MDL

**Brief Description:** The overall goal of this subcontract is to review the existing activity of 8 solid waste management and 1 heating system service providers, prepare comprehensive diagnostic analysis reports, and develop detailed service improvement plans and implementation schedules based on sound cost recovery principles. The Subcontractor will be assigned within the following 8 partner towns to deliver service diagnostic analysis in solid waste management: Hincesti, Leova, Cantemir, Comrat, Stefan Voda, Cahul, Soroaca, and Bricen; the partner town Floresti will receive diagnostic analysis on the heating system from the subcontractor.

Within the reporting period, the subcontractor submitted all monthly progress reports and the diagnostic analyses for 9 towns and ensured its presentation during a stakeholder meeting.

**This assignment is completed.**

7. **Subcontractor:** AO Centrul pentru eficienta energetica si resurse renovabile (ProEnergy) –FSP 018

**Address:** 51/1 Lomonosov street, MD-2029, Chisinau, Moldova

**Contract Person:** Ruslan Surugiu – Executive Director

**Contact Details:** tel. +373 69 136 889, e-mail: [rsurugiu@gmail.com](mailto:rsurugiu@gmail.com)

**Title:** Deliver energy audits and project applications for the following 11 partner towns and selected municipal objects

**Duration:** September 1 – February 15, 2015

**Budget:** 478,278.24 MDL

**Brief Description:** The aim of the subcontract is to develop energy audits and project applications that will also facilitate the implementation of EE planning and will help LGSP partner towns' governments to institutionalize habits and tools that promote sound management, transparency, accountability, and gender equity. Once the energy audits and project applications are completed in accordance with the Agency for Energy Efficiency (AEE) and EEF requirements and standards, they will be presented to the Municipalities and AEE for approval and respectively to EEF as an application for financing. The Subcontractor is assigned within the following 11 partner towns to deliver energy audits and project applications: Ialoveni, Taraclia, Straseni, Causeni, Comrat, Singerei, Soldanesti, Telenesti, Rezina, Drochia, and Orhei.

In December 2014 the deliverables and the schedule lines were amended. Based on already developed Local Energy Efficiency Programs, 4 partner towns of Cohort 1 (Taraclia, Comrat, Orhei, and Telenesti) identified Street Lighting as the highest priority; this was incorporated into the action plan for development of such Energy Audits and project applications. The Mayoralties of those 4 mentioned towns requested that LGSP assist them with the development of detailed project proposals mandatory for the second stage of evaluation. The additional deliverable triggered changes in overall contract amount and delivery terms.

During the reporting period the subcontractor performed the following tasks:

- Drafted energy audits for 10 partner towns;
- Initiated Project Proposals for 4 towns on street illumination (Comrat, Taraclia, Orhei, and Telenesti);
- Submitted a detailed project description for 3 objects of Causeni town; and
- Initiated Project Proposals for 3 towns (Drochia, Singerei, and Straseni).

All deliverables have been duly submitted during the reporting period and subject to final payment.

**This assignment is completed.**

8. **Subcontractor:** Enterprise Business Solution – FPS-019

**Address:** 33 Ion Inculeț str., Chisinau, Moldova

**Contract Person:** Vitalie Aremescu – Executive Director

**Contact Details:** tel. +373 22 797098, e-mail: [office@ebs.md](mailto:office@ebs.md)

**Title:** Delivery of two training rounds (4-days each) on the use of the WebAPL CMS platform.

**Duration:** March 17 – August 17, 2015

**Amount:** 43,800.00 MDL

**Brief Description:** The overall goal of this subcontract is to support LGSP in organizing specialized trainings on the use of the WebAPL 1.0 CMS platform. The trainings will be conducted over a period of 4 days, in smaller groups, thus allowing for a more in-depth learning process. LGSP will help LPA representatives to develop their skills of using online tools (content management systems, on-line communication tools, etc.). The subcontractor will be responsible for the development of a training program and agenda and delivery of two training rounds of 4 days each. Each training round will be addressed to approximately 12 representatives of the LGSP partner towns. At the end of the training every town will have two representatives trained on the use of the WebAPL CMS platform. The company shall also provide post training support (48 hours) to representatives of 12 LGSP partner towns.

During the reporting period the subcontractor timely and successfully conducted the trainings. The post-training support to the representatives of LGSP partner towns is ongoing and subject to payment after its final delivery upon the set deadline.

**This assignment is completed.**

**9. Subcontractor:** Magenta Consulting SRL – FPS-020

**Address:** 86 Columna street, 3<sup>rd</sup> floor, MD-2012, Chisinau, Moldova

**Contract Person:** Dumitru Slonovschi – General Director

**Contact Details:** tel+373 794 67 559, e-mail: [d.slonovschi@consulting.md](mailto:d.slonovschi@consulting.md)

**Title:** Final MPI Survey, data collection

**Duration:** May 20 – September 30, 2015

**Budget:** 142,376.00 US\$

**Brief Description:** The aim of the subcontractor is to implement the final Municipal Performance Index (MPI), and in particular to perform the following services:

1. Conduct in-depth interviews with local government officials, public service provider management or staff, public servants (chief accountant, investments specialist, cadastral engineer, Secretary of the local Council), and citizens.
2. Collect, process, and analyze the data collected from the MPI interviews and questionnaires. The aim of the MPI is to measure municipal performance across LGSP's three components. MPI data will be used to guide technical assistance delivery, instill competition for improvement, and provide an objective methodology for attribution of LGSP's impact.

The deadline for data collection and delivering the database to 32 towns is set for June 29, 2015. During this reporting period the subcontractor ensured the full collection of 8,700 interviews within citizen survey, and collection of questionnaires from 28 LPAs.

**This assignment is completed.**

**10. Subcontractor:** Institute for Urban Development – FPS-021

**Address:** 51/3 Gh. Asachi street, MD-2028, Chisinau, Moldova

**Contract Person:** Veaceslav Bulat – Director

**Contact Details:** tel+373 692 69 148, e-mail: [slav.bulat@gmail.com](mailto:slav.bulat@gmail.com)

**Title:** Final MPI Survey, data processing and analysis;

**Duration:** May 20 – October 26, 2015

**Budget:** 41,920.00 US\$

**Brief Description:** The Subcontractor will be responsible for analyzing the data collected during the survey and produce a report to be identified as the Municipal Performance Index (MPI) for the 32 partner towns.

According to the MPI methodology, the following four sector domains will be assessed:

1. Capacity to organize, operate and provide administrative services;
2. Financial, public property, and external funding projects management;
3. Legality and transparency of activities, networking capacity; and
4. Public services management.

In addition, three cross-cutting domains will be assessed:

1. Ensuring a sustainable development process;
2. Approach based on respecting human rights and equal opportunities;
3. Promotion of energy efficiency policies and use of renewable resources.

The activity will be implemented jointly with the Subcontractor and LGSP local subcontractor, Magenta Consulting, each subcontractor having their distinct roles and responsibilities for successful implementation of subcontracts.

During the reporting period, the first deliverable was timely submitted. The second deliverable, which is the draft assessment report, is expected in due terms.

#### **11. Subcontract:** AV-Macrocom SRL – FPS-022

**Address:** 58 A Mihail Kogalniceanu street, MD-2012, Chisinau, Moldova

**Contract Person:** Veselin Rodideal – General Director

**Contact Details:** tel. +373 691 05 757, e-mail: [vr@alta-vista.md](mailto:vr@alta-vista.md)

**Title:** Implementation of the Integrated Financial Information System.

**Duration:** June 05 – December 31, 2015

**Budget:** 480,633.00 US\$

**Brief Description:** The aim of the subcontract is to implement an Integrated Financial Information System for Municipal Utilities from 26 LGSP partner towns. The process includes 4 distinctive phases:

1. LAN installation and procurement of necessary equipment (server, computers, switches, other);
2. Procurement of specialized financial software (1C:Enterprise 8);
3. Adaptation of modules to particularities of municipal utilities and testing; and
4. Installation of financial software and development of the comprehensive Software Users Guide and training on Integrated Financial Information System for Municipal Utilities.

The draft of Time-schedule/Work Plan has been dully submitted and is pending approval for payment within agreed terms.

The second deliverable is expected in agreed due terms.

12. **Subcontract:** ProConsulting SRL – FPS-023

**Address:** 23/9 Petru Movila str., of. 4, Chisinau, Moldova

**Contract Person:** Anatol Palade –director

**Contact Details:** tel. +373 22 210089, e-mail: [apalade@proconsulting.md](mailto:apalade@proconsulting.md)

**Title:** PPP Feasibility Study for water and sewerage service in Glodeni

**Duration:** July 09 - December 10, 2015

**Budget:** 769,960.00 MDL

**Brief Description:** The aim of the subcontract is to develop a comprehensive Public Private Partnership (PPP) Feasibility Study, which will recommend a sustainable solution for organization of water and sewerage service (WSS) in Glodeni town with the purpose of extension to the neighboring village. This would help in improving the efficiency of the system based on cost recovery principles and also address the issues of affordability, value for money, and risk sharing. Improvement of municipal service delivery, including service planning, management, and service quality and quantity, is one of the main areas of intervention offered by USAID/LGSP project to partner towns.

The draft of Time-schedule/Work Plan has been dully submitted and paid. The second deliverable is expected in agreed due terms.

13. **Subcontractor:** AO Centrul pentru eficienta energetica si resurse renovabile (ProEnergy) –FSP 024

**Address:** 51/1 Lomonosov street, MD-2029, Chisinau, Moldova

**Contract Person:** Ruslan Surugiu – Executive Director

**Contact Details:** tel. +373 69 136 889, e-mail: [rsurugiu@gmail.com](mailto:rsurugiu@gmail.com)

**Title:** Development of the Energy Audits for the Public Buildings and Street Lighting

**Duration:** August 24 – December 30, 2015

**Budget:** 445,310.00 MDL

**Brief description:** The aim of the subcontract to be awarded is to provide Technical Assistance (TA) to develop energy audits for the EE measures of the selected municipal objects. The developed energy audits, which shall be well-grounded in strategic plans, will serve as a document that will provide concrete support for towns in accessing EE funds for the implementation of specific infrastructure projects and EE measures.

The time schedule and agenda of technical assistance for each of the 19 partner towns have been dully submitted. The energy audits for 9 selected municipal objects have been dully submitted and are pending approval for payment within agreed terms.

## Annex H. LGSP Activities and Events Reflected in the Media During the Reporting Period

ACTIVITY/EVENT	REGION/TOWN	LINK
<b>Cohort 1 Towns</b>		
Youth involvement Public Debates, October 15, 2014	Taraclia	<a href="https://www.facebook.com/primariataraclia/photos/a.266051223545752.1073741827.266039563546918/382442685239938/?type=1&amp;theater">https://www.facebook.com/primariataraclia/photos/a.266051223545752.1073741827.266039563546918/382442685239938/?type=1&amp;theater</a>
TV show about Transparency and Services, with LGSP support, October 25, 2014	Taraclia	<a href="https://www.youtube.com/watch?v=ndsns04YTW8&amp;list=UU9DXnRTFgbsfwd38fGtYphA">https://www.youtube.com/watch?v=ndsns04YTW8&amp;list=UU9DXnRTFgbsfwd38fGtYphA</a>
TV show about Transparency and Services, with LGSP support, October 25, 2014	Taraclia	<a href="https://www.facebook.com/primariataraclia/posts/389060654578141">https://www.facebook.com/primariataraclia/posts/389060654578141</a>
PPP feasibility study, parking spaces, November 6, 2014	Straseni	<a href="http://straseni.unimedia.info/news/studiu-de-fezabilitate-orasul-straseni-are-nevoie-de-amenajare-a-noi-spatii-pentru-parcari--3644.html">http://straseni.unimedia.info/news/studiu-de-fezabilitate-orasul-straseni-are-nevoie-de-amenajare-a-noi-spatii-pentru-parcari--3644.html</a>
Grader Donation, November 10, 2014	Rezina	<a href="http://www.tvelita.md/rezina/stiri/item/4591-servicii-calitative-la-rezina.html">http://www.tvelita.md/rezina/stiri/item/4591-servicii-calitative-la-rezina.html</a>
Containers Donation, November 11, 2014	Ialoveni	<a href="http://ialovenionline.md/social/2954-orasul-ialoveni-a-primit-o-donatie-de-la-poporul-american-prin-intermediul-usaid">http://ialovenionline.md/social/2954-orasul-ialoveni-a-primit-o-donatie-de-la-poporul-american-prin-intermediul-usaid</a>
Containers Donation, November 11, 2014	Ialoveni	<a href="http://www.ialoveni.md/">http://www.ialoveni.md/</a>
Containers Donation, November 11, 2014	Ialoveni	<a href="http://www.adrcentru.md/libview.php?l=ro&amp;idc=340&amp;id=2360&amp;t=Noutati/Regiunea-de-Dezvoltare-Centru-devine-mai-curata-cu-suportul-partenerilor-americani">http://www.adrcentru.md/libview.php?l=ro&amp;idc=340&amp;id=2360&amp;t=Noutati/Regiunea-de-Dezvoltare-Centru-devine-mai-curata-cu-suportul-partenerilor-americani</a>
Containers Donation, November 11, 2014	Ialoveni	<a href="http://www.moldpres.md/news/2014/11/13/14000982">http://www.moldpres.md/news/2014/11/13/14000982</a>
Containers Donation, November 11, 2014	Ialoveni	<a href="http://www.prieteni.md/blog/un-autogreder-pentru-rezina-cu-suportul-usaid.html">http://www.prieteni.md/blog/un-autogreder-pentru-rezina-cu-suportul-usaid.html</a>
About WebAPL, November 11, 2014	Taraclia	<a href="http://taracalia.md/ru/page/primriya/primriya-209/novosti-mrii?item=intrnt-stranitsa-taraklii-zapushtna">http://taracalia.md/ru/page/primriya/primriya-209/novosti-mrii?item=intrnt-stranitsa-taraklii-zapushtna</a>
CISC, November 25, 2014	Orhei	<a href="http://www.orhei.md/index.php?pag=news&amp;id=736&amp;rid=752&amp;l=ro">http://www.orhei.md/index.php?pag=news&amp;id=736&amp;rid=752&amp;l=ro</a>
Sewer Cleaning Truck Donation, December 2, 2014	Straseni	<a href="http://canalregional.md/index.php/social/item/3522-dona%C5%A3ia-american%C4%83-pic%C4%83-bine">http://canalregional.md/index.php/social/item/3522-dona%C5%A3ia-american%C4%83-pic%C4%83-bine</a>
Sewer Cleaning Truck Donation, December 2, 2014	Straseni	<a href="http://straseni.unimedia.info/news/guvernul-american-a-donat-o-autospeciala-orasului-straseni--3659.html">http://straseni.unimedia.info/news/guvernul-american-a-donat-o-autospeciala-orasului-straseni--3659.html</a>
Sewer Cleaning Truck Donation, December 5, 2014	Drochia	<a href="http://canalregional.md/index.php/social/item/3540-servicii-mai-bune-cu-suportul-usaid">http://canalregional.md/index.php/social/item/3540-servicii-mai-bune-cu-suportul-usaid</a>
Sewer Cleaning Truck Donation, December 5, 2014	Drochia	<a href="http://primariadrochia.md/?pag=news&amp;opa=view&amp;id=337&amp;tip=noutate&amp;start=&amp;l=">http://primariadrochia.md/?pag=news&amp;opa=view&amp;id=337&amp;tip=noutate&amp;start=&amp;l=</a>
Sewer Cleaning Truck Donation, December 5, 2014	Drochia	<a href="http://tv-drochia.com/ro/content/servicii-mai-bune-cu-suportul-usaid">http://tv-drochia.com/ro/content/servicii-mai-bune-cu-suportul-usaid</a>
Two Garbage Trucks Donation, December 19, 2014	Comrat	<a href="http://www.comrat.md/index.php?option=com_content&amp;view=article&amp;id=147&amp;catid=9&amp;Itemid=106">http://www.comrat.md/index.php?option=com_content&amp;view=article&amp;id=147&amp;catid=9&amp;Itemid=106</a>
Two Garbage Trucks Donation, December 19, 2014	Comrat	<a href="http://canalregional.md/index.php/social/item/3695-usaid-%D0%B2%D1%8B%D0%B4%D0%B5%D0%BB%D0%B8%D0%BB%D0%BE-%D0%BA%D0%BE%D0%BC%D1%80%D0%B0%D1%82%D1%83-2-%D0%BC%D1%83%D1%81%D0%BE%D1%80%D0%BE%D0%B2%D0%BE%D0%B7%D0%B0">http://canalregional.md/index.php/social/item/3695-usaid-%D0%B2%D1%8B%D0%B4%D0%B5%D0%BB%D0%B8%D0%BB%D0%BE-%D0%BA%D0%BE%D0%BC%D1%80%D0%B0%D1%82%D1%83-2-%D0%BC%D1%83%D1%81%D0%BE%D1%80%D0%BE%D0%B2%D0%BE%D0%B7%D0%B0</a>
Two Garbage Trucks Donation, December 19, 2014	Comrat	<a href="http://www.moldpres.md/news/2014/12/19/14002165">http://www.moldpres.md/news/2014/12/19/14002165</a>
Two Garbage Trucks Donation, December 19, 2014	Comrat	<a href="http://rtr.md/novosti/obshhestvo/komrat-poluchit-dva-sovremennyx-avtomobilya-dlya-vyvoza-musora">http://rtr.md/novosti/obshhestvo/komrat-poluchit-dva-sovremennyx-avtomobilya-dlya-vyvoza-musora</a>
Two Garbage Trucks Donation, December 19, 2014	Comrat	<a href="http://atv.md/ru/content/ssha-vydelilo-komratchanam-2-musorovoza">http://atv.md/ru/content/ssha-vydelilo-komratchanam-2-musorovoza</a>

Two Garbage Trucks Donation, December 19, 2014	Comrat	<a href="http://www.enigagauziya.md/index.php?option=com_content&amp;view=article&amp;id=1978:mp-zhkkh-mun-komrat-poluchilo-v-dar-dva-novykh-musorovoza&amp;catid=52:moldovanews&amp;Itemid=308">http://www.enigagauziya.md/index.php?option=com_content&amp;view=article&amp;id=1978:mp-zhkkh-mun-komrat-poluchilo-v-dar-dva-novykh-musorovoza&amp;catid=52:moldovanews&amp;Itemid=308</a>
Two Garbage Trucks Donation, December 19, 2014	Comrat	<a href="http://tv7.md/ro/social/primaria-comrat-a-primit-doua-autospeciale/">http://tv7.md/ro/social/primaria-comrat-a-primit-doua-autospeciale/</a>
Two Garbage Trucks Donation, December 19, 2014	Comrat	<a href="http://gagauzmedia.md/index.php?newsid=994">http://gagauzmedia.md/index.php?newsid=994</a>
Two Garbage Trucks Donation, December 19, 2014	Comrat	<a href="http://avtonomia.md/news/posolstvo-ssha-vruchilo-komratu-belorusskie-musorovozy-maz-na-rossiyskih-nomerah">http://avtonomia.md/news/posolstvo-ssha-vruchilo-komratu-belorusskie-musorovozy-maz-na-rossiyskih-nomerah</a>
Town hall newsletter	Taraclia	<a href="http://www.scribd.com/doc/251378010/Taraclia-INFO">http://www.scribd.com/doc/251378010/Taraclia-INFO</a>
Town hall newsletter	Taraclia	<a href="http://www.scribd.com/doc/251378010/Taraclia-INFO">http://www.scribd.com/doc/251378010/Taraclia-INFO</a>
Taraclia CISC Opening, January 23, 2015	Taraclia	<a href="http://gagauzinfo.md/index.php?newsid=16215">http://gagauzinfo.md/index.php?newsid=16215</a>
Taraclia CISC Opening, January 23, 2015	Taraclia	<a href="http://www.noi.md/ru/print/news_id/56163">http://www.noi.md/ru/print/news_id/56163</a>
Taraclia CISC Opening, January 23, 2015	Taraclia	<a href="http://vfokuse.md/news/index.php?newsid=7120">http://vfokuse.md/news/index.php?newsid=7120</a>
Taraclia CISC Opening, January 23, 2015	Taraclia	<a href="http://news.yam.md/ru/story/2727491">http://news.yam.md/ru/story/2727491</a>
Intervention truck Donation to Taraclia, January 27, 2015	Taraclia	<a href="https://www.facebook.com/USAIDMoldova/posts/967344263276969">https://www.facebook.com/USAIDMoldova/posts/967344263276969</a>
Orhei CISC Opening, March 19, 2015	Orhei	<a href="http://calm.md/libview.php?l=ro&amp;idc=34&amp;id=1995&amp;t=%2FSERVICIUL-PRESA%2FNoutati%2FLa-Orhei-a-fost-lansat-oficial-Centrul-de-Informare-i-Prestare-Servicii-pentru-Cetateni-CIPS">http://calm.md/libview.php?l=ro&amp;idc=34&amp;id=1995&amp;t=%2FSERVICIUL-PRESA%2FNoutati%2FLa-Orhei-a-fost-lansat-oficial-Centrul-de-Informare-i-Prestare-Servicii-pentru-Cetateni-CIPS</a>
Orhei CISC Opening, March 19, 2015	Orhei	<a href="http://descentralizare.gov.md/libview.php?l=ro&amp;idc=249&amp;id=1235&amp;t=/EVENIM-ENTE/Nationale/Deschiderea-Centrului-de-Informare-i-Prestare-Servicii-pentru-Cetateni-la-Orhei">http://descentralizare.gov.md/libview.php?l=ro&amp;idc=249&amp;id=1235&amp;t=/EVENIM-ENTE/Nationale/Deschiderea-Centrului-de-Informare-i-Prestare-Servicii-pentru-Cetateni-la-Orhei</a>
Orhei CISC Opening, March 19, 2015	Orhei	<a href="http://moldova-suverana.md/article/cu-susinerea-usaid-la-orhei-a-fost-creat-centrul-de-informare-i-prestare-a-serviciilor_8868">http://moldova-suverana.md/article/cu-susinerea-usaid-la-orhei-a-fost-creat-centrul-de-informare-i-prestare-a-serviciilor_8868</a>
Orhei CISC Opening, March 19, 2015	Orhei	<a href="http://www.moldpres.md/news/2014/12/23/14002253">http://www.moldpres.md/news/2014/12/23/14002253</a>
Singerei CISC Opening, Macrh 12, 2015	Singerei	<a href="http://moldova.usembassy.gov/031315aro.html">http://moldova.usembassy.gov/031315aro.html</a>
Singerei CISC Opening, Macrh 12, 2015	Singerei	<a href="http://www.noi.md/md/print/news_id/57779">http://www.noi.md/md/print/news_id/57779</a>
Singerei CISC Opening, Macrh 12, 2015	Singerei	<a href="http://www.moldpres.md/news/2015/03/13/15001700">http://www.moldpres.md/news/2015/03/13/15001700</a>
Singerei CISC Opening, Macrh 12, 2015	Singerei	<a href="http://moldova-suverana.md/article/la-singerei-a-fost-inaugurat-centrul-de-informare-si-prestare-servicii-pentru-cetateni_9850">http://moldova-suverana.md/article/la-singerei-a-fost-inaugurat-centrul-de-informare-si-prestare-servicii-pentru-cetateni_9850</a>
Singerei CISC Opening, Macrh 12, 2015	Singerei	<a href="http://tv7.md/ro/social/la-singerei-a-fost-inaugurat-centrul-de-informare-i-prestare-servicii-pentru-ceta-eni/">http://tv7.md/ro/social/la-singerei-a-fost-inaugurat-centrul-de-informare-i-prestare-servicii-pentru-ceta-eni/</a>
Singerei CISC Opening, Macrh 12, 2015	Singerei	<a href="http://www.jurnaltv.md/ro/news/2015/3/13/centru-de-informare-la-sangerei-10105216/">http://www.jurnaltv.md/ro/news/2015/3/13/centru-de-informare-la-sangerei-10105216/</a>
Singerei CISC Opening, Macrh 12, 2015	Singerei	<a href="http://agora.md/stiri/6808/un-centru-de-informare-din-singerei-a-fost-deschis-cu-suportul-sua">http://agora.md/stiri/6808/un-centru-de-informare-din-singerei-a-fost-deschis-cu-suportul-sua</a>
Singerei CISC Opening, Macrh 12, 2015	Singerei	<a href="http://www.infotag.md/populis-ru/200826/">http://www.infotag.md/populis-ru/200826/</a>
Singerei CISC Opening, Macrh 12, 2015	Singerei	<a href="http://www.tv7.md/ru/obschestvo/v-syndzherey-otkryilsya-tsentr-informirovaniya-i-okazaniya-uslug-grazhdanam/">http://www.tv7.md/ru/obschestvo/v-syndzherey-otkryilsya-tsentr-informirovaniya-i-okazaniya-uslug-grazhdanam/</a>
Singerei CISC Opening, Macrh 12, 2015	Singerei	<a href="http://www.trm.md/ru/regional/la-sangerei-a-fost-inaugurat-centrul-de-informare-si-prestare-servicii-pentru-cetateni/">http://www.trm.md/ru/regional/la-sangerei-a-fost-inaugurat-centrul-de-informare-si-prestare-servicii-pentru-cetateni/</a>
Singerei CISC Opening, Macrh 12, 2015	Singerei	<a href="http://www.trm.md/ru/regional/la-sangerei-a-fost-inaugurat-centrul-de-informare-si-prestare-servicii-pentru-cetateni/">http://www.trm.md/ru/regional/la-sangerei-a-fost-inaugurat-centrul-de-informare-si-prestare-servicii-pentru-cetateni/</a>
Singerei CISC Opening, Macrh 12, 2015	Singerei	<a href="http://ru.interlic.md/2015-03-13/v-synzherej-otkrylsja-centr-informirovaniya-i-predostavleniya-uslug-38921.html">http://ru.interlic.md/2015-03-13/v-synzherej-otkrylsja-centr-informirovaniya-i-predostavleniya-uslug-38921.html</a>
M&E Plan approval, May 12, 2015	Orhei	<a href="http://www.orhei.md/media/files/files/3_36_1187736.pdf">http://www.orhei.md/media/files/files/3_36_1187736.pdf</a>

Ungheni cherry picker, May 29, 2015	Ungheni	<a href="http://ungheni.md/ungheniul-are-cel-mai-modern-autoturn-din-%C5%A3ar%C4%83-foto/">http://ungheni.md/ungheniul-are-cel-mai-modern-autoturn-din-%C5%A3ar%C4%83-foto/</a>
Ungheni cherry picker, May 29, 2015	Ungheni	<a href="http://www.expresul.com/2015/06/05/foto-ungheniul-are-cel-mai-modern-autoturn-din-tara/">http://www.expresul.com/2015/06/05/foto-ungheniul-are-cel-mai-modern-autoturn-din-tara/</a>
EE Day, May 25, 2015	Orhei	<a href="http://orhei.md/index.php?pag=news&amp;id=736&amp;rid=922&amp;l=ro">http://orhei.md/index.php?pag=news&amp;id=736&amp;rid=922&amp;l=ro</a>
Energy Efficiency Promotion, June 23, 2015	Orhei	<a href="http://orhei.md/index.php?pag=news&amp;id=736&amp;rid=957&amp;l=ro">http://orhei.md/index.php?pag=news&amp;id=736&amp;rid=957&amp;l=ro</a>
First Meeting of the Youth Council, formed with USAID support	Taraclia	<a href="https://www.youtube.com/watch?v=mVAMV3GtOU">https://www.youtube.com/watch?v=mVAMV3GtOU</a>
Ialoveni Youth Council Creation, September 30, 2015	Ialoveni	<a href="http://www.ialoveni.md/">http://www.ialoveni.md/</a>
<b>Cohort 2 Towns</b>		
Grader donation, November 7, 2014	Floresti	<a href="http://moldova.usembassy.gov/110714ro.html">http://moldova.usembassy.gov/110714ro.html</a>
		<a href="http://sfm.md/2014/floresti-primul-oras-din-moldova-care-primeste-echipament-prin-programul-usaid-de-sustinere-administratiilor-locale/">http://sfm.md/2014/floresti-primul-oras-din-moldova-care-primeste-echipament-prin-programul-usaid-de-sustinere-administratiilor-locale/</a>
Grader donation, November 12, 2014	Nisporeni	<a href="http://www.albasat.md/ro/content/donatie-din-partea-poporului-american">http://www.albasat.md/ro/content/donatie-din-partea-poporului-american</a>
Grader Donation, November 14, 2014	Nisporeni	<a href="http://canalregional.md/index.php/social/item/3366-dona%C5%A3ie-de-la-americiani">http://canalregional.md/index.php/social/item/3366-dona%C5%A3ie-de-la-americiani</a>
WebAPL presentation, November 17, 2014	Glodeni	<a href="https://www.facebook.com/PrimariaGlodeni/posts/940777662617202">https://www.facebook.com/PrimariaGlodeni/posts/940777662617202</a>
Excavator Donation, November 20, 2014	Donduseni	<a href="https://www.youtube.com/watch?v=F55715y6h6U">https://www.youtube.com/watch?v=F55715y6h6U</a>
Excavator donation, November 24, 2014	Hincesti	<a href="http://curierul.md/index.php/tiri/s-n-tate/item/537-usaid-a-donat-un-excavator-orasului-hancesti/537-usaid-a-donat-un-excavator-orasului-hancesti">http://curierul.md/index.php/tiri/s-n-tate/item/537-usaid-a-donat-un-excavator-orasului-hancesti/537-usaid-a-donat-un-excavator-orasului-hancesti</a>
SP public hearings, November 25, 2014	Anenii Noi	<a href="http://comunicate.md/index.php?task=articles&amp;action=view&amp;article_id=8439">http://comunicate.md/index.php?task=articles&amp;action=view&amp;article_id=8439</a> <a href="http://www.civic.md/comunicate/26532-strategia-de-dezvoltare-a-orasului-anenii-noi-audiata-public.html">http://www.civic.md/comunicate/26532-strategia-de-dezvoltare-a-orasului-anenii-noi-audiata-public.html</a>
Excavator donation, November 26, 2014	Cimislia	<a href="http://cimislia.md/ro/node/768">http://cimislia.md/ro/node/768</a>
Two sewer cleaning trucks donation, November 27, 2014	Edinet	<a href="http://primariaedinet.md/?p=3073">http://primariaedinet.md/?p=3073</a>
Asset MG TA, November 30, 2014	Soroca	<a href="http://www.primisoroca.md/stiri-0-325-0.html">http://www.primisoroca.md/stiri-0-325-0.html</a>
Garbage Truck donation, December 2, 2014	Stefan Voda	<a href="http://www.primariastefanvoda.md/?pag=news&amp;tip=noutate&amp;opa=view&amp;id=166&amp;l=">http://www.primariastefanvoda.md/?pag=news&amp;tip=noutate&amp;opa=view&amp;id=166&amp;l=</a>
Human Resources TA, December 3, 2014	Soroca	<a href="http://www.primisoroca.md/stiri-0-326-0.html">http://www.primisoroca.md/stiri-0-326-0.html</a>
SP workshops, December 3, 2014	Cimislia	<a href="http://gazetadesud.md/orasul-cimislia-va-avea-o-strategie-de-dezvoltare-durabila/">http://gazetadesud.md/orasul-cimislia-va-avea-o-strategie-de-dezvoltare-durabila/</a>
Containers donation, December 4, 2014	Cahul	<a href="http://primariacahul.md/index.php?start=6">http://primariacahul.md/index.php?start=6</a>
Two Garbage Truck donations, SorTV, December 11, 2014	Soroca	<a href="http://play.md/2098016">http://play.md/2098016</a>
Two Garbage Truck donations, December 11, 2014	Soroca	<a href="http://www.primisoroca.md/stiri-0-329-0.html">http://www.primisoroca.md/stiri-0-329-0.html</a>
Two Garbage Truck donations, December 11, 2014	Soroca	<a href="http://news.click.md/item/doua-autospeciale-noi-pentru-curatirea-orasului-13509453">http://news.click.md/item/doua-autospeciale-noi-pentru-curatirea-orasului-13509453</a>
Two Garbage Truck donations, December 11, 2014	Soroca	<a href="http://odn.info.md/2014/12/doua-autospeciale-noi-pentru-curatirea-orasului/">http://odn.info.md/2014/12/doua-autospeciale-noi-pentru-curatirea-orasului/</a>
SP Public Hearings, December 17, 2014	Edinet	<a href="http://primariaedinet.md/?p=3136">http://primariaedinet.md/?p=3136</a>

SP Public Hearing, December 18, 2014	Florești	<a href="http://flortv.net/news/audiere_publica/2014-12-18-1588">http://flortv.net/news/audiere_publica/2014-12-18-1588</a>
SP Public Hearing, December 18, 2014	Glodeni	<a href="http://tvprim.md/new/?type=news&amp;id=3149">http://tvprim.md/new/?type=news&amp;id=3149</a>
SP, December 28, 2014	Soroca	<a href="http://sortv.info.md/index.php?option=com_content&amp;view=article&amp;id=2734:strategia-de-dezvoltare-a-sorocii&amp;catid=58:locale&amp;Itemid=310">http://sortv.info.md/index.php?option=com_content&amp;view=article&amp;id=2734:strategia-de-dezvoltare-a-sorocii&amp;catid=58:locale&amp;Itemid=310</a>
SP, December 28, 2014	Soroca	<a href="http://www.primisoroca.md/stiri-0-337-0.html">http://www.primisoroca.md/stiri-0-337-0.html</a>
Collaboration with LGSP during 2014, December 29, 2014	Edinet	<a href="http://primariaedinet.md/?p=3145">http://primariaedinet.md/?p=3145</a>
Collaboration with LGSP during 2014, December 29, 2014	Soroca	<a href="http://www.primisoroca.md/stiri-0-338-0.html">http://www.primisoroca.md/stiri-0-338-0.html</a>
Collaboration with LGSP, December 30, 2014	Calarasi	<a href="http://www.calarasi-primaria.md/?pag=news&amp;tip=noutate&amp;opa=view&amp;id=472&amp;l=">http://www.calarasi-primaria.md/?pag=news&amp;tip=noutate&amp;opa=view&amp;id=472&amp;l=</a>
Strategic Plan approved, January 6, 2015	Cimislia	<a href="http://radiomedia.md/main/?optiune=news&amp;lang=ro&amp;selected=comments&amp;id_news=626">http://radiomedia.md/main/?optiune=news&amp;lang=ro&amp;selected=comments&amp;id_news=626</a>
Strategic Plan approved, January 6, 2015	Cimislia	<a href="http://www.cimislia.md/ro/planul-strategic-dezvoltare">http://www.cimislia.md/ro/planul-strategic-dezvoltare</a>
Strategic Plan approved, January 6, 2015	Cimislia	<a href="http://radiomedia.md/main/?optiune=news&amp;lang=ro&amp;selected=comments&amp;id_news=626">http://radiomedia.md/main/?optiune=news&amp;lang=ro&amp;selected=comments&amp;id_news=626</a>
Strategic Plan approved, January 6, 2015	Cimislia	<a href="http://www.cimislia.md/ro/planul-strategic-dezvoltare">http://www.cimislia.md/ro/planul-strategic-dezvoltare</a>
Strategic Plan Cimislia	Cimislia	<a href="http://www.cimislia.md/upload/Strategia%20local%C4%83%20de%20dezvoltare%20socio-economic%C4%83%20integrat%C4%83%20a%20ora%C5%9Fului%20Cimi%C8%99lia%202015-2020%20-%20Copy%201.pdf">http://www.cimislia.md/upload/Strategia%20local%C4%83%20de%20dezvoltare%20socio-economic%C4%83%20integrat%C4%83%20a%20ora%C5%9Fului%20Cimi%C8%99lia%202015-2020%20-%20Copy%201.pdf</a>
Strategic Plan Falesti	Falesti	<a href="http://www.google.com/url?sa=t&amp;rct=j&amp;q=&amp;esrc=s&amp;source=web&amp;cd=7&amp;cad=rja&amp;uact=8&amp;ved=0CDcQFjAG&amp;url=http%3A%2F%2Fwww.falesti.md%2Fprimaria%2Fprocesul-de-planificare-strategica-de-dezvoltare-durabila-integrata-a-localitatii%2Fitem%2Fdownload%2F13_8766f83aef74c0c187b449210c65d1aa&amp;ei=Cj-VVbh_iaiyAZPwtqAG&amp;usq=AFQjCNEpiCkpG0vK9KaP9NdzGz-COBLDqA&amp;sig2=Fj945MxXv3gXLVGGuN8PPA&amp;bvm=bv.96952980.d.bGg">http://www.google.com/url?sa=t&amp;rct=j&amp;q=&amp;esrc=s&amp;source=web&amp;cd=7&amp;cad=rja&amp;uact=8&amp;ved=0CDcQFjAG&amp;url=http%3A%2F%2Fwww.falesti.md%2Fprimaria%2Fprocesul-de-planificare-strategica-de-dezvoltare-durabila-integrata-a-localitatii%2Fitem%2Fdownload%2F13_8766f83aef74c0c187b449210c65d1aa&amp;ei=Cj-VVbh_iaiyAZPwtqAG&amp;usq=AFQjCNEpiCkpG0vK9KaP9NdzGz-COBLDqA&amp;sig2=Fj945MxXv3gXLVGGuN8PPA&amp;bvm=bv.96952980.d.bGg</a>
Mentioning the equipment, June 5, 2015	Drochia	<a href="http://gliadrochiana.info/wp-content/uploads/gl_pdf/GD_21(759)2015.pdf">http://gliadrochiana.info/wp-content/uploads/gl_pdf/GD_21(759)2015.pdf</a>
Energy Efficiency Campaign	Calarasi	<a href="http://calarasi-primaria.md/index.php?pag=news&amp;opa=view&amp;id=512&amp;tip=noutate&amp;start=10&amp;l=">http://calarasi-primaria.md/index.php?pag=news&amp;opa=view&amp;id=512&amp;tip=noutate&amp;start=10&amp;l=</a>
<b>General Events</b>		
Transparency week, October 20, 2014	Taraclia, Calarasi	<a href="http://descentralizare.gov.md/libview.php?l=ro&amp;idc=249&amp;id=1221&amp;t=EVENIM ENTE/Nationale/Proiectul-LGSP-in-cadrul-Saptamanii-Transparentei">http://descentralizare.gov.md/libview.php?l=ro&amp;idc=249&amp;id=1221&amp;t=EVENIM ENTE/Nationale/Proiectul-LGSP-in-cadrul-Saptamanii-Transparentei</a>
14 SP public hearings - Cohort 2	Cohort 2	<a href="http://comunicate.md/index.php?task=articles&amp;action=view&amp;article_id=8492">http://comunicate.md/index.php?task=articles&amp;action=view&amp;article_id=8492</a>
WebAPL platform	Taraclia	<a href="http://taraclia.md/ru/page/disclaimer-1205">http://taraclia.md/ru/page/disclaimer-1205</a>
LGSP as partner at the Best Practices Gala, December 15, 2014	Chisinau	<a href="http://www.viitorul.org/newsview.php?l=ro&amp;id=4523&amp;idc=132">http://www.viitorul.org/newsview.php?l=ro&amp;id=4523&amp;idc=132</a>
Equipment Donations in the 33 towns, December 30, 2014	All towns	<a href="http://unimedia.info/stiri/usaide-creste-calitatea-si-accesul-la-serviciile-publice-in-orasele-din-moldova-86530.html">http://unimedia.info/stiri/usaide-creste-calitatea-si-accesul-la-serviciile-publice-in-orasele-din-moldova-86530.html</a>
Equipment Donations in the 33 towns, December 30, 2014	All towns	<a href="http://agora.md/stiri/5296/usaide-creste-calitatea-si-accesul-la-serviciile-publice-in-orasele-din-moldova--">http://agora.md/stiri/5296/usaide-creste-calitatea-si-accesul-la-serviciile-publice-in-orasele-din-moldova--</a>
Equipment Donations in the 33 towns, December 30, 2014	All towns	<a href="http://news.click.md/item/usaide-creste-calitatea-si-accesul-la-serviciile-publice-in-orasele-din-moldova-13698274">http://news.click.md/item/usaide-creste-calitatea-si-accesul-la-serviciile-publice-in-orasele-din-moldova-13698274</a>
Equipment Donations in the 33 towns, December 30, 2014	All towns	<a href="http://www.infomarket.md/ro/transport/n_noiembrie-decembrie_2014_USAID_a_donat_33_de_autospeciale_grele_i_3430_de_containere_de_gunoi_pentru_32_de_centre_raionale_din_Moldova">http://www.infomarket.md/ro/transport/n_noiembrie-decembrie_2014_USAID_a_donat_33_de_autospeciale_grele_i_3430_de_containere_de_gunoi_pentru_32_de_centre_raionale_din_Moldova</a>
Equipment Donations in the 33 towns, December 30, 2014	All towns	<a href="http://www.noi.md/md/print/news_id/53882">http://www.noi.md/md/print/news_id/53882</a>
Equipment Donations in the 33 towns, December 30, 2014	All towns	<a href="http://www.ziarelive.ro/stiri/usaide-creste-calitatea-si-accesul-la-serviciile-publice-in-orasele-din-moldova.html">http://www.ziarelive.ro/stiri/usaide-creste-calitatea-si-accesul-la-serviciile-publice-in-orasele-din-moldova.html</a>

Equipment Donations in the 33 towns, December 30, 2014	All towns	<a href="http://www.25.md/stire-noi-autospeciale-si-containere-pentru-gunoi-donate-de-usaid">http://www.25.md/stire-noi-autospeciale-si-containere-pentru-gunoi-donate-de-usaid</a>
Equipment Donations in the 33 towns, December 30, 2014	All towns	<a href="http://www.infotag.md/press_release/197634/">http://www.infotag.md/press_release/197634/</a>
Equipment Donations in the 33 towns, December 30, 2014	All towns	<a href="http://www.vedomosti.md/news/usaaid-podarilo-tehniku-32-rajcentram-moldovy">http://www.vedomosti.md/news/usaaid-podarilo-tehniku-32-rajcentram-moldovy</a>
Equipment Donations in the 33 towns, December 30, 2014	All towns	<a href="http://rtr.md/novosti/ekonomika/usaaid-v-noyabre-dekabre-2014-g-podarilo-rajcentram-moldovy-spectexniku-musornye-kontejnera">http://rtr.md/novosti/ekonomika/usaaid-v-noyabre-dekabre-2014-g-podarilo-rajcentram-moldovy-spectexniku-musornye-kontejnera</a>
Equipment Donations in the 33 towns, December 30, 2014	All towns	<a href="http://www.infomarket.md/ru/transport/USAID_v_noyabre-dekabre_2014_g_podarilo_32_raytsentram_moldovyi_33_edinitsyi_spetsializiro_vannoy_tyajeloy_tehniki_i_3430_musornvih_konteynerov/">http://www.infomarket.md/ru/transport/USAID_v_noyabre-dekabre_2014_g_podarilo_32_raytsentram_moldovyi_33_edinitsyi_spetsializiro_vannoy_tyajeloy_tehniki_i_3430_musornvih_konteynerov/</a>
Ceadir- Lunga Urban Plan Development, February 5, 2015	Ceadir-Lunga	<a href="http://gagauzmedia.md/index.php?newsid=2198">http://gagauzmedia.md/index.php?newsid=2198</a>
Mayor of Cimislia mentioning LGSP assistance during a talkshow, March 10, 2015	Cimislia	<a href="http://unimedia.info/tv/alb-negru/240/ora-16-00-gheorghe-raileanu-in-studioul-unimedia">http://unimedia.info/tv/alb-negru/240/ora-16-00-gheorghe-raileanu-in-studioul-unimedia</a>
Mayor of Taraclia, Serghei Filipov mentioned in a TV show, that as result of LGSP support - Taraclia performed a complete diagnostic analysis of water utility and developed service improvement plan. After that, Taraclia local public administration managed to attract approximately 600 thousands MDL (32,000 USD) from National Ecological Fund to replace obsolete pumps for new/energy efficient (50% of energy saving).	Taraclia	<a href="https://www.youtube.com/watch?v=gkN90bONLhw&amp;fb_action_ids=698158006968826&amp;fb_action_types=og.shares&amp;fb_source=other_multiline&amp;action_object_map=%5B849797381752968%5D&amp;action_type_map=%5B%22og.shares%22%5D&amp;action_ref_map=%5B%5D">https://www.youtube.com/watch?v=gkN90bONLhw&amp;fb_action_ids=698158006968826&amp;fb_action_types=og.shares&amp;fb_source=other_multiline&amp;action_object_map=%5B849797381752968%5D&amp;action_type_map=%5B%22og.shares%22%5D&amp;action_ref_map=%5B%5D</a>
Success Story Equipment Donations	All towns	<a href="http://www.stiripozitive.eu/libview.php?l=ro&amp;idc=77&amp;id=1761&amp;t=/Stiri-Pozitive/Comunicate-de-presa/Istorie-de-succes-Servicii-publice-mai-bune-cu-suportul-USAID/">http://www.stiripozitive.eu/libview.php?l=ro&amp;idc=77&amp;id=1761&amp;t=/Stiri-Pozitive/Comunicate-de-presa/Istorie-de-succes-Servicii-publice-mai-bune-cu-suportul-USAID/</a>
Visit of Deputy Secretary General of the Government to LGSP Office	Chisinau	<a href="http://www.descentralizare.gov.md/libview.php?l=ro&amp;idc=249&amp;id=1234&amp;t=/EV-ENIMENTE/Nationale/Sergiu-CEAU-Secretarul-General-adjunct-al-Guvernului-a-analizat-impreda-cu-partenerii-de-dezvoltare-activitatile-desfaurate-in-sustinerea-APL">http://www.descentralizare.gov.md/libview.php?l=ro&amp;idc=249&amp;id=1234&amp;t=/EV-ENIMENTE/Nationale/Sergiu-CEAU-Secretarul-General-adjunct-al-Guvernului-a-analizat-impreda-cu-partenerii-de-dezvoltare-activitatile-desfaurate-in-sustinerea-APL</a>
WebLPA Platform training, May 26-27, 2015	Chisinau	<a href="http://www.discus.idsi.md/ro/seminar-26-27-mai">http://www.discus.idsi.md/ro/seminar-26-27-mai</a>
Radio Show about LGSP activities and results, in partnership with CALM, September 5, 2015	Chisinau	<a href="http://www.calm.md/libview.php?l=ro&amp;idc=59&amp;id=2371&amp;t=/SERVICIUL-PRESA/Emisiuni-Audio/Vocea-Administratiei-Publice-Locale-din-5-septembrie-2015">http://www.calm.md/libview.php?l=ro&amp;idc=59&amp;id=2371&amp;t=/SERVICIUL-PRESA/Emisiuni-Audio/Vocea-Administratiei-Publice-Locale-din-5-septembrie-2015</a>
MoU LGSP and CALM signing, September 8, 2015	Chisinau	<a href="http://calm.md/libview.php?l=ro&amp;idc=66&amp;id=2370&amp;t=/SERVICIUL-PRESA/Comunicate/Proiectul-USAID-de-Sustinere-a-Autoritatilor-Locale-din-Moldova-LGSP-i-Congresul-Autoritatilor-Locale-din-Moldova-CALM-au-semnat-un-Memorandum-de-Colaborare">http://calm.md/libview.php?l=ro&amp;idc=66&amp;id=2370&amp;t=/SERVICIUL-PRESA/Comunicate/Proiectul-USAID-de-Sustinere-a-Autoritatilor-Locale-din-Moldova-LGSP-i-Congresul-Autoritatilor-Locale-din-Moldova-CALM-au-semnat-un-Memorandum-de-Colaborare</a>

## Annex I. PMEP Year 4

	Detailed description	Unit measure	Baseline	FY2012	FY2013	FY2014	FY2015	FY2016	LOP Target	
<b>Project purpose: To strengthen local governance and municipal service delivery, thereby stimulating local economic growth</b>										
<b>General</b>										
<b>1</b>	<b>Number of sub-national governments receiving U.S. assistance to increase own source revenues</b>	The total number of first-level local governments receiving LGSP assistance to increase own revenues.	#	0	0	15	25	28	30	30
					12	12	32	32		
<b>2</b>	<b>2.2.3-5 Number of sub-national governments receiving U.S. assistance that improve performance</b>	"Improved performance" is measured by an increase in quantity, increase in quality (as measured and/or as perceived by end users), and/or decreased unit cost of provision of service.	#	0	0	4	16	18	20	20
					0	0	26	32		
<b>USAID 1.3</b>	<b>1.3. Percentage of local governments receiving U.S. assistance that improved performance</b>	Percent of assisted towns that improve performance in at least one of the four main domains as measured by the Municipal Performance Index: 1) organizational capacity, functioning and provision of administrative services, 2) financial management, 3) lawfulness and transparency, 4) management of public services	%	0	n/a	n/a	n/a	60	90	90
					n/a	n/a	n/a	n/a		
<b>3</b>	<b>Accessibility of minimum-standard, priority local government services</b>	Percent increase in access to minimum-standard priority services in LGSP partner towns. One top priority service will be defined in each integrated service improvement plan and, with LGSP support, the towns will set clearly defined standards to meet.	%		0	+3%	+8%	+10%	+15%	+15%
						0	0	0	n/a	

Objective 1. Municipal Service Delivery improved										
Expected Result 1.1.: Local capacity to plan for and manage municipal services improved										
4	Number of partner towns where citizen ratings indicate qualitative improvements in a selected service	Based on citizen surveys, the number of towns that see a year-on-year improvement in citizen ratings for a target service (identified during the planning process and incorporated into an integrated service improvement plan).	#	0	0	4	16	18	20	20
					n/a	n/a	n/a	n/a		
5	Percent of the population in assisted towns that indicate qualitative improvements in a selected service	The percentage increase of the population that indicates qualitative improvements in services selected for LGSP assistance.	%	0	0	0	0	15	15	15
					n/a	n/a	n/a	n/a		
USAID 1.3.1.	Percentage of the population indicating qualitative improvements in the assisted processes and/or systems	Percentage increase of the population that indicates qualitative improvements in services selected for LGSP assistance. Assisted processes could include: municipal utilities, administrative services, or citizen feedback mechanisms. Since LGSP is providing assistance to 33 towns, the indicator will reflect an average number drawn from the percentages for each assisted towns	%	0	n/a	n/a	n/a	15	15	15
					n/a	n/a	n/a	n/a		
6	Number of Municipal Strategic Plans updated or created	The number of municipal strategic plans that were updated (for the local governments that already had one) or created (where they did not exist).	#	0	0	10	20	25	30	30
					0	10	12	31		
7	Number of integrated service-improvement plans completed	The total number of integrated service improvement plans (ISIPs) completed during the reporting period	#	0	0	0	11	31	30	30
					0	0	11	31		
USAID 1.3.2.	Number of integrated service-improvement plans completed by local governments	The total number of ISIPs completed	#	0	n/a	n/a	11	25	30	30
					n/a	n/a	11	31		

Expected Result 1.2.: New municipal service arrangements established										
8	Number of partner towns using new service arrangements	The number of partner towns that use inter-municipal service arrangements, facilitated by the LGSP implementation or go for out-sourcing alternatives. This includes both new services and new arrangements. Through inter-municipal assistance LGSP might also assist towns outside its primary 33.	#	0	0	2	6	8	10	10
					0	0	0	3		
Expected Result 1.3.: Ability of municipalities to access regional and donor funds improved										
9	Number of partner towns that leverage own funds for service and infrastructure improvements	Total number of LGSP partner towns, not including Chisinau or Balti, that use own source revenue to co-finance investments to improve services or infrastructure (from GoM, donor, private, or other sources).	#	0	0	4	16	20	22	22
					0	2	5	12		
Expected Result 1.4.: Transparency and accountability of local government planning and decision-making enhanced										
10	Number of citizen-feedback mechanisms institutionalized with LGSP support	The total number of systems and processes institutionalized with LGSP support to engage citizens in local government (such as laws that require public budget hearings, participatory planning processes, or citizen report cards).	#	0	0	10	100	120	140	140
					0	50	128	197		
USAID 1.3.1.	Percent of assisted local governments applying improved mechanisms of transparency and accountability towards citizen	Percent of assisted towns that apply systems and processes established with LGSP support to engage citizens in local governance, such as, internal regulations, web-sites, Facebook pages, budget hearings, participatory planning processes, or citizen report cards	%	0	n/a	n/a	30	30	90	90
					n/a	n/a	100	100		

Objective 2. Local government revenues increased and financial management practices improved										
Expected Result 2.1.: Cost and management efficiencies identified and adopted										
11	Number of revenue-generation plans adopted	The total number of revenue-generation plans adopted with LGSP support	#	0	0	5	15	20	30	30
					0	0	0	0		
12	Number of asset management plans adopted	The total number of asset management plans adopted with LGSP support	#	0	0	0	5	15	30	30
					0	4	10	16		
Expected Result 2.2.: Collection rates for local fees and taxes improved										
13	Percent increase in own revenues in LGSP partner towns	The percentage increase in revenues generated from taxes and fees collected by LGSP partner towns (specifically, the first level local public administration).	%	0	0	5%	+10%	12%	15%	15.00%
					0	5%	11.60%	10.50%		
14	Number of municipalities increasing revenues collected from municipal property tax	The total number of assisted towns that have encountered increasing revenues from municipal property tax, as compared to previous reporting period.	#	0	0	4	8	12	15	15
					0	6	20	28		
Expected Result 2.3.: Service fees based on full cost recovery adopted										
15	Number of defined services that encounter improved cost recovery	The total number of defined services in the LGSP partner towns that directly recover more costs (through, for example, tariffs) to cover the cost of producing and delivering a target service to a larger extent (less subsidies from the local budget).	#	0	0	5	20	25	30	30
					0	0	0	30		

Expected Result 2.4.: Budgeting and reporting improved										
16	Number of partner towns meeting the new government accounting standards	The total number of LGSP partner towns meeting government accounting standards by adopting expected changes to public sector accounting standards.	#	0	0	5	20	25	30	30
					n/a	n/a	n/a	n/a		
17	Number of municipal financial staff trained on new MoF accounting standards	Number of financial staff in the LGSP partner towns that show increased knowledge on accounting standards on the basis of quizzes/ questionnaires responded at the end of each training panel provided by LGSP.	#	0	n/a	n/a	n/a	n/a	n/a	n/a
					n/a	n/a	n/a	n/a		
Expected Result 2.5.: Citizen's access to information on available financial resources increased										
18	Number of integrated communication plans adopted	The total number of integrated communication plans that were adopted by the LGs.	#	0	0	10	15	25	28	28
					0	6	14	25		
Objective 3. Municipal energy efficiency improved										
Expected Result 3.1.: Energy efficiency programs and action plans developed and implemented										
19	Percent of partner towns/municipalities that prepare energy efficiency plans	The percentage of LGSP partner towns that prepare and approve energy efficiency plans in line with the Law on Energy Efficiency.	%	0	0%	20%	45%	80%	90%	90%
					0	28%	34.4%	84%		
20	4.4.1-32 Total public and private funds leveraged by LGSP for energy projects	Non-LGSP debt and equity capital, donor grants, financial contributions, and in-kind support which is attributable to LGSP efforts, for energy projects. Examples include direct investment in the project, grants for technical assistance, contributions to a LGSP-managed fund or GDA, and in-kind support by volunteer experts. Dollars leveraged must be attributable to LGSP efforts in that they would not have been leveraged without LGSP involvement.	th USD	0	0	500	2000	4000	6000	6000
					0	0	240	355		
21	4.4.1-34 Person hours of training completed in technical energy fields supported with LGSP assistance	This indicator counts training hours that were delivered in full or in part as a result of USG assistance. Only people who complete the entire training course are counted for this indicator.	h	0	0	768	1300	1400	1400	1400
					0	816	1338	1414		

**Expected Result 3.2.: Energy efficiency monitoring and evaluation plans and systems established and utilized**

22	4.4.1-31 Number of beneficiaries with improved energy services due to LGSP assistance	This is the number of people who benefit from improved energy services due to LGSP assistance. Illustrative examples of improved energy service include a new electricity connection, improved cook stove, or access to gas, increased number of hours of electricity service, and reduced outages and voltage fluctuations.	#	0 towns	0	0	2	4	4	4
				0 people	0	0	680	1000	1000	1000
				towns	0	0	2	3		
				people	0	0	680	995		
23	4.8-7 Quantity of greenhouse gas emissions, measured in metric tons of CO2 equivalent, reduced or sequestered as a result of LGSP assistance	The CO2 emissions reduced or sequestered as a result of USG programs in climate change, natural resource management, agriculture, biodiversity, energy, industry, urban, transport and other relevant sectors. LGSP LEEPs serve as reference point for potential CO2 reductions and the table elaborated by the project EE advisor serves as a tool for the estimations and calculations.	t		0	0	0	152.2	300	300
				0	0	0	152.2			
24	Number of towns using/applying the EE monitoring tool	Number of towns that start applying the Informational System on Municipal Energy Consumption prepared (adapted to Republic of Moldova) by AEE, as a result of LGSP assistance	#		0	10	20	25	30	30
				0	n/a	n/a	11	30		

Expected Result 3.3.: Citizen understanding of energy efficiency and its benefits improved										
25	Number of towns where citizens indicate increased awareness of energy efficiency	The citizen survey envisages a series of questions that are meant to assess the extent to which the citizens are informed or have knowledge with regard to EE issues	#	0	0	n/a	n/a	30	n/a	30
					n/a	n/a	n/a	n/a		
26	GNDR-1 Number of laws, policies, or procedures drafted, proposed or adopted to promote gender equality at the regional, national or local level	Any law, policy, or procedure designed to promote or strengthen gender equality at the regional, national or local level, which was developed or implemented with LGSP assistance. In LGSP terms, it might concern especially Procedures – LGSP assistance for host government agency implementation of procedures for gender-sensitive survey design and data collection.	#	0	1	2	3	4	5	5
					0	1	3	4		