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LOCAL GOVERNMENT SUPPORT PROJECT IN MOLDOVA

FINAL REPORT



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Cover photo: A Municipal Enterprise employee from the LGSP partner town of Riscani celebrates the receipt of a garbage truck from the project's Direct Procurement Fund, enabling more effective and efficient waste collection in the town. LGSP procured approximately \$3.2 million in specialized equipment—including garbage trucks, sewer cleaning trucks, street graders, water pumps and meters, cherry picker trucks, and street lighting equipment – for tangible improvements in service delivery. (Photo credit: USAID/LGSP)

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ACRONYMS

AEE	National Agency for Energy Efficiency
AMAC	Moldova Apa-Canal Municipal Association
CALM	Congress of Local Authorities from Moldova
CISC	Citizen Information and Service Center
DPF	direct procurement fund
EE	energy efficiency
EMM	Excellence in Municipal Management
EU	European Union
FY	fiscal year
GIZ	German Agency for International Cooperation
GUP	general urban plan
HRM	human resource management
IDU	Institute for Urban Development
IMC	inter-municipal cooperation
IOF	Incentives and Opportunities Fund
JILDLP	Joint Integrated Local Development Project
LEEAP	Local Energy Efficiency Action Plan
LEEP	Local Energy Efficiency Plan
LGSP	Local Government Support Project in Moldova
LPA	local public authority
M&E	monitoring and evaluation
MPI	Municipal Performance Index
MRDC	Ministry for Regional Development and Construction
PBB	program based budgeting
PPP	public-private partnership
SIP	service improvement plan
SWM	solid waste management
UNDP	United Nations Development Programme
USAID	U.S. Agency for International Development
WSS	Water and Sanitation Service

EXECUTIVE SUMMARY

During the four years of implementation of the Local Government Support Project (LGSP), the government of Moldova has faced both internal and external challenges to its political stability and its orientation toward European integration. There have been five government turnovers in four years. As this report goes to press, the newly formed government faces ongoing protests calling for early elections. According to the Institute for Public Policy's November 2015 Public Opinion Barometer¹, 90 percent of Moldova's population does not trust the central government. The turmoil at the national level is unmistakable.

"Due to our town's partnership with the LGSP project, we benefited from the best advice and from an equipment donation that was so timely and so necessary. I appreciate this very useful support as a friendly hand offered to Taraclia by the American people."

— SERGHEI FILIPOV,
MAYOR OF TARACLIA

On the local level, however, the picture is very different. USAID has rightfully recognized local government as the sphere in which it is possible to truly transform citizens' relationships with government because it is the level of government closest to citizens' daily needs. According to the Public Opinion Barometer, local governments are trusted by 52 percent of citizens — a level of trust second only to the church. Accordingly, USAID launched LGSP, implemented by Chemonics, in February 2012. During its implementation, 97 percent of LGSP partner towns improved their performance in rule of law, transparency, and citizen engagement, and all towns reported measurable increases in the registered users of municipal services.

LGSP worked with all 32 raion center towns in Moldova to design policies and procedures that contributed to good governance, develop capacity to meet decentralized authorities and responsibilities for services in a transparent manner, and provide basic services that engendered growth of local economies and made services more cost effective and efficient. Awarded as a \$9.3 million project, LGSP received an additional \$3.2 million in funding in September 2014 for even greater impact in service delivery. LGSP employed a combination of technical assistance, training, and financial support for the planning and implementation of qualitative and quantitative improvements in the services that fall within local governments' authority and responsibility.

Highlights of LGSP activities and accomplishments include:

Component 1: Improve municipal service delivery including planning, service management and service quality and quantity

- All 32 LGSP partner towns successfully developed or updated their socioeconomic development strategies. Additionally, based on USAID's request,

¹ http://www.ipp.md/public/files/Barometru/Brosura_BOP_11.2015_prima_parte_final.pdf

LGSP assisted two towns in Gagauzia — Ceadir-Lunga and Vulcanesti — in strategic planning.

- LGSP assisted the towns of Singerei, Straseni, Soldanesti, Stefan Voda, Leova, Calarasi, Ceadir-Lunga, and Vulcanesti in drafting their general urban plans.
- Three LGSP partner towns (Taraclia, Orhei, and Singerei) opened their Citizen Information and Service Centers (CISCs), inspiring other local governments that are now planning to establish CISCs based on LGSP's concept.
- Through delivery of LGSP's flagship Excellence in Municipal Management (EMM) program, more than 500 people (including mayors, deputy mayors, local council members, and municipal enterprise employees) attended specialized training and technical assistance courses. Using a combination of U.S. and European Union (EU) expertise, the EMM core curriculum included 12 modules in participatory local government management to help beneficiaries improve financial management and municipal service delivery.
- LGSP developed and provided support for implementation of service improvements plans (SIPs), based on thorough diagnostic analyses of the municipal utilities. In response to the challenges identified during the process, LGSP developed and implemented an Integrated Financial Information System for 26 municipal utilities from partner towns to automate and improve efficiency of operations.
- LGSP invested more than \$3 million in the procurement of specialized equipment for municipal enterprises, including road graders, excavators, sewer trucks, garbage trucks, garbage containers, water pumps, water meters, and LED bulbs and cabling.
- Public servants from partner towns built their capacity in communication with citizens using a more diverse set of tools, improving the transparency of town hall activities. To ensure sustainability and help partner town halls institutionalize these tools, LGSP developed and distributed an Internal Regulation on Communication and a template for an Action Plan on Communication, Citizen Participation, and Transparency.
- At least 20 mayoralities have set up official Facebook pages and 13 developed official websites that help them comply with the existing legal framework regarding transparency, keep citizens informed, and receive feedback from citizens to assist in decision-making.

"LGSP's EMM training and technical assistance program significantly helped local government representatives to better understand their tasks and to develop highly necessary skills. Applying the knowledge gained in this program, we managed to build greater trust in the LPA, obtain a higher quality of public service delivery, and provide citizens with more opportunities to get involved and participate in the decision making process of community interest."

— VALENTINA CASIAN,
MAYOR OF STRASENI

- LGSP assisted 22 towns in adapting the information on their local finances to develop informational flyers with short versions of the local budget containing the most essential and relevant information regarding town revenues and expenditures to keep citizens informed.
- To help partner towns further encourage citizen — particularly youth — engagement, raise their interest in local public affairs, and involve them in local decision making activities, LGSP collaborated with Peace Corps volunteers to carry out a series of capacity building leadership training sessions for youth in Taraclia, Calarasi, and Cimislia.

Component 2: Increase Local Revenues and Improve Financial Management

- LGSP developed and implemented a Municipal Property/Asset Management System to help partner towns manage their local revenues and improve local services. As result of the extensive training course and individual technical assistance provided, 19 partner towns significantly improved their asset management systems and generated more than 10 million MDL in revenues from the application of proper asset management practices.
- Through numerous training courses and technical assistance sessions on financial management, all LGSP partner towns improved their budget calculations and ability to negotiate for transfers from the Ministry of Finance. As result, partner towns will receive more than 14.3 million MDL in additional transfers from the state budget to cover the primary needs of education and social assistance in 2016-2018.
- Partner towns experienced an average 15 percent increase in own source revenues in 2016 as compared to 2012.
- Partner towns achieved an average of 38 percent growth in special funds from national and external sources.
- LGSP provided individual technical assistance for public-private partnership (PPP) ideas to 32 partner towns and developed feasibility studies for the three most viable.

Component 3: Municipal Energy Efficiency Improved

- LGSP developed 30 Local Energy Efficiency Plans (LEEPs) and Local Energy Efficiency Action Plans (LEEAPs) and trained 94 local public authority staff on energy efficiency, improving municipal awareness of and capacity in issues surrounding energy efficiency.
- LGSP conducted an energy audit and supported partner towns in the development of project applications for a municipal object (such as a kindergartens or street lighting systems), which is required to access funding from the Energy Efficiency Fund (EE Fund).

- Towns improved their ability to access national and donor funds on energy efficiency. For example, Taraclia received 3.03 million MDL and Telenesti received 1.45 million MDL for improvements to kindergartens. A project application worth 3.1 million MDL for renovation of a kindergarten in Soldanesti was approved for financing from the EE Fund.
- Many other project applications on street lighting (for Taraclia, Comrat, Orhei, and Telenesti) were accepted by the EE Fund and are pending funding availability.
- LGSP developed an Energy Efficiency Guide in partnership with the National Agency for Energy Efficiency (AEE) to support local government communication efforts and public awareness campaigns.
- LGSP conducted an Energy Efficiency Public Awareness Campaign to assist local governments in informing the local population about the benefits of energy efficiency. The campaign consisted of a series of activities including the distribution of campaign materials, production of a series of articles on energy efficiency, and thematic open lectures on energy efficiency, reaching more than 350,000 citizens.

LGSP also had an impact beyond its specific, quantifiable accomplishments. In its first year, particularly during a study tour for Moldovan mayors to Romania, LGSP began to change the attitude of its partner town mayors. Moldovan locally elected officials initially felt powerless, unable to meet the needs of their constituencies or improve their circumstances. They faced perceived insurmountable challenges and inadequate resources. They had no money, few staff with the needed skills, and little authority. Romanian mayors were able to demonstrate that they, too, had been identically positioned and challenged at one time. But they used the assistance provided by donors, took advantage of new authorities provided by decentralization legislation, and had, over a period of years, been able to dramatically improve the level of services provided, successfully finance public improvements under their own authority, and become capable of achieving European levels of competence and effectiveness. Most significantly, they empowered Moldovan mayors to believe the same was possible for them. As a result, mayors developed a positive attitude toward LGSP assistance and demonstrated progress over the four years of LGSP's implementation.

LGSP demonstrated that the advice, training, and technical assistance offered by the project was immediately useful to mayors; that they, themselves, could improve their own performance and that of their towns. As a result of LGSP, mayors now feel more confident in managing their duties. When the raion, regional, or national level government fails them, they can do more than complain; they provide for themselves. They no longer wait to be cared for; they take action on their own.

LGSP worked with all raion center towns and with the capital of the autonomous region of Gagauzia without regard to political affiliation or ethnicity. Mayors responded positively to that inclusiveness; several commented openly that unlike their own government, the United States government treats all equally. This enhanced LGSP's credibility and allowed mayors of competing political parties to find common

cause in improving local government. They proved that they could cooperate and work together without compromising their political allegiances. LGSP directly contributed to this growth in political maturity and cohesion.

SECTION 1

OVERVIEW

PROJECT BACKGROUND

LGSP was a four-year, \$12.5 million project which built the capacities of the local public authorities (LPAs) of the 32 raion center towns in Moldova in the areas of service delivery, financial management, and energy efficiency. LGSP was implemented by prime contractor Chemonics International Inc. with international subcontractors VNG International and Encon Services International and local subcontractors Magenta Consulting and the Institute for Urban Development (IDU). The project's mission was 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.

LGSP's three interrelated components include:

- 1. Service delivery.* Improve municipal service delivery, including planning, service management and service quality and quantity.
- 2. Financial management.* Increase revenues available to local governments and improvements in financial management practices.
- 3. Energy efficiency.* Assist with the development and implementation of local energy efficiency plans and practices and support management of municipal energy efficiency projects.

Awarded as a \$9.3 million project, LGSP received a costed modification to its contract raising the ceiling by \$3.2 million in September 2014, enabling greater tangible improvements to partner town service delivery.

MUNICIPAL PERFORMANCE INDEX

To promote municipal improvement on LGSP's three dimensions, monitor and evaluate LGSP impacts, and determine a basis for dividing towns into cohorts, LGSP developed a Municipal Performance Index (MPI) tool, the first survey tool of its kind in Moldova. Implemented by local subcontractors IDU and Magenta, the MPI measured municipal performance and citizen perception of municipal performance across LGSP's three components.

The first MPI was carried out in 2012 and had the following objectives:

- Identify/assess local government capacity in competence domains;
- Determine the degree of consumer satisfaction with the provided public services (both administrative and utility services);
- Identify the level of inter-municipal and inter-sector cooperation in the organization and provision of public services (including water and sanitation, waste management, street lighting, and green space management); and

- Assess and quantify the monitoring indices of LGSP.

Using both quantitative data collection as well as qualitative in-depth surveys of citizens and local officials, LGSP then evaluated towns on the indices under four domains:

CRITERIA		ASSESSMENT INDEXES	
Domain 1. Capacity to organize, operate and provide administrative services			
C1	The organization of activities of the local governments	I-1	The quality of the local framework regulating the organization and operation of town halls and public services
C2	Working conditions	I-2	Public servants' degree of satisfaction with working conditions
C3	Human resource management	I-3	The quality of staff policy
		I-4	The degree of observance of the procedures of human resource management
C4	Strategic planning and urban development	I-5	Strategic planning capacity
		I-6	Existence and topicality of the local development strategy and urban development documents
C5	Provision of administrative services	I-7	The quality of the organization of the provided administrative services
		I-8	Citizens' degree of satisfaction with the provided administrative services
Domain 2. Public financial management of public property and of external funding projects			
C6	Credibility of budgets	I-9	Total real spending as compared with the initially approved local budget
		I-10	The structure of expenditures of the local budget as compared with the initially approved budget
		I-11	Total real incomes as compared with the initially approved local budget
C7	Completeness and transparency of local budgets	I-12	The balance and monitoring of payment arrears
		I-13	Classification of budgetary data
		I-14	Completeness of information included in the local budget documents
C8	Budgetary cycle	I-15	Public access to the main budget information
		I-16	Organized nature of the annual process of drafting the local budget
		I-17	Transparency of the tax-payers' obligations and responsibilities
		I-18	Efficiency of the process of collecting taxes and local fees
C9	Public property management	I-19	Degree of inventorying and registering public property
C10	Attraction and management of external financial resources	I-20	Capacity to manage public property
		I-21	Capacity to manage external funding projects
		I-22	Capacity to implement PPP and CIC projects
Domain 3. Legality and transparency of activity, networking capacity			
C11	Decision-making process	I-23	Efficiency of the decision-making process
C12	Transparency of activity	I-24	Degree of ensuring the transparency of activity
C13	Ensuring a participatory framework of local development	I-25	Efficiency of the mechanisms and instruments of involving citizens in the local development process
C14	Legality of activity	I-26	Degree of ensuring the legality of activity
		I-27	Degree of ensuring the legality of public procurement
C15	Control of activity	I-28	Internal control
		I-29	Internal audit
Domain 4. Public service management			
C16	Water supply and sewerage	I-30	Quality of drinking water supply
C17	Ensuring sewerage services	I-31	Quality of sewerage service
C18	Public transport service	I-32	Quality of public transport service
C19	Transport infrastructure	I-33	Quality of the services of maintaining and managing the roads/streets network and public lighting
C20	Household waste management and land-use planning	I-34	Quality of the service of waste management and land-use planning

CRITERIA		ASSESSMENT INDEXES	
C21	Ensuring conditions for pre-school, school and extra-curricular education	I-35	Capacity to ensure adequate conditions for pre-school and extra-curricular education

To determine evaluated towns on the basis of several dimensions including political will, transparency in decision-making, potential project impact on local government services, and human resources management. Based on this evaluation, the MPI scores, discussions with the towns, and consultations with USAID, LGSP divided the towns into cohorts (detailed in Annex A). The MPI then guided technical assistance delivery for each cohort, instilled competition for improvement, and provided an objective methodology for attribution of LGSP’s impact. LGSP provided one round training (see Excellence in Municipal Management, below) for Cohort 1 towns, and was able to engage Cohort 1 towns as mentors to Cohort 2 towns for the second roll-out of the Excellence in Municipal Management program. The final MPI was carried out in fall 2015 (results found in Annex C) and contributed to the project’s Performance Monitoring and Evaluation Plan.

EXCELLENCE IN MUNICIPAL MANAGEMENT

LGSP’s EMM certification program provided core competency training and technical assistance to towns, followed by tailored, demand-driven technical assistance. EMM modules were developed based on the needs identified in the MPI and included the topics of asset management, human resources, communications and citizen engagement, PPPs and inter-municipal cooperation (IMC), revenue enhancement, and energy efficiency. A full list of training courses provided can be found in Annex E.

INCENTIVES AND OPPORTUNITIES FUND

EMM graduates became eligible for support from the project’s Incentives and Opportunities Fund (IOF). This fund engaged local subcontractors to support towns in the development of socioeconomic development strategies, energy audits, PPP feasibility studies, diagnostic analyses of selected municipal service providers and corresponding SIPs, CISC concept development, and co-financing of urban plans. A full list of IOF activities is found in Annex F.

DIRECT PROCUREMENT FUND

To support the implementation of the SIPs developed for partner town municipal utilities, LGSP used the Direct Procurement Fund (DPF) to procure and donate specialized service delivery equipment for partner towns. Equipment included garbage trucks and containers; water pumps and meters; street lighting bulbs and cables; street graders; intervention trucks; cherry picker trucks; and utility tractors. A full list of procured equipment for the beneficiary towns from this approximately \$3.2 million fund can be found in Annex G.

SECTION 2

TECHNICAL ACTIVITIES

COMPONENT 1: IMPROVE MUNICIPAL SERVICE DELIVERY

LOCAL CAPACITY TO PLAN FOR AND MANAGE MUNICIPAL SERVICES IMPROVED

The quality of municipal services provided by a citizen's government greatly impacts his/her quality of life and relationship with government. Local authorities are directly responsible for delivering a large set of services, ranging from administrative services to communal services including water and sanitation service (WSS), solid waste management (SWM), green space management, public lighting, central heating, and others. Under this component, LGSP provided extensive technical assistance, training, and direct procurements to enable the partner towns to better serve their citizens by providing quality services.

Assistance Methods

LGSP took an integrated approach toward improving the LPA's capacity to manage municipal services, starting with building capacity for strategic planning to understand the root of problems, then moving to providing technical assistance and drafting solutions, and finishing with direct procurements for well-thought out projects targeted at maximizing the effects of LGSP's interventions. This approach ensures sustainability of LGSP's assistance because it follows a string of logical steps from identifying the mission of the LPAs and helping formulate objectives, to drafting actions plans, planning resources, offering technical solutions, and finally providing the financial support for implementation of technical solutions.

The assistance was provided through the following tools:

- Assistance in updating socioeconomic development strategies
- Assistance in organizing public hearings and engaging local stakeholders
- Training sessions for personnel with local and international experts
- External diagnostic analysis of municipal enterprises and development of SIPs
- Facilitation of internal planning sessions
- Assistance in institutionalizing planning tools through local council approval
- Cooperation with other donors in providing training to municipal utility personnel

LGSP assistance on updating and developing the strategic plans was based on an inclusive, participatory approach, ensuring broad LPA ownership of each strategy and action plan by implementing the following stages:



The strategic planning process was followed by assistance for 15 towns in drafting their annual activity working plans. 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 socioeconomic development strategy, how human resources should be used to perform and implement the strategic documents, and how personnel performance should be assessed. This activity has enabled 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.

To improve services, LGSP offered expertise to the leadership and staff of the town halls about a broad range of topics, such as strategic planning, urban planning, financial planning, human resource management, fleet management, green space management, solid waste management, WSS, and CISCs. In this way, LGSP ensured that the town halls understood and cooperated on follow-up activities, such as the drafting of the diagnostic analysis, SIPs, and urban plans. The LPAs were equipped with important knowledge about how to implement these public management tools.

Issues and Problems

At the start of LGSP, 30 out of 32 partner towns had outdated strategic plans. That hindered the capacity of local authorities to properly respond to challenges they faced at the local level. Often, the LPAs lacked the understanding about the importance of the strategic planning process; therefore, their actions followed a pattern of unplanned, quick fixes that lacked a connection to the overall vision of the town, and even to the priorities of the community. The lack of an updated strategy resulted in a chaotic development of the communities, arbitrary allocation of resources, poor planning, changing priorities, disconnect between the people's priorities and those of the LPA, and lack of continuity in the actions of LPAs.

Approximately 33 percent of towns of Moldova did not have an updated general urban plan (GUP) when LGSP began. Some towns have documents drafted more than 20 years ago and are no longer relevant because of the major social, economic, and demographic shifts the country has endured in the last 25 years.

The diagnostic analysis of the WSS identified the following general problems:

- Water losses in the network are very high, ranging from 35 percent to 55 percent.
- Major infrastructure investments are needed to reach European quality standards.
- Utilities lack improvement and development plans.
- The water and sanitation infrastructure is obsolete.
- The present infrastructure is not sufficient to satisfy the needs of the communities.
- The poor condition of waste water treatment facilities leads to ecological and public health problems.

In the area of SWM, main findings that apply to all partner towns were:

- The local utilities do not register the quantities and the types of waste that they are collecting, which makes it difficult to manage efficiently.
- The SWM infrastructure is outdated and insufficient.

- The management of garbage disposal dumps is inefficient.
- The level of citizen involvement and awareness regarding SWM is low.
- The cost recovery level is insufficient and the service is underfunded by the local budget.
- The experience of the local utility management and personnel regarding modern SWM is insufficient.

Additional challenges in LGSP partner towns include:

- Human resources are insufficiently qualified. Often times, the mayors find themselves playing the role of a “one-man orchestra” without being able to delegate tasks and responsibilities to staff. The town halls are limited in the salaries they can offer to staff members, which results in low wages and often demotivates staff from taking initiative and being proactive in their work.



A vehicle previously used for trash collection.

- In some cases, there is competition between the mayor and the local council, hindering the LPA from adopting and implementing reforms at the local level.
- To implement the service improvement plans for SWM and WSS, substantial financial resources are needed that cannot be covered by local budgets.
- Many municipal enterprises have been neglected by the central and local governments and have limited institutional, human, and financial resources for implementing recommendations provided through LGSP’s assistance.
- The national legislation offers little room for maneuvering to the LPAs. They are dependent on central institutions in many aspects and lack autonomy in managing public services.

Accomplishments

Socioeconomic development strategies. Thirty towns have either updated or developed new socioeconomic development strategies for the period through 2020. The towns are now better prepared to take stock of their existing situations, to respond to the challenges that lay ahead, and to take advantage of opportunities.

Annual work plans. The 15 annual work plans ensured the continuity of LPA activity, even after new mayors were elected in 60 percent of partner towns following local elections in 2015. The LPAs have benefited from working with external facilitators, who offered a fresh look on internal

“The socioeconomic development strategy and the urban plan directed us to develop the town in a structured way. It gave us a clear vision how to extend the town and where it is more optimal to place, for instance, the industrial and the economic zones. These documents also represent useful tools in attracting investors to our town.”

— VALENTINA CASIAN,
MAYOR OF STRASENI

activities. Prior to LGSP’s assistance, annual planning was limited in partner towns; with LGSP’s assistance, this process was institutionalized. The partner towns are now better prepared to plan their activities in the context of results and impact, rather than on processes.

General urban plans. To link the strategic plans with special planning and to enable towns to develop according to requirements of the present and future socioeconomic context, LGSP assisted 8 towns: Singerei, Straseni, Soldanesti, Stefan Voda, Leova, Calarasi, Ceadir-Lunga, and Vulcanesti in drafting their GUPs (See Figure 1). LGSP provided technical assistance in drafting the scope of work and preparing all necessary steps to select reliable specialized contractors to perform this work. The GUPs have gone through a process of public hearings and adoption by local councils. LGSP co-financed the drafting of GUPs by providing up to 40 percent of the cost (up to 200,000 MDL); the LPA provided the remaining 60 percent, ensuring local ownership of the process. The updated GUPs will help the towns develop in a sustainable manner, better manage their natural resources, networks, and buildings, and make their towns more livable. The GUPs provided suggestions for redesigning towns by including, for example, pedestrian streets, redirecting the heavy traffic away from the center, better parking space management, introducing more green spaces, redistributing commercial and social facilities across the town to better serve all areas of the town, and repurposing old abandoned buildings and industrial facilities into commercial, social, cultural, or areas for sports.

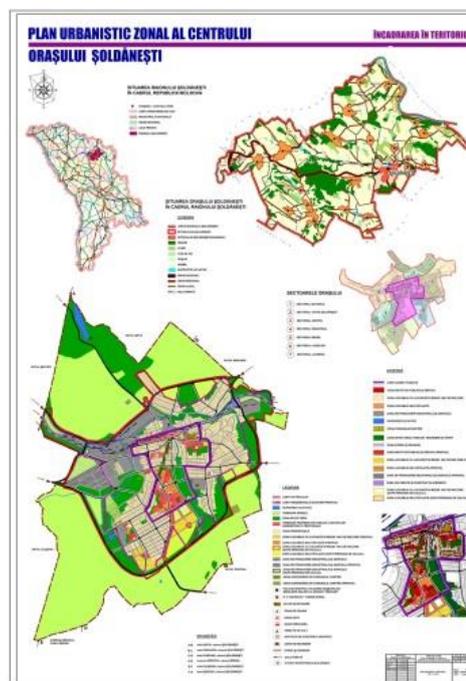


Figure 1: GUP of Soldanesti

Diagnostic analysis and service improvement plans. To contribute to the improvement of municipal services, LGSP provided a comprehensive diagnostic analysis of one selected service for each of 31 partner towns. For all partner towns, diagnostic analyses were developed in a participatory manner with the local stakeholders, who provided the appropriate data and information. The next step was the drafting of a SIP for each town, which provided recommendations to address the identified issues in the areas of strategic and organizational management; operational and technical management; marketing and consumer relations; and financial management.

“As result of the diagnostic analysis and elaboration of the service improvement plan, I know the weak and strong points of the Municipal Enterprise and the steps to be taken to better manage the organization. These documents serve as a solid basis in project writing for support from other donors.

— GHEORGHE STRATAN,
MANAGER, MUNICIPAL
ENTERPISE CALARASI

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

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 increased capacity of each operator and LPA to attract external resources for implementing measures to modernize SWM, WSS, and central heating according to each individual town. Activities and measures were proposed within SIPs to achieve the above mentioned objectives.

Specialized training. Based on the provisions of the diagnostic analysis and SIPs, LGSP drafted a training plan on the topics of fleet management, green space management, SWM, and WSS directed at managers and technical personnel of the municipal utilities. From LGSP's findings, very few training programs are directed at lower tier personnel from municipal enterprises, who are usually directly responsible for providing quality services to the community. For many of the participants, the training courses offered by LGSP were the first opportunity to increase their qualifications. There was a particular lack of training in the field of solid waste and green space management; in these areas, many of the municipal utilities were implementing outdated processes that were ineffective compared to current industry processes. All training sessions were conducted by international and regional experts paired with local experts to provide an overview on the national situation in municipal service delivery.

- LGSP's fleet management training balanced fleet management theory and maintenance system planning with practical, hands-on maintenance experience.
- The green space management training included a combination of expert lectures and group work exercises, which emphasized practical applicability of the theoretical overview and best practices presented during the lectures.
- For SWM, LGSP contracted international technical advisors to deliver specialized training and support to the municipal utilities. In addition, in cooperation with the German Agency for International Cooperation (GIZ) Local Public Services Modernization project, LGSP co-financed water and sanitation training in partnership with the Moldova Water and Sanitation Association (AMAC).



A local consultant performs demonstrations during fleet management training.

Excellence in Municipal Management. The EMM program included 12 modules to support partner towns in service delivery and financial management, emphasizing the need for continuous capacity building. The direct beneficiaries included more than 500 elected local officials (mayor, deputy mayor, local council members), managers, and employees of municipal enterprises. The courses were led by a combination of U.S. and EU expertise (including Romania, the Netherlands, Denmark, Bulgaria, and Ireland) to ensure the transfer of international best practices. All partner towns

successfully completed the program and became eligible for direct procurements to improve service delivery from LGSP's DPF.

Integrated Financial Information System. One of the main problems identified during the diagnostic analysis process was that municipal enterprises either did not have specialized accounting and billing software or it was outdated. In some cases, customer data was entered manually (including the metering data). LGSP developed and implemented an Integrated Financial Information System for 26 Municipal Utilities from partner towns. The system ensures maximum automation of every activity performed by these municipal utilities (see box).

INTEGRATED FINANCIAL INFORMATION SYSTEM FUNCTIONS

- Management of client/consumer billing
- Management of stock and fixed assets
- Staff and payroll
- Accounting balance
- Reporting and planning

This system improved the speed and accuracy of municipal utility operations and has given them the ability to see their financial position in real-time. The software helps utilities maintain monthly and annual records, cuts down the time spent on accounting and billing, and reduces errors by sending invoices electronically.

Specialized equipment procurements. LGSP invested approximately \$3.2 million in specialized equipment for municipal enterprises through the DPF. There were several types of equipment that were procured in line with the priorities identified by each town: road graders, excavators, sewer trucks, garbage trucks, garbage containers, water pumps, water meters, and LED bulbs. As a match to equipment procurement, the towns contributed by investing 20 percent of the cost of the equipment in improving the services with additional measures, thus ensuring local ownership. The procured equipment generated opportunities for new service arrangements through IMCs. For example, the grader in Rezina also services the nearby villages of Stihnaia and Ciorna and the sewer cleaning trucks in Drochia services the villages of Sofia and Baroncea. The two sewer cleaning trucks procured for Edinet serve the 20,000 citizens of Edinet and the 10,000 citizens of nearby Cupcini. The equipment has generated economic activity for the towns, helped extend the service areas, and improved the quality of the services. Results include:



Testing the donated garbage truck and cans in Orhei.

- Ialoveni: 18 percent increase of the number of contracts due to the donation of 1,500 plastic containers
- Comrat: fuel economies and time savings due to two procured garbage trucks
- Stefan Voda: fuel economies, time savings, and savings on maintenance costs
- Cantemir: fuel economies, decreased maintenance costs, and increased number of contracts; town registered its first financial quarter without a loss in four years

- Leova: fuel economies, time savings, decreased maintenance costs, better use of the existing modern garbage truck due to the additional garbage containers, and improved road maintenance due to the road grader
- Ungheni: fuel economies and 500 bulbs of street lighting replaced using the bucket truck
- Hincesti: fuel economies and time savings
- Soroca: 70 percent increase in the collection area of household waste

SUCCESS STORY

Improved Local Public Services



PHOTO: USAID/LGSP

Garbage truck donated to Soroca

Equipment Results

- **Ialoveni: 1,500 waste containers expanded service from 32 to 80 percent of citizens**
- **Stefan Voda: garbage collection frequency increased 100 percent; 250 new households gained access to services**
- **Soldanesti: annual savings of 12,000 MDL as result of reduced sewage system repairs; repairs reduced by 66 percent**
- **Cahul: 50 percent of old and damaged waste containers replaced with donated containers**
- **Floresti: 40,000 MDL saved by owning instead of renting road maintenance equipment; estimated 80,000 MDL annual savings by owning snow removal equipment**

A single piece of equipment can make a significant difference to a community by bringing service delivery to a new level, improving efficiency and effectiveness of service providers, and even improving citizen safety.

In November and December 2014, LGSP donated 33 pieces of specialized heavy equipment and 3,430 waste containers valued at approximately \$1.9 million to 32 raion center towns. The specialized equipment included eight garbage trucks, six graders, eight sewer cleaning trucks, two intervention trucks, one bucket truck, and eight excavators.

Donated specialized equipment and waste containers help local governments improve services such as water supply and sanitation, solid waste management, street lighting, heating, street repair and maintenance, green space management, snow removal, and others.

In addition to service improvement and cost savings, LGSP has improved inter-municipal cooperation through the shared use of donated equipment. For example, road graders donated to Rezina, which includes the villages of Stihnaia and Ciorna, are shared with Singerei. Additionally, two donated sewer cleaning trucks in Edinet serve the 20,000 citizens of Edinet, as well as the 10,000 citizens of nearby Cupcini. Both trucks and operators work in those towns, providing saving to the local budget, which may be used for maintenance or improvements to other services.

With USAID assistance, all of LGSP's 32 partner towns expanded access and improved quality of public services, while saving money. Through LGSP, local governments are now more capable of leveraging decentralized power to improve the lives of Moldovan citizens. Each town has become cleaner, more comfortable, and a better place to live.

Unmet Targets

Even though the procured equipment represented a good base for IMC and there are examples where the equipment is being used for the benefit of several communities, the formalization of IMCs was not achieved due to the limited resources of the project, lack of sufficient incentives for local actors, and lack of motivation at the local level.

To ensure town commitment to LGSP activities, towns had to successfully complete the EMM program before being eligible for municipal service delivery equipment purchases from the DPF and other forms of assistance. While this created good incentives for town participation, some of the LGSP's interventions require a period for monitoring and evaluation (M&E) that would extend beyond LGSP's life to properly assess their impact. Due to limited resources, only a few partner towns were helped with development of urban plans.

Lessons Learned

The strategic planning process helped the mayors and the town hall staff to better understand their mission and their role in improving services for the community. There was a change from a process-oriented mindset toward service-providing attitude; the citizen began to be regarded as a client with specific needs, rather than simply a statistic.

The success of LGSP activities is based on the commitment of the leadership of the LPAs. Therefore investing in building capacity of the mayors, gaining their trust, and showing them good practices was a key to effectiveness of the project.

Applying a “more-for-more” principle in relation to partner towns was the correct approach. The towns that showed commitment and the capacity to absorb more assistance from LGSP were able to do so.

It was important to show LGSP success stories to the partner towns; this instituted a healthy spirit of competitiveness and an efficient form of knowledge transfer from the top-performing towns to the rest of the group.

The municipal utilities were key partners for LGSP, as they are providers of direct services to the community. The utilities are heavily underequipped to provide quality services for their clients. LGSP interventions were highly effective with a wide reach throughout the community.

Future Needs and Recommendations

- More assistance is needed for operationalizing the integrated implementation of the national strategies, local development strategies, and urban plans. For example, towns must align their strategies with their financial resources and conduct continuous M&E on strategy implementation.
- Several more towns, including Hincesti, Nisporeni, and Stefan Voda, will need assistance with drafting new development strategies as the current ones are

expiring immediately after the project ends. Several more towns, including Hincesti, Edinet, and Taraclia, stand willing to cost-share development of GUPs.

- On the national level, the parliament should re-visit the National Strategy on Decentralization, of which only approximately 20 percent is implemented to date, and define the division between local and central government responsibilities in order to further decentralize service provision and clarify and depoliticize resource disbursement. Town halls should have the necessary competencies and resources to improve services and extend their client base.
- More investments and assistance directed at municipal enterprises is needed to improve the quality and efficiency of the delivered services and carry out the recommendations outlined in SIPs.
- Towns need to improve their capacity to manage assistance and projects as well as writing successful project proposals for funding.

NEW MUNICIPAL SERVICE ARRANGEMENTS ESTABLISHED

LGSP sought to build LPA capacity to identify and enter into new service arrangements by training staff and piloting the use of CISCs in Moldova.

Assistance Methods

LGSP assisted 15 towns (Causeni, Comrat, Cantemir, Cimislia, Cahul, Donduseni, Edinet, Leova, Nisporeni, Telenesti, Taraclia, Soroca, Straseni, Stefan Voda, and Soldanesti) on human resource management (HRM). With LGSP's assistance, 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 conducting performance evaluations of public servants, motivating personnel, and 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 staff.

According to a survey conducted by LGSP, citizens believe that town service delivery is plagued by the following issues: queues and long waiting times, indifference of the staff, disorganization, corruption, incompetence, lack of information, and bureaucracy. CISC establishment was the answer to all those shortcomings, a solution directed at enhancing transparency and contributing to improved relations between citizens and providers of the local public administration services. Through a CISC, the citizen only has to be in contact with one single point entity to get information, obtain all necessary paperwork, submit applications, etc., rather than having to go through a labyrinth of different town hall departments. The CISC represents an innovative approach for the local authorities of Moldova in providing public services and information to their

"The CISC is a great idea. People don't have to run from one office to another. Everything is coordinated within the town hall"

**— A CITIZEN FROM
TARACLIA**

citizens through a single point of access. The citizen is treated as a client and the town hall adjusts its operations to accommodate their needs and expectations. Taraclia, Orhei, and Singerei are three of the LGSP partner towns that joined the efforts of piloting the concept of CISC at the local level in Moldova.

The six-month joint efforts by 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:



The first citizen receives administrative services from the CISC in Singerei.

- 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, as a general guide, for developing regulations by local governments
- Customized Operational Manual for selected partner towns, detailed job descriptions for CISC operator and CISC administrator, and guides for every service provided through CISCs

The CISC offices opened on February 12, 2015, in Taraclia; March 13, 2015, in Singerei; and March 19, 2015 in Orhei. The CISC opening had a direct impact on citizen satisfaction and has generated additional revenues for the local budget.

Issues and Problems

Because the CISC was a new tool for the local authorities in Moldova and required commitment from the LPAs to streamline internal processes, the initiation process took longer than planned. Ungheni, which was initially selected to pilot the concept, decided to withdraw its initial commitment due to the high resistance to change from the town hall staff. However, the preliminary analysis and the conceptual groundwork was already done for Ungheni and was easily transferable to the three other interested towns.

“During one month’s work, the CISC has positively influenced the activity of the town hall as a whole. Through the CISC, 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. Our ultimate goal has been achieved - easily accessible services for our citizens.”

**SERGHEI FILIPOV,
MAYOR OF TARACLIA**

Accomplishments

The implementation of CISC 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. In the CISC, the client interacts with one operator, rather than three or four, to obtain the necessary information or request public services. This setup makes the interaction between citizens and the LPA predictable, easy, transparent, and efficient.

The case of Taraclia is significant as illustrated by the following results:

- 20 percent more client services in the first six months
- 20 percent increase of citizens' satisfaction
- 17 percent 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-up office spaces
- 61 percent increase in documents and requests were processed for citizens

ADDITIONAL CISC RESULTS

- Elimination of queues
- Digitization of the document flow
- 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

Lessons Learned

Local public authorities from partner towns have increased their capacities to provide additional public services and to benefit from further decentralization. Should the Government decide to reduce the number of LPA in the future the towns have the capacity, knowledge, experience, and practice necessary for successful provision of services for the citizens of nearby communities.

The implementation of the CISC in three towns showed that only a full commitment to reengineering internal processes, better human resource management, and assigning a proper location for the CISC can ensure its success.

Opening additional CISCs will require less effort given the fact that the groundwork has been laid out; additionally, the problems that the towns are facing are quite similar to each other, making the opening of additional CISCs easier.

SUCCESS STORY

Citizen Information and Service Center Opens in Taraclia



PHOTO: USAID/LGSP
CISC operators in Taraclia

“The CISC has positively influenced the activity of the town hall as a whole. Through this 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... This considerably simplifies the life of the citizens and makes service delivery quicker... Our ultimate goal has been achieved - easily accessible services for our citizens.”

— *Serghei Filipov,*
mayor of Taraclia

Little communication with citizens, long queues, knocking on multiple doors — these are just some of the problems citizens face when interacting with town halls to receive a permit or a service in Moldova.

In response to this problem, Taraclia was the first town in Moldova to open a Citizen Information and Service Center (CISC). With assistance from LGSP, Taraclia established the CISC to improve the quality of public services provided by town halls. Now, a single access point provides multiple services and information to citizens.

Before the CISC could be established, a joint effort between LGSP and the town hall was needed to renovate the future office space of the CISC, reengineer internal town hall processes, train CISC operators, and procure furniture and IT equipment to support CISC operation. All of these tasks were completed by LGSP and the town hall in just six months.

The CISC is now a fully equipped location on the first floor of the Taraclia town hall that serves as a single point of contact between citizens and local government. This new setup makes interaction between citizens and local government predictable, easy, transparent, and efficient, which better serves the needs of citizens.

To date, Taraclia is one of three LGSP partner towns to implement a CISC. In 2015, Orhei and Singerei joined the effort to pilot the CISC concept at the local level in Moldova. The implementation of the CISCs has fundamentally changed how the mayoralty interacts with its citizens.

Future Needs and Recommendations

The CISC concept has proved its efficiency and several more towns have expressed their interest in implementing similar solutions at the town hall based on the success of the three pilot towns. There is a need for further decentralization to offer the town halls the ability to provide a larger range of services which currently are offered by different institutions, and the scope of the CISCs could be expanded as more services become the responsibility of LPAs. The potential of the CISC will grow with the implementation of more e-solutions, which will speed up service delivery and open the possibility of receiving services remotely, which is important because of the high rate of seasonal emigration among Moldovans.

A potential second stage of CISC implementation would digitize the internal workflow. This stage would require further investments and a commitment for a unified approach for all the towns from the central level. The efficiency of CISCs and town halls would be improved if the LPAs were granted access to more central databases; this would simplify the procedures and reduce the number of steps that a citizen must take to receive the desired permit or certificate if a request involves both local and central authorities.

TRANSPARENCY AND ACCOUNTABILITY OF LOCAL GOVERNMENT PLANNING AND DECISION-MAKING ENHANCED

LGSP intervention in this area was aimed at helping Moldovan local governments become more transparent and accountable, communicate better, and ultimately become more open and welcoming of citizen involvement in local decision making. To achieve this, LGSP addressed some of the key issues facing local governments such as low awareness about importance of transparency in decision-making, lack of communication instruments, and low staff capacities.

“With the help of the volunteers from the Local Youth Council established with LGSP assistance, the town hall managed to convince more citizens to sign contracts for the garbage collection services provided by the local municipal company.”

**— NICOLAE MELNIC,
MAYOR OF CALARASI**

Given many officials’ indifference and resistance toward activities related to transparency and citizen participation in local decision-making, the main approach was to help local governments incrementally develop their capacities in this domain moving up along the “ladder of participation,”² from acknowledging citizens’ right to know and learning to use communication tools for informing citizens (e.g., official websites), to consulting citizens on key community matters (e.g., public hearings), then gradually moving toward involving and collaborating with citizens to solve local issues (e.g., youth citizen councils).

² Wiedemann, P.M.; Femers, S. (1993), "Public Participation in waste management decision making: analysis and management of conflicts", *Journal of Hazardous Materials* 33 (3): 355–368
http://geog.sdsu.edu/People/Pages/jankowski/public_html/web780/Wiedemann_Femers_1993.pdf

Assistance Methods

LGSP’s methodology included a diverse set of approaches: individual and group training sessions, remote coaching, collaborative development of new communication products, and partnerships with other organizations working with local governments in Moldova. To ensure proper knowledge transfer from specialists and contracted experts, LGSP applied the following methods of assistance:

- Group training (e.g., training on communication and citizen engagement)
- Practical workshops (e.g., “How to create and manage an official website” and “Using social networks to communicate and engage citizens”)
- Individual coaching sessions, in person and remotely (e.g., coaching of mayors and communication specialists on organizing public hearings; training of communication specialists regarding transparency of local government activities; and training on managing the official town website and social network pages)
- Assistance with the development of normative documents (e.g., Internal Communication Regulation)
- Assistance with development of online communication tools, including website and social media pages
- Assistance with collaborative development of communication materials, including flyers, booklets, newsletters, and posters

LGSP ensured that all training and coaching activities were interactive and practical. When recommending new activities to towns, LGSP provided towns with full support at the initial phase of adopting these activities while also coaching them to continue the activity on their own with partial assistance from the project. This gradual learning process allowed the towns to further carry out the activity independently and ensured the activity’s sustainability.

This approach, while requiring intensive staff time, was effective because it engaged town hall specialists on an individual basis and gave them the possibility to be active training participants and “learning by doing.” When developing of new communication tools such as newsletters, the advantage of the approach was in its participative nature: town hall specialists received direct help for the first iteration and were then asked to replicate the activity on their own with indirect support from LGSP specialists.

“LGSP assistance allowed us to create a new functional website for the town hall of Cimislia. The WebAPL platform offers many functionalities we need at the town hall, making it easier to administer the content. The website is useful not only for the citizens but also for the staff that now can easlily find the local council decisions stored in one place.”

— VALENTINA MUSTEATA,
SPECIALIST, CIMISLIA TOWN HALL

Issues and Problems

Several issues may impact the long-term sustainability of LGSP assistance in this area:

- Due to high personnel turnover, town halls often find themselves either in a shortage of staff responsible for communication and citizen engagement, or with untrained specialists. This is an issue frequently raised by local government representatives and has an additional side-effect: staff members often combine several responsibilities, thus having limited time available for their main duties.
- Due to budget limitations, local governments cannot hire high-quality personnel nor can they incentivize existing staff to adequately carry out additional responsibilities with regard to communication or citizen engagement.
- Improvements are needed in the national legislation with regard to transparency, accountability, and citizen involvement in local decision-making processes as well as improvements in the monitoring of the legislation implementation to increase local governments' willingness to improve their performance in this area.

Accomplishments

The impact of project activity with regard to transparency, accountability, and citizen engagement is twofold: 1) mayoralties now have a higher degree of awareness about the need for transparency and citizen engagement, and 2) town halls now have the potential to further institutionalize new practices, such as new communication tools and citizen information and engagement activities.



Citizens writing “One Question for the Mayor” during the Taraclia Town Day.

LGSP generated important changes within the target group of public servants working for the local governments in 32 raion center towns of Moldova, which can be demonstrated by comparing two sets of opinions expressed by mayors at the project beginning and end. At the beginning of the project, LGSP staff repeatedly heard sentiments such as: *citizens do not really need to know that much about what is going on in the local public administration; the less citizens know, the better; or citizens cannot understand what the local government is doing so there is no point in providing them with information.* Such opinions gradually faded, making way for a different view: *we need to provide all information to the citizens, so that at the end of the day, we at the local government have fewer headaches or I need to be transparent in all matters, so that in case any allegations of misconduct arise, I can dismiss them all.*

During the project, all LGSP partner towns learned about the need for transparency and accountability and institutionalized their communication practices through adoption of communication regulations. Town halls have acknowledged this need and took precise steps toward keeping their citizens better informed, implementing new communication tools for increased transparency, and consulting with and involving their citizens in local decision making processes.

LGSP's most significant accomplishments related to the transparency and accountability of local governments are:

Communication guide. Development and printing of a communications guide covering local governments' internal and external communications, use of communications tools, and recommendations on the successful organization of focus groups and public events, campaigns, and hearings. The guide includes templates for frequently used documents such as invitations, press releases, agendas, leaflets, newsletters, posters, and action plans. LGSP distributed the guide to partner towns, Congress of Local Authorities from Moldova (CALM), and other partner institutions.

Consolidation of town hall capacities to communicate and engage citizens. As a result of LGSP training and assistance, public servants became better prepared to communicate with citizens using a diverse set of tools to ensure the transparency of town hall activities. LGSP conducted a series of thematic training courses followed by repeated individual coaching sessions for town hall personnel in charge of communication and transparency. This included two EMM group training sessions on communication, transparency, and citizen involvement and a specialized training on using social networks for communicating and engaging citizens. The training sessions were followed by more than 40 individual coaching sessions to assist mayoralty staff to better grasp the knowledge and skills received during the training sessions and apply them in their town. Individual training sessions covered the development of the annual Communication, Transparency, and Citizen Engagement Plan; preparing and conducting public hearings on the local budget and local socioeconomic development strategies; development of periodic newsletters; and management of the official website or Facebook page.

Institutionalizing communication procedures. To ensure the sustainability of the conducted training courses, and help partner town halls institutionalize communication and citizen engagement tools, LGSP developed an Internal Regulation on Communication and a template Action Plan on Communication, Citizen Participation, and Transparency. Twenty town halls approved the Internal Regulation on Communication, while the rest of the towns developed a version of their own. Ten town halls approved the annual Action Plan on Communication, Citizen Participation, and Transparency. These documents offer town halls an advanced normative document for efficiently managing communication and public engagement activities. The regulation outlines the principles and objectives of the mayoralty communication activities and offers civil servants a clear conceptual framework and the required tools to efficiently plan and carry out communication activities. The action plan presents a roadmap with activities aiming to improve mayoralty's communication practices through diversification of used communication tools, including online media. Furthermore it helps local governments better plan, implement, and evaluate their communication and citizen engagement activities. The template contains a wide set of activities of various complexity to be adapted to the local needs and capacities, and includes activities directed at improving online communication, interaction with citizens and mass-media, and financial transparency. The institutionalization of these instruments allows mayoralties to gradually align their activities to existing best practices, and thus increase citizen trust in local public administration.

Increased local government transparency through online social networks. As a result of LGSP assistance and training, at least 20 mayoralties have setup an official Facebook page that helps them inform citizens and receive feedback. The use of social networks proves to be an efficient tool to ensure a greater degree of transparency of local government activities. Town halls publish, among other things, information on local council sessions, current vacancies, activity reports, local budgets, and taxes, as well as answer citizen questions, giving citizens a way to communicate directly with their local governments. The Facebook pages offers quantitative information on the number of readers and number of people following the town hall's news. Additionally, social media tools offer town halls the opportunity to promote the official websites, thus increasing the number of citizens that have access to public information published by the local government. This is especially important given the growing number of internet users in Moldova. Citizens, too, have gradually learned to be more proactive, asking specific questions regarding services provided by the mayoralty, with the mayoralty providing required information in due time.

Increased local government transparency through official websites. As a result of LGSP assistance and training, 13 town halls developed an official website that helps them comply with the existing legal framework regarding transparency in decision making as well as better inform citizens and receive feedback. To achieve this, LGSP developed the WebAPL dedicated web platform and content management system tailored to the needs of local governments, allowing



A local IT specialist developing the Briceni Town Hall website on the WebAPL Platform.

them create and manage an official website. The WebAPL platform is based on principles of interactivity, participation, and a user-centric approach, giving local governments a modern, interactive tool that helps ensure transparency and streamline communication with the community. The platform empowers citizens to hold their representatives accountable by means of interactive built-in tools. To ensure sustainability, the WebAPL platform was released with an open-source license and is available free of charge online³ to be used by any local government in Moldova. In addition to the 13 LGSP partner towns who have adopted the platform, 10 town halls from the United Nations Development Programme's (UNDP's) Joint Integrated Local Development Project (JILDP) have adopted the platform.

New communication tools. In addition to online outreach, LGSP promoted the need to use conventional communication means to reach out to citizens. Ten towns learned to develop a periodic printed newsletter providing citizens without access to online networks with better access to information on LPA activities. The newsletter was provided to citizens at the town hall information desk or disseminated to various local partner institutions and during local official events.

³ <https://github.com/EnterpriseBusinessSolutions/WebAPL>

Informing citizens about the local budget. LGSP specialists assisted 22 towns in adapting information on their local finances to develop and publish a short informational flyer about the local budget, containing the most relevant information regarding town revenues and expenditures. The user-friendly budget flyers also contain information on the local budgeting process and citizens' need to participate in it. Every town hall received a set of printed flyers to be distributed to citizens as well as the electronic version of the document for online distribution and future printing. As a result, the specialists of the assisted town halls learned a new methodology of reaching out to the citizens and providing budgetary information in a more accessible manner, thus increasing the efficiency of the information the town halls provide to the citizens.

Improving LPA capacity to consult with citizens. To help town halls bridge the gap between the LPA and citizens, and to stimulate citizen participation in local decision-making, LGSP helped partner towns consolidate their abilities to ensure a participatory approach in the local decision making process. Six partner towns carried out public hearings on the local budget draft, and 24 towns conducted public hearings on the local socioeconomic development strategy involving a wide range of social group representatives from the respective communities. Public servants from 30 towns developed skills in organizing public consultation events, moderating discussions, and receiving feedback from citizens.

Engaging citizens in solving local issues. To help partner towns further encourage citizen — and particularly youth — engagement, to raise their interest in local public affairs and involve them in local decision making activities, LGSP collaborated with Peace Corps volunteers to carry out a series of capacity building leadership training for 55 young people from three partner towns. Participants received valuable skills required for boosting local civil society activities, including leadership and teamwork, project writing, project management, and fundraising. Subsequently, the participants developed and implemented local projects with funds collected locally using the fundraising techniques learned during the training courses. The activities proved to be highly successful among the participating youth and the LPAs and helped them initiate a dialogue. An important outcome of the training and dialogue was the establishment of a Local Youth Council, a consultative body with which the local governments can discuss to keep track of the needs and issues existing in the society as well as to cooperatively develop adequate solutions for the emerging problems.

Improving citizen understanding of EE. LGSP conducted a wide Energy Efficiency Public Awareness Campaign that aimed to assist local governments in informing the local population about the benefits of energy efficiency. The campaign included development and distribution of campaign materials (approximately 6,560 posters, 320,000 flyers, promotional T-shirts, and canvas bags in all 32 partner towns; publication of a series of six articles on energy efficiency in 16 local newspapers that are members of the nationwide Independent Press Association network; and conducting thematic Open Lectures on Energy Efficiency in 23 partner towns. The campaign reached approximately 56,500 people through open lectures and thematic publications as well as to more than 300,000 citizens through printed informational materials.

Energy Efficiency Guide. LGSP developed an Energy Efficiency Guide in partnership with the AEE to support local government communication efforts and public awareness campaigns. LGSP provided copies of the guide to partner towns, the AEE, and CALM to be disseminated to other local governments outside LGSP.

Unmet Targets

A remaining challenge for Moldova is the emergence a wider community of engaged citizens. This is a systemic issue facing most Moldovan communities. In general, citizens have little interest in participating in local decision making processes because they are primarily concerned with their poor economic situations and the existence of what many citizens call “daily survival” priorities.

Future Needs and Recommendations

Legislation on transparency in local public administration needs to be improved to improve enforcement of the requirement that publicize all information regarding council sessions and adopted decisions. Additionally, civil society organizations must generate a higher demand for local government accountability and transparency.

COMPONENT 2: INCREASE LOCAL REVENUES AND IMPROVE FINANCIAL MANAGEMENT

Under this component, LGSP sought to strengthen municipal financial management capacities and optimize municipal revenue generation prospects in partner towns. LGSP developed and implemented a training and technical assistance package under the EMM program and responded to requests of the Moldova State Chancellery and the Ministry of Finance. All activities were integrated with the partner towns' annual planning and service improvement processes. Topics covered local and international best practices, especially those from the newest EU member states which can be easily adapted for and used in Moldova in the context of the new legal framework generated by the changes in the Law on Local Public Finances and the Law on Public Finances and Budgetary and Fiscal Responsibility.

Assistance Methods

Individual technical assistance on budgeting and financial reporting procedures and planning of local taxes and fees. LGSP delivered practical individual assistance and coaching in improving budget practices especially through program based budgeting (PBB) activities (with principles of gender based budgeting included). This helped LPAs improve budget practices and increase the efficiency of local tax and fee collection and planning which significantly increased own source revenues at the local level.

Assistance included analyzing current and past budgeting process; improving LGSP partner towns' policies and practices; developing annual budget concepts for each revenue and expense line based on town priorities; designing results-driven activities to maximize local revenue increasing potential; and meeting the deadlines resulting from changes in local government legislation and the regulatory framework for financial management.

Budget practices, PBB, and new budget classification. Training sessions in this area aimed at building participant capacity in strategic planning and budgeting related to the allocation of budget resources into programs according to planning and priority-setting as well as stressing the links between the budgeted resources and the results to be achieved by executing the activities funded by these resources.

"The individual assistance on annual budget development is invaluable, as it helped me understand many things about the Program Based Budgeting activities that I had only identified."

— GHEORGHE ANGHEL,
MAYOR OF STEFAN VODA



LGSP technical assistance on using the new budget classification and PBB software.

New Local Public Finance System and annual budget preparation. Based on USAID’s request, LGSP provided workshops and follow-up individual technical assistance to LPAs from ten raions on the annual budget development process, while CALM provided assistance to the remaining 22 raions. The assistance focused on improving LPAs’ capacity to increase their budget and own revenues practices through applying new efficient methods and techniques in line with the new Ministry of Finance requirements.

Municipal property and asset management (AM). LGSP developed a municipal property/asset management system and delivered practical training courses and individual technical assistance on its implementation. The AM system includes support materials such as:

- A municipal AM operational manual, providing expertise for the development of AM strategy
- AM multi-annual and operational action plans
- A municipal asset register and cost-benefit analysis

**RECOGNIZING PROGRESS:
TARACLIA LPA**

USAID, the U.S. ambassador to Moldova, and Moldovan local television and electronic media recognized the remarkable progress and leadership of Taraclia.

On January 24, 2014, U.S. Ambassador to Moldova William H. Moser attended the municipal asset management training and awarded the Mayor of Taraclia with certificate of recognition for displaying outstanding leadership in implementing new procedures and concepts in public asset management and on improvements in public services.

LGSP advocated on behalf of the municipal asset management system to the government (particularly the Ministry of Economy, Ministry of Finance, CALM, Cadaster Agency), considering it one of the fundamental principles for establishing a professional and efficient foundation for fiscal and financial decentralization.

In July 2015, LGSP organized the First National Forum on Asset Management in Taraclia, which was the biggest national asset management showcase ever hold in Moldova and attracted more than 70 professionals from partner towns around the country, governmental institutions, and international development partners. The participants actively discussed challenges and constraints in asset management at the local level. One issue often mentioned and deliberated was the urgent need to improve the national policy and legal framework on public asset and property management based on European best practices.

Capital investment plans. In response to requests by partner towns, LGSP provided individual technical assistance on the main aspects of capital investment planning: prioritization of needs, financial analysis, selecting the main management instruments of a project, and selecting investment project financing models (such as pay-as-you-go versus pay-as-you-use models).

“Professional asset management of the municipal property portfolio is one of the building blocks of sustainable local economic development and effective financial decentralization.”

**— SERGHEI FILIPOV,
MAYOR OF TARACLIA**

PPPs and IMC. LGSP organized practical training sessions on PPPs and IMCs for partner towns' and their neighboring villages to improve dialogue and facilitate partnerships between LPAs. To support the creation of potential new or revised municipal service arrangements, during the training sessions, LGSP provided assistance and facilitate discussions related on:

- Improvement of the concept and terms of reference for possible pre-feasibility studies that are to be presented to local councils for discussions and approval
- Development of regulations with possible involvement of private sector
- Identification of areas for potential cooperation with projects and partners
- Development and promotion of new municipal service arrangements at reduced cost, increased revenues available to LPAs

As a follow-up to PPP and IMC training courses, LGSP provided individual technical assistance to develop PPP ideas. The project then identified and conducted feasibility studies for the three most viable PPPs concepts:

- Public transport service extension from Taraclia to neighboring villages
- Improvement in Straseneni's urban parking facility management
- WSS improvement in Glodeni

Revenue enhancement. Training courses included topics related to the management system of taxes and fees, functions of the system, tax and fee collection process in the Moldovan legal framework context, and the current and future potential of additional sources of revenues.

Liquidity management. Training included topics related to managing and investing funds to optimize the liquidity and minimize risks, minimize operating risk and resource allocation, improve efficiency while cutting costs, and identifying flexible, tailored, and end-to-end solutions. Upon request, LGSP supported partner towns to formulate and implement strategies for improvements in liquidity management.

Pros and Cons of Assistance

Moldova has suffered from political and economic challenges that have contributed to an undeveloped financial management system. Building municipal property performance is a foundation for sustainable local development and effective financial decentralization. Challenges and findings in current financial reform implementation, including the AM system, include:

- Partial lack of municipal ownership titles of LPAs fixed assets for land, infrastructure, public parks, and recreational facilities.
- More than 90 percent of municipal fixed assets have not been evaluated in at least 20 years, which leads to a low tax collection level.

“The asset register is a vital control and support tool for effective cost benefit analysis and informed asset management decision-making, which offers the possibility to trace, monitor, account for, and control assets and plan accordingly.”

— VASILE VASLUIANU, ASSET MANAGEMENT SPECIALIST, CIMISLIA

- Only between 18 and 35 percent of municipal balance sheets account for municipal fixed assets. Public property (including municipal enterprises) is not reflected in most municipal balance sheets. As a result, financial planning and cost control is limited and incomplete.
- The assigned value of public property does not reflect actual market values.
- There is no systematic register — paper nor electronic — of municipal fixed assets.
- There are limited financial resources for contracting a specialist on AM to carry out necessary tasks efficiently.
- There are no records of costs and revenues generated by property management.

Local government capital investment policy lacks a clear strategic framework. There is no permanent national capital investment programming and financing framework ensuring necessary national and local government co-financing, loans, and other sources. Local governments take investment decisions on ad hoc basis. The main constraints and issues related to public capital investments improvement at the local level include:

- Because of insufficient capacities and lack of resources, during the latter two years of the project, no LGSP partner town benefited from public capital investment projects financed from the national budget.
- There is no government or parliamentary action plans to correct the above-mentioned issues on public capital investments in the short- or long-term.
- The implementation of capital investment projects must come from potential existing resources at the local level, possibly supplemented by the Moldovan government or donor assistance.
- The provisions of the Regulation on Public Capital Investment stipulate that investment projects meet a minimum threshold of 5 million MDL, which 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.

During LGSP activities, participants actively discussed challenges and useful tools to improve their public financial management practices. Issues mentioned during capacity building sessions include:

- Local governments have no decision-making power over the tax base and very little discretion on rates of the local fees which have been delegated to them.
- There is limited capacity at the local level to conceptualize ideas, formulate goals and objectives, or develop criteria and performance indicators for project selection.
- LPAs need follow-up training sessions and technical assistance on tools and financial instruments of accounting, financial reporting, and strategic and budget planning.
- There is a need to continue to improve the capacity at local level to provide accurate estimates of multiyear budgetary appropriations, own-source revenues, and volume of transfers, and monitoring systems.
- The actual technical and institutional arrangements for monitoring are not clear.

- Most LPAs face liquidity problems after the introduction of the new local government system, since the new system emphasized autonomy and accountability, so LPAs must quickly learned advanced financial management practices.
- There is a need to design results-driven activities to maximize local revenue increasing potential by embedding best practices.
- There is low management and problem-solving capacity on legal matters because of complex procedures set at the central level.
- LPAs in general cannot obtain loans and there are no legislative provisions for cases of local government insolvency.

Issues and Problems

Many LGSP partner towns embraced activities to increase local revenues and improve financial management. But in in spite of equal access to training and technical assistance, some partner towns did not participate as actively. Because of the relatively high level of staff turnover in some LGSP partner towns, these topics were very new to them. However, most of the participants actively participated in the working sessions and comprehensive individual assistance, appreciated the easily applicable practical recommendations and instruments relating to budgeting and financial management improvement, and presented their new knowledge to the other LPA staff.

The ongoing financial decentralization process will likely raise the interest of local governments with respect to their property. Nevertheless, some LGSP partner towns have limited interest and openness toward AM system improvements implementation, as evidenced by a lack of job description or position for an Asset Management Specialist or a committee focused on asset management. Each local government should develop a property development strategy and plan for effective asset management. Successful AM reevaluation and AM management could increase property tax revenues and revenues from local fees and indirectly facilitate socioeconomic development. It would also enable sound financial management, prevent improprieties and fraud, and increase transparency.

Accomplishments

With USAID support since 2012, the implementation of financial management reforms has seen major improvements and unprecedented restructurings. The new public finance legislation started to put into place technical regulations harmonizing Moldovan budgeting practices and accounting and financial reporting rules with those of the international community and the EU in particular.

LGSP changed the thinking within partner towns and demonstrated the value of better financial management practices, planning, and execution. Assisted partner towns achieved substantial improvements, including increases in own source revenues and in municipal investments, demonstrating the ability of LPAs to meet Ministry of Finance requirements. Significant accomplishments in this area include:

- Development and implementation of a complete municipal property/asset management system. LGSP provided resources for AM management

improvement, including strategies, three-year plans and detailed annual action plans, a job description for an AM specialist, the asset register, and cost-benefit analysis.

- The First National Forum on Asset Management attracted more than 70 professionals from governmental institutions and international development organizations around the country.
- 19 partner towns significantly improved their asset management systems including by developing professional AM strategies, plans, and property registers as well as by hiring or delegating AM responsibility to specialists.
- LGSP held 9 training modules on financial management improvement under the EMM program and five follow-up training modules. This represented 52 percent of LGSP's capacity building program.
- Nearly 250 participants (87 percent of them women) improved their knowledge and skills in financial management practices, as well as increased their efficiency and capacity to leverage donor and government of Moldova funds for priority service improvements and infrastructure.
- LGSP provided more than 85 individual practical technical assistance sessions on annual budget development.
- 32 partner towns improved their budget calculations and ability to negotiate with Ministry of Finance.
- More than 14.3 million MDL in additional transfers from the state budget are to be received by partner towns to cover the primary needs of education and social assistance in 2016-2018.
- Partner towns received an average of 19 percent more in total revenues from the central budget in 2016 as compared to 2012.
- 28 partner towns improved their local budget calculations especially through revising the management and principles of local taxes and fees procedures.
- Partner towns achieved an average of a 38 percent growth in special funds from national and external sources.
- Three LPAs introduced a fee on waste disposal for individuals and increased the rent payment for property by 25 percent.
- Partner towns gained more than 10.8 million MDL from AM improvement.
- Partner towns experienced an average of a 15 percent increase in own revenues in 2016 as compared to 2012.
- LGSP organized 10 workshops on the New Local Public Finance System and follow-up individual technical assistance on annual budget development for 167 LPAs from 10 raions. More than 430 participants, including mayors and financial specialists, attended; 82 percent of them were women.
- LGSP provided individual technical assistance for PPP ideas for 32 partner towns and developed feasibility studies for the three most viable.

Unmet Targets

In the context of ongoing public financial management system reform, it is necessary to continue improvements in financial management practices of LGSP partner towns by organizing capacity building activities and exchange programs to share lessons learned and challenges in implementing budgeting and financial management improvement instruments by professionals and to create conditions for sustainable capacity building across LGSP partner towns.

Second, LGSP assistance on AM improvement had an immediate impact on beneficiaries. It helped asset management specialists create stronger, more useful, and more focused AM systems that are becoming increasingly comprehensive. The next step would be to follow up on the partner town suggestion that a sophisticated and useful AM system should be institutionalized and applied at local level.

It should be noted that LGSP temporarily paused activities related to fiscal decentralization due to a lack of progress on the development of the legislative framework to support the process.

LGSP analysis shows that there is a very poor level of own source revenue performance of local governments. Therefore, it is necessary to design and provide results-driven activities to maximize locally generated revenues, through providing the best practices to finance mandated responsibilities.

Finally, LGSP completed the three most viable PPP feasibility studies. The next step is for the beneficiary partner towns of Taraclia, Straseni, and Glodeni to continue the implementation of the feasibility studies' recommendations.

Future Needs and Recommendations

- Improve the national policy and legal framework on public property management development, such as by establishing a new way to evaluate property value to strengthen property tax as a pillar of locally generated revenue.
- Foster local government capital investment by introducing a public capital investment program, improving local government borrowing system, and continuing decentralization which incentives local capital investments.
- Encourage towns to consider IMCs and PPPs as options, and support small, informal IMCs as confidence-building steps toward larger IMC arrangements.
- Establish institutions and procedures that would address and solve challenges related to municipal debt, municipal liabilities and guarantees, and debts of municipal companies.
- Provide continued capacity building assistance for LPAs on lobbying, advocacy, and policy analysis to develop LPA knowledge and processes in line with the Ministry of Finance and EU standards on topics including PBB, public procurement, accounting and financial reporting, and liquidity management.
- Deliver capacity building activities and specialized training of trainers on public speaking to serve as potential co-trainers in the future planned events. The organizational development should focus on development of management processes and procedures, not only within the town hall but also the management of relationships between the different organizations and sectors (public, private, and community) that will enable them to perform effectively.
- Organize exchange programs or study-tours to neighboring EU countries (such as Bulgaria or Slovakia) to provide local officials with concrete examples and practical experience regarding public financial and asset management techniques.

SUCCESS STORY

Taraclia — A Model of Success



PHOTO: USAID/LGSP
Taraclia receives technical assistance in asset management from USAID Moldova LGSP experts

CASE STUDY: TARACLIA'S KINDERGARTENS

By reorganizing and merging kindergartens, the town of Taraclia freed up 1,200 square meters of inefficiently used space in five public institutions. The resulting decrease in maintenance costs led to savings of more than 500,000 MDL (approximately \$39,700), which was used for renovations to three school buildings. As a result, the utilization rate of those three buildings increased from 55 percent to 80 percent.

Making use of every square meter of property is possible only when a municipality is aware of what its assets are – but this is not the case in most Moldovan towns. With the support of LGSP and a determination for positive change, the Mayor of Taraclia, Mr. Serghei Filipov, managed to overcome this issue.

To improve the situation in Moldovan towns, LGSP provided training and technical assistance to Taraclia, and other partner towns. The assistance — primarily delivered as a part of LGSP's Excellence in Municipal Management Program — targeted improving financial management, municipal asset recording and inventorying, and asset appraisal and registration.

With LGSP assistance, Taraclia developed its asset management strategy and asset management action plans for 2013 and 2014. In the process of implementing the action plan, the town formed an Asset Management Committee, hired an asset management specialist, conducted an inventory of all of its assets, and established the Register for Municipal Assets.

As a result of Taraclia's efforts, between March 2013 and July 2014, the income obtained from more effective management of assets equaled 1,871,870 MDL (approximately \$143,990). During that period, Taraclia inventoried more than 75 percent of municipal assets. For 2015, the town hall estimated gains of 3,600,000 MDL (roughly \$280,000) from the rent and sale of unused properties.

The story from Taraclia can be replicated across Moldova. Taraclia is a good example of how motivation, effort, and will, combined with USAID assistance, creates positive change in a local community.

COMPONENT 3: IMPROVE MUNICIPAL ENERGY EFFICIENCY

The government of Moldova considers the energy efficiency sector a priority because 94 percent of all energy consumed is imported and energy costs represent an estimated one-third of the country's 437 million MDL deficit. 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. The law requires the rayon councils to hire energy managers to perform energy management within their territory, develop LEEPs every three years, draft LEEAPs annually, and, based on the LEEAPs, prepare EE progress reports.

The National Program on Energy Efficiency was approved in 2011 and contains the basic tasks and indicators to be achieved by 2020, including a 25 percent reduction in CO₂ gas emissions. The Moldovan government established the AEE to facilitate the implementation of this national program and the EE fund to finance projects in the energy efficiency field in line with the national program. Within this component, LGSP assisted local public administrations with compliance with laws and national programs on EE, including the development and implementation of local energy efficiency plans and practices.

Assistance Methods

Energy efficiency capacity building. LGSP focused its assistance on building the capacity of the local level energy efficiency managers, including development of training materials that were used in the EMM program. LGSP provided support to partner towns in appointing energy efficiency managers or designating an existing town official with responsibility for energy efficiency policy and measures.

Development of LEEPs and LEEAPs. Local authorities have been assigned a number of new tasks and responsibilities under the laws, regulations, and directives detailed above. However, LPA organizational structure has often not changed to meet these new tasks. Similarly, with continually increasing environmental demands, local authorities have taken measures to increase energy efficiency as one of the main ways of reducing environmental pollution, but must find ways to secure revenues to implement these measures.

Municipal energy management is required to promote energy efficiency, because LPAs oversee technological processes and energy use, such as electricity and space heat and hot water generation, delivery, and use. Energy costs are a major share of local budgets and have been increasing rapidly as the LPAs seek to set energy tariffs that include the real cost of energy production, transmission, and distribution without subsidies or other forms of state intervention. Because local public administrations use significant quantities of energy for public buildings, street lighting, the water supply, waste water management, public transport, and utility vehicles, it is important that they have a clear understanding of strategic planning in energy efficiency. Strategic planning leads to reduced energy use and costs for the local budget and for citizens, improvements in the environment, better conditions in public buildings (e.g., schools), better quality and efficiency of utility services, improved waste management, and improved safety thanks to street lighting.

Through subcontractor Encon Services International, LGSP provided technical assistance for the development of LEEPs and LEEAPs. These serve as the main documents that provide concrete solutions in the field of energy efficiency for public buildings and other objects (school, cultural centers, libraries, public transportation, and street lighting). LEEPs and LEEAPs became not only a guide but a development tool for a sustainable community development. The documents include actions concerning the public sector and its role in adoption of energy efficiency measures at public buildings and facilities and vehicle fleet. They also influence citizens by encouraging the development of markets for energy efficient products and services through public procurement as well as supporting changes in consumption patterns by educating stakeholders and citizens. The LEEPs and LEEAPs assessed the energy savings potential of energy efficiency measures at each municipal object, the investments required for achieving these savings, and each project's simple pay-back period to develop the three-year LEEP. Based on the LEEP, a one-year LEEAP was developed.

The main topics covered by the LEEP and LEEAP include:

- Description of the legal context for strategic planning on energy efficiency
- Description of the town:
 - General information (geography, location, population)
 - Description of the economy (industry, agriculture, trade, transport)
 - Description of the local energy sector (producers and consumers, most important fuel types, existence of renewable energy)
 - Buildings (types, numbers, residential and public areas)
- Main structure of the town's energy sector roles (energy consumer, producer, distributor, and local regulator)
- Current situation and main targets for the future
- Estimated budget for necessary investments and the split for sectors/activities
- Identification of financial resources and main financial tools

The LEEP and LEEAP methodology included collection of baseline data for every sector of consumption by collecting and processing of quantitative data, establishing energy usage indicators, and gathering qualitative information using document review and interviews with stakeholders. After analysis of the data for every sector of consumption, LGSP developed specific objectives for energy saving for each sector.

LEEPs and LEEAPs also developed tools for communication and public awareness raising. Tools included disseminating information through local media to notify citizens about the possibilities of and effects of improving energy efficiency, public meetings, and consultations between the population and local authorities, education, and training.

LEEPs and LEEAPs also support towns in accessing funds through specific project proposals and EE measures. Successful proposals, well-grounded in strategic plans, will then facilitate access to finance, including available EE funds, for the implementation of EE measures. The LEEPs and LEEAPs also facilitated understanding of the EE planning and budgeting process and helped partner town governments to institutionalize habits and tools that promote sound management, transparency, and accountability.

Development of project applications and energy audits. To facilitate EE planning and implementation of the LEEPs and LEEAPs, LGSP supported 30 partner towns in the development of project applications and energy audits. Assistance included training on energy efficiency and one-on-one extensive technical assistance to partner towns as they developed project applications. The project applications and energy audits are used by the towns to apply for funds from the EE Fund, which is available to finance EE measures for the public sector valued at 150 million MDL annually, and other sources. The project applications and energy audits include municipal objects such as public buildings or street lighting that are under municipal management and therefore have direct impact on municipal budget.

Establishment of EE M&E plans. LGSP adopted an integrated approach to EE planning, thereby linking EE to other functions filled by local governments (including service delivery, financial management, urban planning, etc.) equipping partner towns with the tools necessary to design EE M&E systems. The aim of the simple, Microsoft Excel-based M&E tool on EE is to contribute to the reporting and evaluation of EE activities. The tool, now used by 30 LGSP partner towns, helps mayors and municipal employees responsible for EE to track EE expenses compared to the annual municipal budget and historical trends, energy consumption for each municipal object, CO₂ savings from EE measures, and implemented EE measures against those suggested in the town's LEEP.

Improving citizen understanding of EE and its benefits. To help increase citizens' level of awareness of EE, LGSP conducted an Energy Efficiency Public Awareness Campaign that aimed to assist local governments in informing the local population about the benefits of energy efficiency. The campaign included a series of activities, including the development and distribution of campaign materials (approximately 6,560 posters and 320,000 flyers) as well as promotional T-shirts and fabric bags in all 32 partner towns; production of a series of six articles on energy efficiency published in 16 local newspapers which are members of the nationwide Independent Press Association network); and conducting thematic Open Lectures on Energy Efficiency in 23 partner towns.

Issues and Problems

Several issues impact the long-term sustainability of LGSP assistance on EE:

- Due to high personnel turnover, town halls often find themselves with a shortage of staff responsible for EE. Alternatively, in many cases staff members are combining several responsibilities and therefore have limited time available for EE duties.
- Due to budget limitations, local governments cannot hire high quality personnel nor incentivize existing staff to adequately carry out additional responsibilities with regard to energy efficiency and raising energy efficiency funds.
- The EE Fund has very limited funds to finance viable EE projects. Due to the financial crisis in Moldova, the EE Fund budget for 2016 was reduced by more than 100 million MDL.
- The excessive and often bureaucratic requirements of the EE Fund do not allow local governments to implement EE measures.

Accomplishments

Despite having EE as its smallest component, the project was able to enhance the capacities of LPAs in the area of EE. LGSP's most significant accomplishments related to Component 3 are:

- 94 staff from LGSP partner towns trained on energy efficiency.
- 30 LEEPs and LEEAPs developed.
- 30 energy audits developed. Based on LEEPs, each municipality selected one municipal object (such as a kindergarten or street lighting system) for which LGSP developed project applications and energy audits mandatory for the accessing of the financial sources available at the EE Fund.
- As result of LGSP support and proper EE planning, many towns attracted funds for the implementation EE projects, including:
 - Kindergarten No. 2 from Taraclia: Contract price of 3.03 million MDL; EE Fund contribution of 2.20 million MDL.
 - Kindergarten No. 3 from Telenesti: Contract price of 1.45 million MDL; EE Fund contribution of 1.16 million MDL.
 - Kindergarten Andries from Soldanesti was approved for financing by the EE Fund at the second stage of evaluation. The total project cost is 3.1 million MDL of which 2.3 million MDL is the EE Fund's contribution. The implementation phase is planned for spring 2016.
 - Many project applications on street lighting (for Taraclia, Comrat, Orhei, and Telenesti) were approved by the EE Fund but are subject to availability of funds.
- LGSP developed an Energy Efficiency Guide in partnership with the AEE to support local government communication efforts and public awareness campaigns. Every partner town hall received 20 copies of the guide. Additionally, the AEE received 500 copies and CALM received 700 copies to be disseminated to other local governments outside LGSP.
- LGSP improved citizen understanding of EE and its benefits by conducting a wide Energy Efficiency Public Awareness Campaign that aimed to assist local governments in informing the local population about the benefits of energy efficiency. The campaign reached approximately 56,500 people through open lectures and thematic publications in local press as well as approximately 300,000 partner towns' citizens through printed informational materials. More citizens have reduced their energy costs by using biomass as a heating source and, according to the MPI, there was a 29 percent increase in the number of citizens aware of the meaning of "energy efficiency."

REACHING YOUTH ON ENERGY EFFICIENCY

Long-term behavior change on issues like energy begins with youth. The EE Campaign activities carried out in high schools in 23 LGSP partner towns were effective in garnering attention from students. Students enjoyed the contest and pledged to volunteer for future campaigns, and the schools committed to continue EE awareness activities in the future.

Unmet Targets

- LGSP leveraged 3.5 million USD in public and private funds for energy projects. Leveraging more was limited by the lack of funds at the AEE.

- LGSP achieved a reduction of CO₂ emissions of 270.6 tons, slightly short of the 300 ton target.

Lessons Learned and Recommendations

- Further Energy Efficiency Public Awareness Campaigns are needed to inform the local population about the benefits of EE, as well as continuous training opportunities for town hall local staff responsible for EE.
- Simplification of the EE Fund application procedures to allow local public administration to apply for available funds.
- Further implementation of energy efficiency demonstration projects (such as improvement of street lighting systems using LEDs or replacement of obsolete pumps at pumping stations) that will practically demonstrate the benefits of EE.
- LPAs should include EE as a consideration in public procurement tender documents to ensure that they select not only the lowest price in the short but also consider the potential long-term energy usage impact of any procurement related to energy.

SECTION 3

CROSSCUTTING ASPECTS

MONITORING AND EVALUATION

M&E OF LPA PERFORMANCE

LGSP developed multiple M&E instruments for improved self-evaluation and service improvement monitoring in partner towns, such as:

- The MPI, which consisted of interviews with administrative staff of municipal utilities and town halls and citizen surveys to measure town performance from the beginning to the end of LGSP;
- Quarterly Data Collection Forms on one specific domain (water and sanitation, waste management, or street lighting) chosen by each town;
- Diagnostic analysis of the municipal enterprise of one selected service delivery domain in each town;
- M&E Plan and Local M&E Database on seven domains, including five public services, socioeconomic development, and transparency, communication, and gender);
- Energy Efficiency M&E tool;
- Energy Audits conducted of one municipal object per town; and
- Citizen Satisfaction Cards to assess CISC performance in the town halls of Taraclia, Orhei, and Singerei.

LGSP institutionalized the M&E system for LPA performance through a series of theoretical and practical two-day training courses and individual technical assistance workshops. This M&E mechanism aligns with the national requirements and the implementation of the National Decentralization Reform. LGSP emphasized the importance of self-monitoring (for local decision making, for potential donors and investors, and for improved credibility and image in front of the citizens) and of taking ownership over the M&E instrument.

The system allows the LPAs to measure their performance with respect to:

- Public services (water, sanitation, waste management, local public transportation, and street lighting)
- Socioeconomic development
- Transparency, communication, and gender

“A very useful tool for the town hall performance measurement.”

“I appreciated a lot the flexibility of the M&E system to adjust, change, and add indicators in accordance to our needs.”

“It is a very opportune and useful tool in finding the gaps existent in the delivery of public services.”

“Each specialist should have such a database. It’s of a real help for the municipal enterprises as it helps you keep accurate and up-to-date information on a quarterly and annual basis.”

— TOWN RESIDENTS’ FEEDBACK ON THE M&E SYSTEM

Its application helps LPAs obtain and maintain up-to-date information to illustrate for potential donors or investors the need for investments in service improvement; compare progress with previous periods; increase the quality and efficiency of local services; improve communication with citizens; increase town hall transparency; and improve gender equality.

Ten towns (Orhei, Soldanesti, Nisporeni, Rezina, Stefan Voda, Briceni, Causeni, Floresti, Cantemir, and Calarasi) institutionalized the M&E mechanism with local council decisions.

LGSP drew the following conclusions from the M&E training sessions and individual technical assistance:

- The open discussions and opinions exchange generated feedback on what a monitoring mechanism should include, how it should be implemented, and what will be the potential impact of the new mechanism. The M&E mechanism was recognized as an important tool that should be institutionalized and applied at the local level.
- After testing the M&E database, participants appreciated that it was user-friendly. They learned how to produce monitoring reports and present them to council members and interest groups.
- The follow-up workshops revealed that the data collection sources were 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.
- 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. Currently, the requirement for LPAs to monitor and evaluate their performance is not enforced.

PERFORMANCE MONITORING AND EVALUATION PLAN

All 32 LGSP partner towns (Indicator 1) received training and technical assistance on how to increase own source revenues.

The specialized equipment and garbage containers, along with the training sessions for municipal enterprises staff delivered by LGSP, led to notable improvements in the performance of 31 towns, according to the MPI, (Indicator 2) in delivering public services to their citizens in several ways:

“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.”

— MIHAIL CEBOTAR,
FORMER MAYOR OF REZINA

- Increase in quantity:
 - The 14,624 donated containers enabled access for 29 percent or 30,880 new households to waste collection services in 18 towns (63 percent in Glodeni; 46 percent in Ialoveni; 38 percent in Soroca; 33 percent in Taraclia and Edinet, 30 percent in Anenii Noi, Cahul, and Leova; and smaller increases in the remaining towns). The number of contracts with the municipal service provider increased, providing the municipal enterprise with a higher capacity to cover the costs and accumulate income. The longer-term impact will result in a gradual reduction of the number of non-authorized waste dumps.
 - The frequency of garbage collection increased from once to twice per week in several towns.
 - The number of streets cleaned (and/or leveled) per day (especially in the winter season) increased due to the donated graders (in six towns: Rezina, Singerei, Floresti, Nisporeni, Leova, and Briceni) and excavators (in eight towns: Telenesti, Donduseni, Ocnita, Calarasi, Criuleni, Cimislia, Anenii Noi, and Hincesti).
 - The number of water and sewerage network accidents resolved per day/week increased in two towns due to the intervention trucks.
 - The capacity for bulb replacement and tree pruning in Ungheni increased due to a cherry picker truck procurement. 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.
 - The average number of permits and other documents issued per day by three town halls (Taraclia, Orhei, and Singerei) increased by 26 percent after the establishment of the CISC. The number of citizens served in a single visit also increased.
 - More than 50 km of streets in 11 towns became safer at night due to the LED bulbs installed. The LED technology will help towns register annual energy savings of up to 50 percent. The LED bulbs lifetime is 50,000 hours, which is 15 times longer than the lifetime of the old bulbs. LEDs also have a five-year guarantee, resulting in long-term savings to town budgets.
 - The CISC openings in Taraclia, Singerei, and Orhei brought 17 percent more economic agents to the town hall soliciting functioning permits as a result of decreased bureaucratic barriers and more efficient use of citizens' time. 36 percent more documents were issued in 2015 compared to 2014, due to an increased service efficiency. The degree of citizen satisfaction increased by 22 percent according to the Citizen Satisfaction Cards.

“Last year, pensioners had to come twice to receive 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.”

—CISC OPERATOR IN SINGEREI

- Increase in quality:
 - The graders improved the quality of unpaved secondary streets (especially after rains and snowfall).
 - The cherry picker truck in Ungheni and the excavators in eight other towns improved green spaces management.
 - 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.
 - The increase in access to waste collection services will result into health benefits for the population in the long run.
 - The equipment donations increased security and comfort for the municipal enterprises employees and improved work efficiency and service quality perceived by the citizens.
 - The intervention trucks cut in half the time spent for water network repairs, meaning the citizens have a higher comfort of receiving non-disrupted access to water.

UNANTICIPATED BENEFITS

Because of the efficiency and maneuverability of the excavator procured for Cimislia, the town chose to use it at a natural heritage archeological site. Thanks to the excavator, researchers discovered a 5,000 year old skeleton at the site.

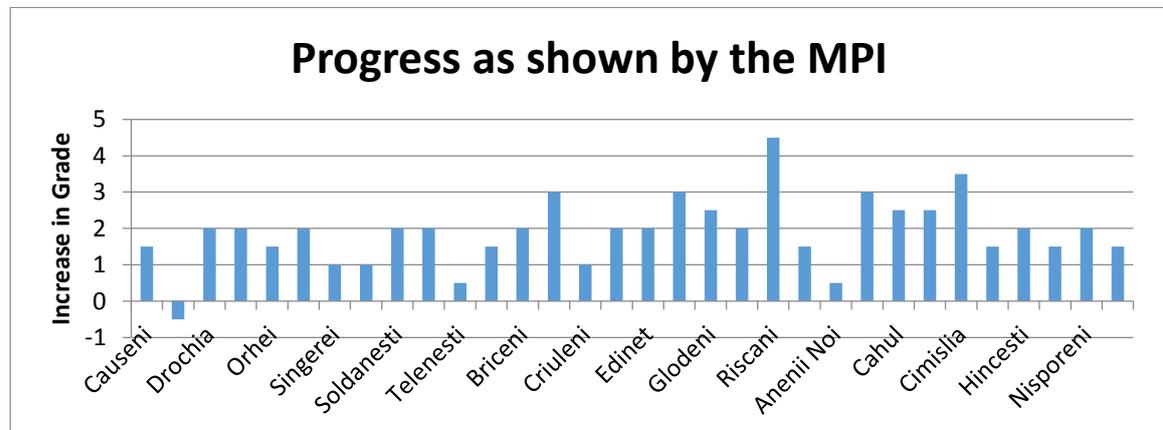
- Decreased unit cost of provision of service:

- 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.
- The eight donated water pumps diminish the maintenance costs by approximately 60 percent and will allow for 32 percent energy savings in three towns. The 2,709 water meters will cut losses caused by leakages and illegal connections by 25 percent.
- Cost savings and own revenues resulted due to improved asset management in 15 towns.
- There are cost savings in performing services like waste collection, green spaces management, and sewage due to the use of the new equipment in 32 towns, which eliminates the need to maintain the old equipment, rent equipment, or spend time and money on continuous repairs.

UNGHENI GREEN SPACES

The use of the Ungheni cherry picker is 2.4 times less expensive than the previous outdated equipment. (104 lei/hour compared to 250 MDL/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.

The analysis of the final MPI as compared to the baseline revealed the following progress in performance (Indicator USAID 1.3) with respect to the ratings (grades A to D) in the four domains:



A one-point increase corresponds to an increase of, for example, a grade of B to A. A half-point increase corresponds to an increase of, for example, a grade of B to B+.

Annex B shows the progress per each town and per each domain. 97 percent of towns (31 out of 32 towns) registered improved performance in at least one of the four domains.

The accessibility of services (Indicator 3) increased by 14.93 percent, calculated as an average of the percent increases in access to water and sanitation (14.93 percent in 21 towns), waste management (7.81 percent in towns), and street lighting (22.04 percent in one town).

Citizen ratings in 25 partner towns (Indicator 4) indicate qualitative improvements in the selected service, according to the MPI.

Fourteen percent of the population indicated increased satisfaction over the selected services (Indicators 5 and USAID 1.3.1), calculated as an average of the percent increases in the population that showed satisfaction toward water provision (18.87 percent in 21 towns), waste management (7.81 percent in 11 towns), and street lighting (15.09 percent in one town).

Thirty-one towns (Indicator 6) have a socioeconomic development strategy developed with LGSP support. (Cantemir already has a strategy developed with other donor support.)

Thirty-one towns have SIPs (Indicators 7 and USAID 1.3.2) developed and approved by municipalities. (Nisporeni had a similar document developed with other donor support.)

Sixteen partner towns (Indicator 8) use new service arrangements. The CISCs in Taraclia, Orhei, and Singerei offer improved access and services in one



A donated sewer cleaner truck at work in Straseni.

single access point. After the equipment and containers procurements, inter-municipal cooperation became possible for 15 towns and their neighboring communities. Secondary road maintenance, snow removal, sewage cleaning services, green spaces management, and access to garbage collection became accessible for 42 communities due to the graders, excavators, sewer cleaning trucks, garbage trucks, and containers.

LGSP specialists assisted 11 towns in drafting and submitting project proposals to the EE Fund (Indicator 9). LGSP supported Ialoveni in submitting proposal to the Slovak Aid Solid Waste Small Grants Program.

LGSP carried out intensive work to institutionalize transparency and feedback mechanisms (Indicator 10) in the partner towns, but also in Vulcanesti and Ceadir-Lunga, upon their request. Public debates, public hearings, and focus groups involving various citizen groups organized with LGSP support were instruments meant to create positive and continuing traditions within the town halls. Public hearings became more frequent and better organized, following rules and advice indicated in the Citizen Guide for participation in the public hearings developed and disseminated to towns. Other mechanisms included EE public awareness campaigns, Town Days, and USAID Field Days.

FEEDBACK MECHANISMS

- 32 Internal Communication Regulations developed and adopted
- 1 Citizen Guide for participation in the public hearings developed and disseminated to towns
- 12 town hall websites created
- 20 official town hall Facebook pages created
- 5 discussion clubs with citizens
- 23 Energy Efficiency Campaigns carried out, involving youth and volunteers
- 33 public hearings to consult on the Local Strategic Plan (including Vulcanesti and Ceadir-Lunga)
- 8 public hearings on urban planning
- 30 public hearings on the local budget and taxes prior to its approval

LGSP created 12 town hall websites on the created WebAPL Platform. This experience was highly appreciated and successfully replicated with ten other localities in Moldova as well through the JILDLP.

In total, 164 new mechanisms were institutionalized during the reporting period across all partner towns. Towns approved Internal Communication Regulations to help them institutionalize the mechanisms. They learned how to develop Annual Action Plans on Communication, Citizen Participation, and Transparency in a participative and inclusive manner, involving citizens and youth in particular, as well as official newsletters and informational leaflets summarizing the local budget to inform citizens.

No revenue generation plans (Indicator 11) were adopted. 16 asset management plans (Indicator 12) were adopted (Taraclia, Cimislia, Soroaca, Ocnita, Comrat, Briceni, Straseni, Drochia, Orhei, Soldanesti, Floresti, Calarasi, Donduseni, Singerei, Cantemir, and Cahul).

LGSP calculated an average increase of 10.5 percent in own revenues generated from local taxes and fees (Indicator 13) in all 32 partner towns. Cohort 1 towns registered an increase of 15 percent, while Cohort 2 towns obtained an average increase of 6 percent. Major increases were registered in Orhei (44 percent) and Taraclia (32

percent). Remaining towns either had smaller increases (2-10 percent), 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 (Indicator 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.

Thirty defined services (Indicator 15) in 30 towns improved their cost recovery due to the approximately 2 million MDL (approximately \$100,000) savings resulting from procurement of specialized equipment, water pumps, and water meters. Operating costs decreased because of the elimination of the need to rent equipment from private entities, lower gasoline use, smaller need for repairs, energy savings from pumps, and reduced water losses because of the water meters.

Thirty-two partner towns (Indicator 16) are meeting the new Ministry of Finance National Accounting Standards, after LGSP trained 64 financial staff (Indicator 17).

Thirty-two towns (Indicator 18) have Internal Communications Regulations adopted in their town halls. 20 towns used the version developed by LGSP, while 12 developed a version of their own.

Thirty towns have LEEPs (Indicator 19) developed with LGSP support. Ungheni and Criuleni were not responsive to LGSP's support on this area.

Three towns (Indicator 20) leveraged funding from the EE Fund thanks to LGSP support for their grant applications. As a result, Taraclia received a 2.2 million MDL grant for its kindergarten and Telenesti received 1.16 million for its kindergarten. Soldanesti received a 2.3 million MDL grant for the "Andries" kindergarten, with direct benefits for 270 children and 45 staff members (Indicator 22). The three kindergarten projects resulted in a total annual CO₂ reduction (Indicator 23) of 270.6 tons (97.3 tons/year in Telenesti, 54.9 tons/year in Taraclia, and 118.4 tons/year in Soldanesti).

LGSP delivered 76 person-hours (Indicator 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 EE monitoring tool (Indicator 24) and have been trained by the LGSP EE Specialist. According to the MPI citizen survey, citizens indicate increased awareness of energy efficiency in 15 towns (Indicator 25).

Five procedures (Indicator 26) to promote gender equality were proposed (and adopted in some towns) for the local governments. LGSP promoted gender mainstreaming through presentations for town hall staff and local council members in each town. Towns institutionalized gender M&E along with M&E self-monitoring tool adoption. LGSP delivered a gender mainstreaming local capacity building training in partnership with GIZ and CALM. Towns adopted gender and antidiscrimination measures in the Internal Regulations and the terms of reference of

town hall personnel during the assistance provided in HR. Towns appointed gender focal points and LGSP developed terms of reference for them.

GENDER INTEGRATION

To ensure gender considerations were adequately integrated into LGSP activities, the project developed a Gender Analysis and Integration Strategy within its first year to identify the main gender considerations and towns and develop ways to address them during project activities. Key activities related to gender by LGSP include:

- Identification of gender focal points in each town hall;
- Development of a model gender focal point scope of work for use by town halls;
- Integration of gender modules into all trainings and technical assistance, such as that provided for budget development and program-based budgeting;
- Incorporation of gender mainstreaming and anti-discrimination provisions into town Internal Regulations during human resource management training;
- Inclusion of gender topics in all documents, guides, manuals, strategies and plans developed by the project, including socioeconomic development strategies, SIPs, and LEEPs;
- Including of gender indicators as part of town M&E plans;
- Cooperation with other donors and entities on gender (as further described in “Cooperation with International and Local Partners” below), such as by delivering a gender mainstreaming local capacity building training in 2015 with GIZ, CALM, and UNWomen; and
- Including gender as a topic at Quarterly Mayors Meetings; one notable activity that generated discussion among mayors presented them with cartoons depicting the differences between equality and equity and defined the notions of exclusion, isolation, integration, and inclusion. Gender topics were included in all.

As a result of LGSP’s work, mayors became more receptive to and understanding of gender considerations in budgeting setting of town priorities. Gender mainstreaming has improved; LPAs now keep lists of participants from public hearings disaggregated by gender and maintain gender statistics at the LPA level. This allows towns to include the gender dimension in feasibility studies, track male and female participation in events, conduct M&E reporting on gender-specific indicators, and implement PBB.

COOPERATION WITH INTERNATIONAL AND LOCAL PARTNERS

During its four years of implementation, LGSP created sustainable partnerships with central Government institutions, donor agencies, the local Mayors’ Association, civil society, and academia. Jointly organized events as well as participation in workshops, conferences, Sectorial Councils, Donors’ Dialogues, and Grants Selection Committees of partners maintained continuous LGSP visibility and engagement at the central and local levels. LGSP readily shared its deliverables with partners and actively sought out opportunities for collaboration.

PUBLIC SECTOR PARTNERS

Central government. LGSP supported the government by co-organizing, in partnership with other donors, three major conferences:

- IMC National Conference in 2012
- National Mayors' Conference in 2014
- International Decentralization Conference in 2015

State Chancellery. LGSP established permanent dialogue with the State Chancellery through Partners' Meetings, active collaboration, and offering feedback for the Draft Strategy on Public Administration Reform. For the development of the M&E Methodology for the National Decentralization Strategy and for the Action Plan, the State Chancellery appreciated LGSP's contribution of MPI indicators. LGSP participated in the Transparency Week organized by the State Chancellery (October 13-19, 2014). The State Chancellery participated in the opening of the CISC in Orhei, in the M&E Training, and in several Quarterly Mayors' Meetings. On numerous occasions the State Chancellery showed appreciation for the activities and results achieved by local authorities with LGSP support.

Ministry for Regional Development and Construction (MRDC). LGSP cooperated with the MRDC in strategic planning, urban planning, and the synchronization of local and regional policies. LGSP participated in the Foreign Assistance Sectorial Council and the 4th International Conference on Overcoming Regional Disparities, focused on IMC, sectorial strategies, regional development, funds absorption capacity at the local level, and the need to strengthen LPA capacity to attract and manage investments as new EU funds become available. LGSP contributed a diagnostic analysis and the service improvement plan to the Telenesti Waste Water Treatment Facility project, supported by the Regional Development Fund. LGSP took part in several events co-organized by the MRDC and its partners: the First Dialogue on Regional Development, the conference on "Transparency of LPAs through joint activities of media and civil society," and the Public Consultation on the Sectorial Regional Programs on Waste Management and Energy Efficiency in Public Buildings.

Ministry of Environment. The ministry hosted the Waste Management Sector Coordination Council. The deputy minister of environment expressed appreciation for the diagnostic analyses performed by LGSP, recognizing them as the most thorough analyses they had received to date. LGSP participated in the Water Provision and Sanitation National Conference and the National Conference on Waste Management.

AMAC. LGSP assisted AMAC and the Technical University by organizing a nine-module training with GIZ to strengthen the capacities of the 32 municipal enterprises.

Ministry of Finance. The ministry was an active LGSP partner in conducting the financial management training sessions for towns, offering information on the new system of local public finances, and on the ministry's new accounting standards. On April 17, 2014, LGSP participated in the presentation of the Report on Strengthening Local Fiscal Autonomy in the Republic of Moldova financed by UNDP. On May 19, 2015, LGSP 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 the "Management Reform in Public Capital Investments" World Bank Project, to identify opportunities for capital investment restructuring and improvement in context of undergoing public finance management system reform.

AEE. LGSP collaborated with AEE to coordinate training and technical assistance activities at the local level; jointly produced the Guide for Energy Efficiency and Renewables; and jointly carried out the Energy Efficiency Campaign in towns. 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 hosted by the Agency.

Land and tax agencies. The Cadastral Agency consulted LGSP on AM and evaluation of assets in relation to land/property tax. The Public Property Agency was a project partner in PPPs. The Fiscal Inspectorate participated in the EMM program training on revenue enhancement.

The Academy of Public Administration (APA). The APA signed a memorandum of understanding with LGSP to ensure the sustainability of the EMM Program and to expand the number of EMM beneficiaries. APA actively participated in the LGSP M&E training and showed interest in the local performance indicators presented and requested the materials in electronic format to potentially be included in their curriculum for public officials.

DONORS

E-Governance Center. With the E-Governance Center, LGSP organized a workshop on e-government products and services for Cohort 1 partner towns and collaborated with the Center for the development of town hall web pages. LGSP attended the 2013 E-Governance Forum on “Driving Innovation and Productivity in the Public Sector.” LGSP partnered with the E-Government Center in conducting the 2014 Workshop on Social Networks and Impact on Transparency at the Local Level.

GIZ. LGSP joined efforts with GIZ to organize and deliver the nine-module water and sanitation training for 32 municipal enterprises, under the Moldova Technical University and AMAC. The curriculum was developed in partnership with the Technical University and the modules were accredited by the Moldova Technical University. Other areas of common interest were the improvements in the provision of services related to waste management. With GIZ and CALM, LGSP delivered a gender mainstreaming local capacity building training.

USAID BRITE. LGSP consulted BRITE on CISCs establishment.

USAID Novateca Global Libraries. The project accepted LGSPs questions on citizen satisfaction for a pop-up Survey given to citizens when they sit down at library computers. The project also received a set of Energy Efficiency Guides from LGSP.

U.S. Peace Corps. The Peace Corps helped LGSP with Focus Groups and Working Groups on Strategic Planning, as well as with the Workshop on Public Participation for LPA staff in Straseni. Peace Corps volunteers in Briceni, Telenesti, Rezina, and Anenii Noi in particular stay in touch with LGSP’s municipal coordinators, and contribute to town hall activities whenever possible. For example, in Rezina, a volunteer helped the town hall with placing information on social networks, assisting with events, and writing proposals to access grants.

JILD. LGSP built a fruitful partnership with JILD for delivering joint training on the new amendments of the Public Finance Law for the raions, covering all the towns and neighboring villages in Moldova. Other joint topics were gender, revenue enhancement, liquidity management, CISC, transparency, and energy efficiency. JILD participated in the LGSP training on the WebAPL platform and implemented it in 22 JILD localities.

EU. LGSP and the EU Delegation's interest converged on the comprehensive mapping of activities related to public administration reform, including the decentralization process. LGSP participated in the EU Sustainable Energy Week in June 2014, partnering with GIZ, UNDP, AEE, and the EE Fund. The EU Visegrad Fund's project Introducing the EU Standards in Moldova: Toward a New Model of Cooperation and Planning consulted with LGSP on strategic planning tools and opportunities for cooperation, planning/implementation and IMC; and organizing study visits for selected public authorities from Moldova to the Visegrad countries to share knowledge on planning and system functionality.

National Democratic Institute (NDI). LGSP worked with NDI on gender issues. NDI presented on improving the mayor-local council relationship at the September 2015 Quarterly Mayors Meeting.

Other. LGSP joined efforts with the other USAID projects, the Competitiveness Enhancement and Enterprise Development II Project, BRITE, ROLISP, ACED, and Novateca to organize USAID Field Days in five towns.

CIVIL SOCIETY

CALM. CALM and LGSP were constant partners during project implementation. CALM is the entity that will continue the EMM Program and maintain custody of project deliverables and resources. LGSP and CALM developed a Network of Towns within CALM to ensure the continuity of Quarterly Mayors Meetings. LGSP supported CALM at the NEXPO NALAS event, partnering on presentation of the gender panel. LGSP joined with CALM to develop the Communications Guide for LPAs and co-organized the "Woman in LPA: Leadership, Power, and Authority" event, which gathered 150 women mayors and women leaders from Parliament, Government, and Embassies. LGSP, along with GIZ, supported CALM with capacity building activities on gender mainstreaming. LGSP participated in two radio shows on Vocea Basarabiei Radio thanks to the partnership with CALM.

IDIS Viitorul. LGSP is member of IDIS Viitorul's Best Practices Committee. Gender Performance Budgeting was a point of common interest for LGSP and IDIS Viitorul, and IDIS Viitorul appreciated the CISC efforts for Taraclia and Singerei.

Moldova Partnerships for Sustainable Civil Society. LGSP took part in the Application Review Committee for grants through the Moldova Partnerships for Sustainable Civil Society and participated in implementer FHI360's workshop on Developing Partnerships for a Sustainable Civil Society.

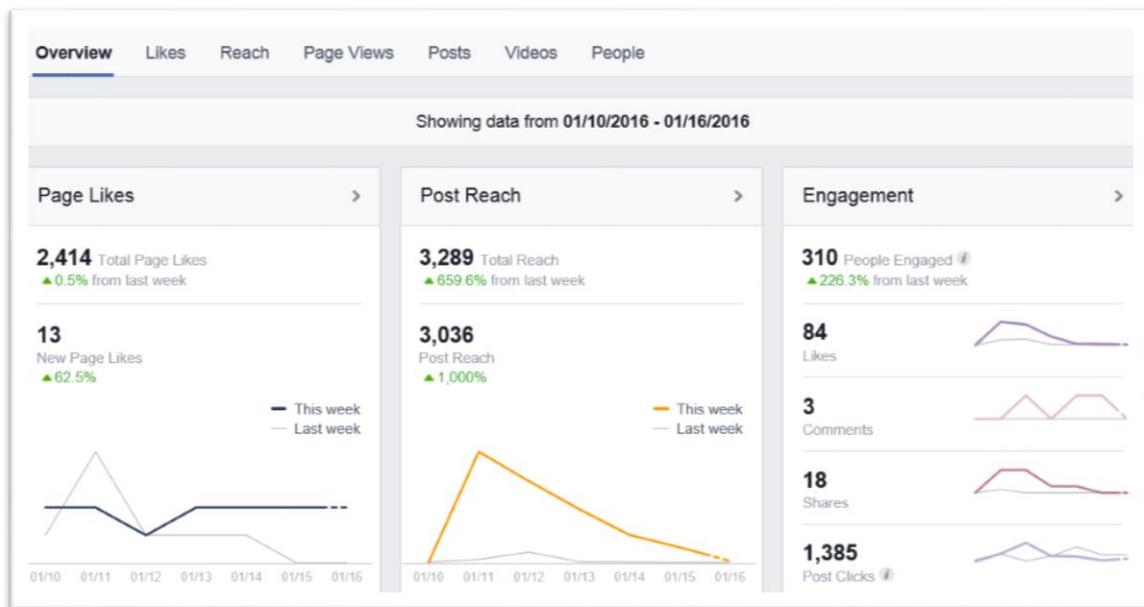
COMMUNICATIONS

The LGSP communications strategy was developed to create the LGSP brand and promote it to beneficiaries, the public, and partners and stakeholders to generate synergies from joint activities and cooperation.

LGSP created a Facebook page to disseminate information about project activities, events, and success stories as well as pictures from meetings, training courses, and technical assistance to partner towns, project partners, and the public. The Facebook page can be found at:

<http://www.facebook.com/USAID-Local-Government-Support-Project-in-Moldova>.

During the project, the Facebook page was continuously updated and its popularity increased, reaching 2,414 followers (as of January 2016). Partner towns were very active in promoting their events and showing greater transparency with regards to local decisions by displaying information on social media and their websites. The towns tag the LGSP page when posting information about activities carried out with LGSP support. LGSP also shares events and success stories from Facebook pages of the partner town halls. LGSP often received messages from viewers interested in project events; the project also receives questions and answers them via Facebook. In November 2015, a popular blogger made a youth-friendly show promoting LGSP's donation of containers by using the information posted on Facebook.



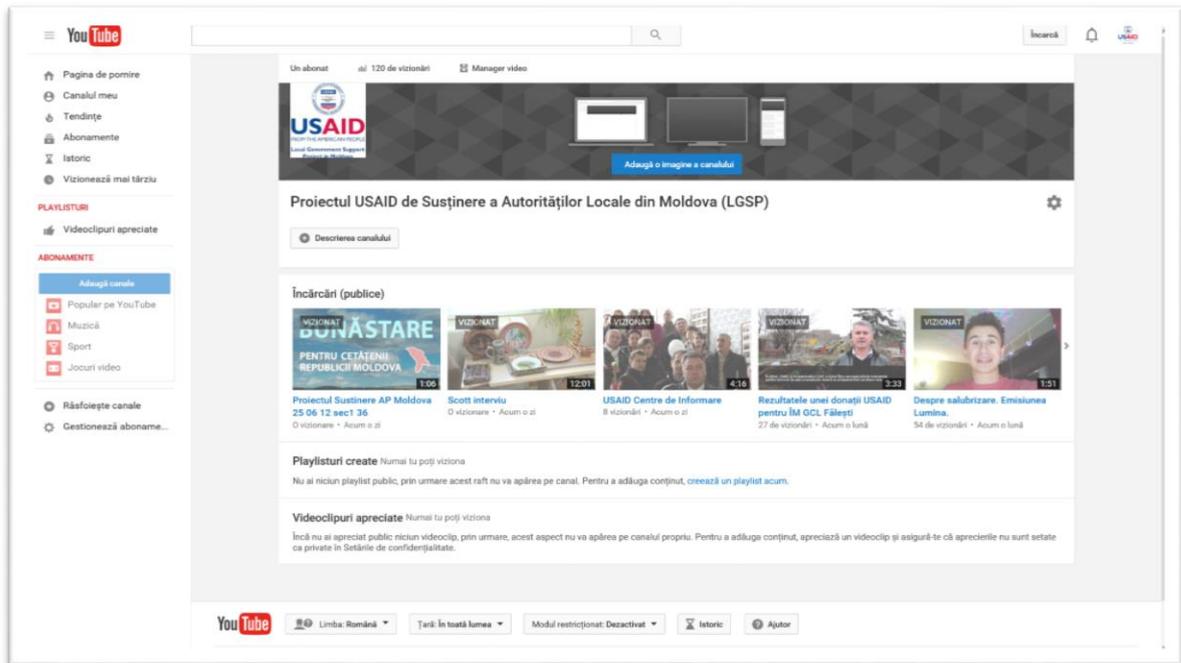


All Posts Published

Reach: Organic / Paid | Post Clicks | Likes, Comments & Shares

Published	Post	Type	Targeting	Reach	Engagement	Promote
1/16/2015 1:35 pm	Nisoreni - oraș conectat la servicii de salubritate cu suportul LGSP! Astăzi, 16 noiembrie 2015, Age	Image	Global	6.6K	1.4K 275	Boost Post
1/02/2015 2:32 pm	Ialoveni reciclează! Primăria Ialoveni în parteneriat cu proiectul LGSP lansează sistemul de colectare	Image	Global	4K	306 208	Boost Post
12/22/2015 0:49 am	În aceste clipe are loc Crearea Rețelei Orașelor din Moldova, în cadrul Întâlnirii Trimestriale a Primarilor	Image	Global	3K	242 81	Boost Post
11/11/2016 2:32 pm	Orașele Nisoreni, Leova, Sîngerei, Florești, Rezina și Briceni sunt dezapezite de 3 ori mai repede decât	Video	Global	2.2K	112 44	Boost Post
1/03/2015 1:07 pm	Ialoveni reciclează! Astăzi, 3 noiembrie, la Ialoveni, Alexandru Peivan, directorul LGSP și Sergiu Arma	Image	Global	1.9K	231 111	Boost Post
12/21/2015 1:34 pm	Orașe conectate cu suportul USAID	Image	Global	1.8K	46 36	Boost Post
1/16/2015 1:02 pm	Și Călărași a deveni un oraș conectat la servicii de salubritate! Astăzi, primăria or. Călărași, cu sprijin	Image	Global	1.8K	331 69	Boost Post
11/17/2015 1:45 am	Consiliul tinerilor din or. Călărași au pregătit o surpriză cu ocazia donației a 1000 de pubele din partea	Image	Global	1.7K	116 29	Boost Post

LGSP also has a YouTube channel found at:
https://www.youtube.com/channel/UC_eeQzMMY_N0eGhURHKHrBQ.



LGSP produced five video spots to promote project activities. The videos were used at National Conferences or events that LGSP co-organized and/or attended. The project videos can also be found on the Facebook page.

The LGSP activities in the regions received wide media coverage (see Annex D). LGSP staff participated in interviews on local TV and on national and regional radio, submitted articles and press releases to the national and local press, and wrote content for electronic news sites. Beyond Moldova, the Master Class event, which included three mayors from Romania, got the attention of the media from Romania. The big events, such as the CISC Conference (February 7, 2014), the EMM Summit (July 1, 2014), the Asset Management Best Practices workshop attended by the U.S. Ambassador, visits of high officials from the U.S. Embassy and USAID to the LGSP partner towns, as well as the Energy Efficiency Campaigns, received special attention in the national and local media.

LGSP produced two publications: “The Guide for Energy Efficiency and Renewables,” in partnership with the Agency for Energy Efficiency, and the “Communications Guide for LPAs,” in partnership with CALM. Local socioeconomic development strategies were produced for each town in two formats (long and summarized). LGSP also developed other materials, such as the Asset Management Guide and the Citizen Guide on Participation in Public Hearings. Guides for specific services/documents were produced for the three CISCs, along with boards and banners. LEEPS and LEEAPs, as well as the Diagnostic Analyses and Service Improvement Plans, raised interest among partners (e.g. Ministry of Environment, Ministry for Regional Development and Construction, Austrian Development Agency, Swiss Agency for Development and Cooperation), Chisinau town hall, and rural localities.

All project products were adequately branded and USAID was consulted prior to publication.

LGSP produced posters, flyers, T-shirts, and cotton bags with the EE Public Awareness Campaign logo for the Energy Efficiency Public Awareness Campaign and published six energy efficiency thematic articles were developed and published in 16 local and regional newspapers, reaching an estimated audience of 55,000 people.

Project banners and branded materials for handouts (bags, folders, notebooks, and pens) were created and disseminated for the EMM Program and for the study visits to Romania. Certificates of Excellence for Mayors were produced and handed during the EMM Graduation Summits. Banners and visibility materials were produced for the three CISCs.

Service delivery equipment procurements were also branded with stickers, labels, and metal plaques. Key chains with USAID branding were produced for specialized vehicles and distributed at official events. The procurements were promoted in regional, local, and national media, as well as on social media.

Many events featured special guests for the official equipment procurement ceremonies, such as the U.S. ambassador, the USAID regional desk officer, U.S. Embassy acting deputy chief of mission, the USAID/Moldova country director and deputy director, and the *chargé d'affaires*.

LGSP held three EMM Summits to promote LGSP achievements and foster collaboration with partners. LGSP also took part in three conferences on decentralization, the EU Sustainable Energy Week, the First Donors' Dialogue on Regional Development, and USAID Field Days organized on the occasions of Town Days in five towns.

The mayors of Taraclia, Straseni, Nisporeni, Ungheni, and Cimislia promoted the support provided by LGSP on several TV shows on local stations and in printed articles in local newspapers. LGSP and CALM jointly participated in two radio shows: one about the local authorities' situation in Moldova and the second on gender in public administration. Links to TV and radio interviews about the equipment procurements and other topics can be found in Annex I.

To show the project's progress, LGSP produced fact sheets and activities in English, Romanian, and Russian, such as LGSP at a Glance, Investing in People – the Value of Decentralization, and Connected Towns. Numerous press releases were produced to reflect the EMM training, equipment procurements, and visits of national and international high officials to the partner towns. Two newsletters and three success stories were produced covering the use of specialized equipment, local service improvements, improved asset management, and on the Taraclia CISC.

ANNEX A. LGSP PARTNER TOWNS

LGSP PARTNER TOWNS BY COHORT

COHORT 1	COHORT 2
Causeni	Briceni
Comrat	Calarasi
Drochia	Criuleni
Ialoveni	Donduseni
Orhei	Edinet
Rezina	Floresti
Singerei	Glodeni
Straseni	Ocnita
Soldanesti	Riscani
Taraclia	Soroca
Telenesti	Anenii Noi
Ungheni	Basarabasca
	Cahul
	Cantemir
	Cimislia
	Falesti
	Hincesti
	Leova
	Nisporeni
	Stefan Voda

ANNEX B. PERFORMANCE MONITORING AND EVALUATION PLAN

EXHIBIT B-1. LGSP PMEP TARGETS AND RESULTS

Indicator	Detailed Description	Unit Measure	Baseline	FY2012	FY2013	FY2014	FY2015	FY2016	Life of Project	
Project purpose: To strengthen local governance and municipal service delivery, thereby stimulating local economic growth										
General										
1	Number of sub-national governments receiving U.S. assistance to increase own source revenues	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	32	32
2	2.2.3-5 Number of sub-national governments receiving U.S. assistance that improve performance	“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	31	31
USAID 1.3	1.3. Percentage of local governments receiving US assistance that improved performance	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	97	97
3	Accessibility of minimum-standard, priority local government services	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	15%	15%

Indicator	Detailed Description	Unit Measure	Baseline	FY2012	FY2013	FY2014	FY2015	FY2016	Life of Project	
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	25	25
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	14	14
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	14	14
6	Number of Municipal Strategic Plans updated or created	The number of municipal strategic plans that were updated (for the LGs that already had one) or created (where they did not exist).	#	0	0	10	20	25	30	30
					0	10	12	31	31	31
7	Number of integrated service improvement plans completed	The total number of SIPs completed during the reporting period	#	0	0	10	20	25	30	30
					0	0	11	31	31	31
USAID 1.3.2.	Number of integrated service-improvement plans completed by local governments	The total number of SIPs completed	#	0	n/a	n/a	11	25	30	30
					n/a	n/a	11	31	31	31
Expected Result 1.2.: New municipal service arrangements established										

Indicator		Detailed Description	Unit Measure	Baseline	FY2012	FY2013	FY2014	FY2015	FY2016	Life of Project
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	16	16
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 government, donor, private, or other sources).	#	0	0	4	16	20	22	22
					0	2	5	12	12	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	144	164	164
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	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	0	0

Indicator		Detailed Description	Unit Measure	Baseline	FY2012	FY2013	FY2014	FY2015	FY2016	Life of Project
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	16	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%
					0	5%	11.6%	10.5%	10.5%	10.5%
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	28	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	30	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	32	32
17	Number of municipal financial staff trained on new Ministry of Finance 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	64	64

Indicator	Detailed Description	Unit Measure	Baseline	FY2012	FY2013	FY2014	FY2015	FY2016	Life of Project	
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	32	32
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%	94%	94%
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.	USD, thousands	0	0	500	2000	4000	6000	6000
					0	0	240	355	355	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.	hours	0	0	768	1300	1400	1400	1400
					0	816	1338	1414	1414	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	This is the number of people who benefit from improved energy services due to	#	0 towns	0	0	2	4	4	4

Indicator		Detailed Description	Unit Measure	Baseline	FY2012	FY2013	FY2014	FY2015	FY2016	Life of Project
	energy services due to LGSP assistance	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 people	0	0	680	1000	1000	1000
				towns	0	0	2	3	3	3
				people	0	0	680	995	995	995
23	4.8-7 Quantity of greenhouse gas emissions, measured in metric tons of CO ₂ equivalent, reduced or sequestered as a result of LGSP assistance	The CO ₂ 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 CO ₂ reductions and the table developed by the project EE advisor serves as a tool for the estimations and calculations.	tons	0	0	0	0	152.2	300	300
					0	0	0	152.2	270.6	270.6
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 RM) by AEE, as a result of LGSP assistance	#	0	0	10	20	25	30	30
					n/a	n/a	11	30	30	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	15	15
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	5	5

* The first row of numbers for each indicator represents the project target; the second bolded row of numbers are project results.

ANNEX C. MPI RESULTS

EXHIBIT C-1. MPI RATINGS

No.	Towns	Domain I. Organization/ Administrative Services		Domain II. Financial Management		Domain III. Lawfulness and Transparency		Domain IV. Public Services		Progress
		C	C+	C	C	B	C	C	C	
1	Causeni	C	C+	C	C	B	C	C	C	+1.5
2	Comrat	C	C+	B	C	C	C	C	C	-0.5
3	Drochia	C	C	C	B	D	C	D	D	+2
4	Ialoveni	C	C	C	C	C	B	C	B	+2
5	Orhei	C	C+	B	B	C	C	C	B	+1.5
6	Rezina	C	C	D	C	D	C	C	C	+2
7	Singerei	C	C	B	B	C	C	C	B	+1
8	Straseni	C	C	C	B	C	C	C	C	+1
9	Soldanesti	C	C	C	C	D	C	D	C	+2
10	Taraclia	C	C+	C	B	C	C	D	C	+2
11	Telenesti	B	B-	B	B	C	B	C	C	+0.5
12	Ungheni	C	B-	B	B	C	B	B	B	+1.5
Average for Cohort 1		C	C+	C	B-	C	C	C	C	+1
13	Briceni	C-	C	C	B	C-	C	C	C	+2
14	Calarasi	C	C+	B-	B-	C-	B	C	B	+3
15	Criuleni	-	C	-	D	-	C	D	C	+1
16	Donduseni	C-	C	C	C	C-	C	D	C	+2
17	Edinet	C	C	B	B	C-	C	C-	C	+2
18	Floresti	C-	C	B-	B	C-	C	B	B	+3
19	Glodeni	D	C	C	C	C-	C	D	C	+2.5
20	Ocnita	C	C+	C	B	C-	C	C	C	+2
21	Riscani	D	C	C	B	C-	B	D	C	+4.5
22	Soroca	C-	C	-	C	-	C	D	C	+1.5
23	Anenii Noi	C	C	C	C	C-	C	C	C	+0.5
24	Basarabasca	C-	C	C	C	C-	B	D	C	+3
25	Cahul	C	B-	C	B	D	C	C-	B	+2.5
26	Cantemir	D	C	C	C	C-	C	C-	C	+2.5
27	Cimislia	C-	C	C	B	C-	C	C-	B	+3.5
28	Falesti	C	C	C	C	C-	B	C	C	+1.5
29	Hincesti	C	C+	C	C	C-	C	C	B	+2
30	Leova	D	C	C	C	C-	C	C	C	+1.5
31	Nisporeni	C	C+	B	B	C-	C	D	C	+2
32	Stefan Voda	C	C	C	B	C	C	C-	C	+1.5
Average for Cohort 2		C-	C	C	B-	C-	C	C-	C	+2

EXHIBIT C-2. CHANGE IN MPI RATINGS BY DOMAIN

	Domain I	Domain II	Domain III	Domain IV
Towns that increased their rank by 0.5	16	1	12	3
Towns that increased their rank by 1.0	4	10	8	14
Towns that increased their rank by 1.5	0	0	4	2
Towns whose rank fell by 0.5	1	0	0	0
Towns whose rank fell by 1.0	0	1	0	0
Towns whose rank did not change	10	18	6	13
Non-responsive towns	1	2	2	0

Please see following pages for an MPI results infographic and results presentation.



USAID
FROM THE AMERICAN PEOPLE

Local Government Support
Project in Moldova

MUNICIPAL PERFORMANCE INDEX (MPI) EVALUATION REPORT

The report reflects the performance of the local public authorities of the beneficiary towns in the domains envisaged in the MPI Methodology

This publication was produced for review by the United States Agency for International Development. It was prepared by Chemonics International Inc.

Prime Contractor:

Chemonics International, Inc.

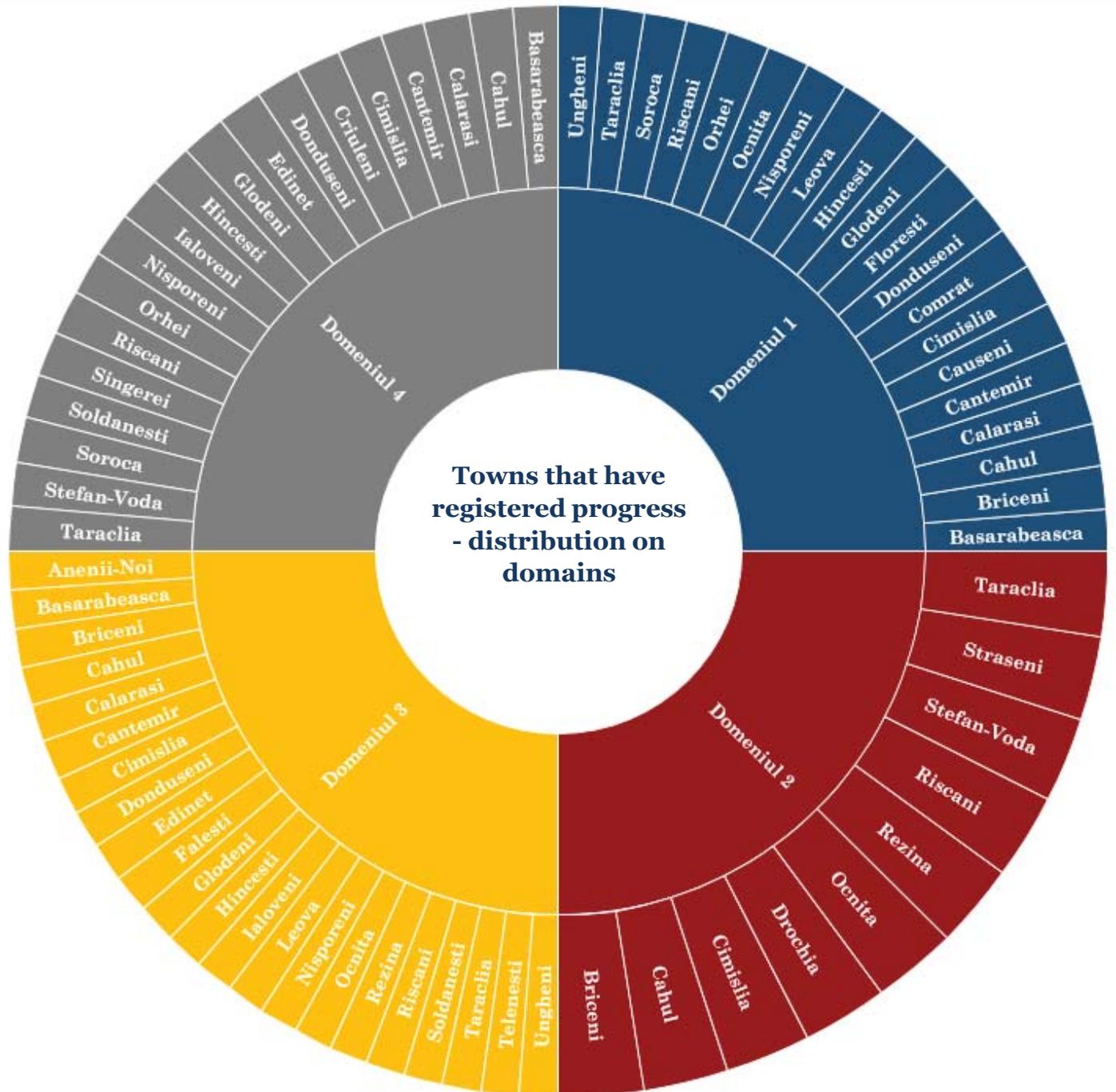
Partners:

Urban Development Institute (IDU)

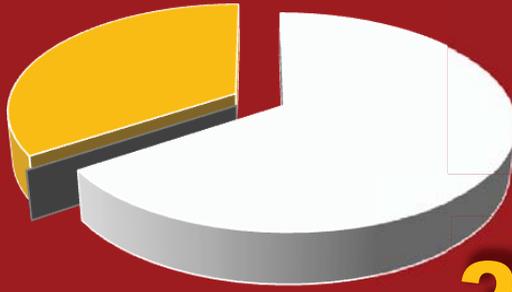
Magenta Consulting

2015

Summary:



Town hall performance evolution



66%

of the mayoralties registered an improved performance compared to the baseline

34%

of the mayoralties registered a similar performance compared to the baseline

0%

No mayoralty registered decreased performance compared to the baseline

Domain 1. Capacity to organize, function and deliver administrative services



20

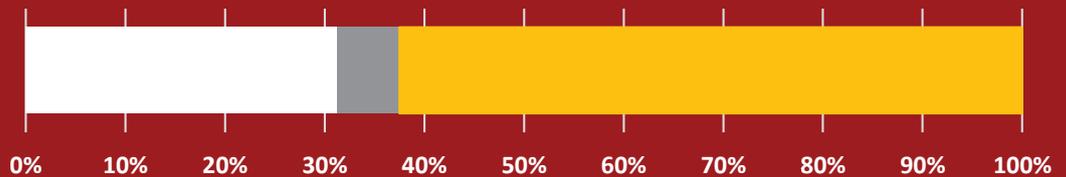
town halls registered improvements in the first domain compared to the baseline



12 town halls showed the same performance as in the baseline study

0 No town hall registered regression in the domain compared to the baseline

Domain 2. Management of Public Finances (public property and projects of external financing)



31%

of the town halls registered an increasing evolution in the Domain 2 performance indicators compared to the baseline

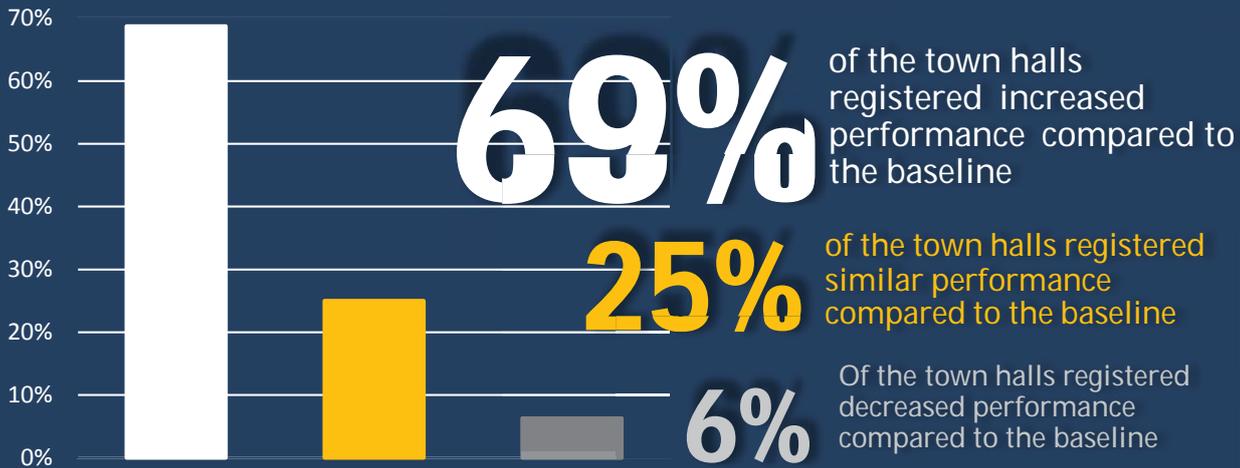
63%

of the mayoralties registered the same performance as in the baseline study

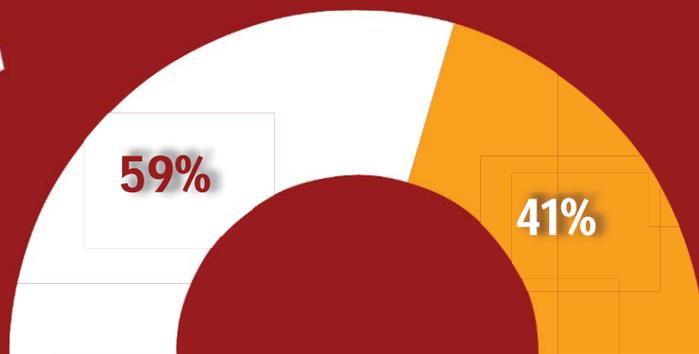
6%

of the town halls registered slight decreases in the performance indicators for Domain 2

Domain 3. Rule of law, transparency, communication and citizen engagement



Domain 4. Management of public services



21

or 59% of the town halls registered improved performance in the Domain 4 compared to the baseline

11

or 41% register the same performance as in the baseline study

0

No town halls registered drawbacks in the domain

Conclusions:

Domains 1 and 4 come second in the number of town halls that register improvements

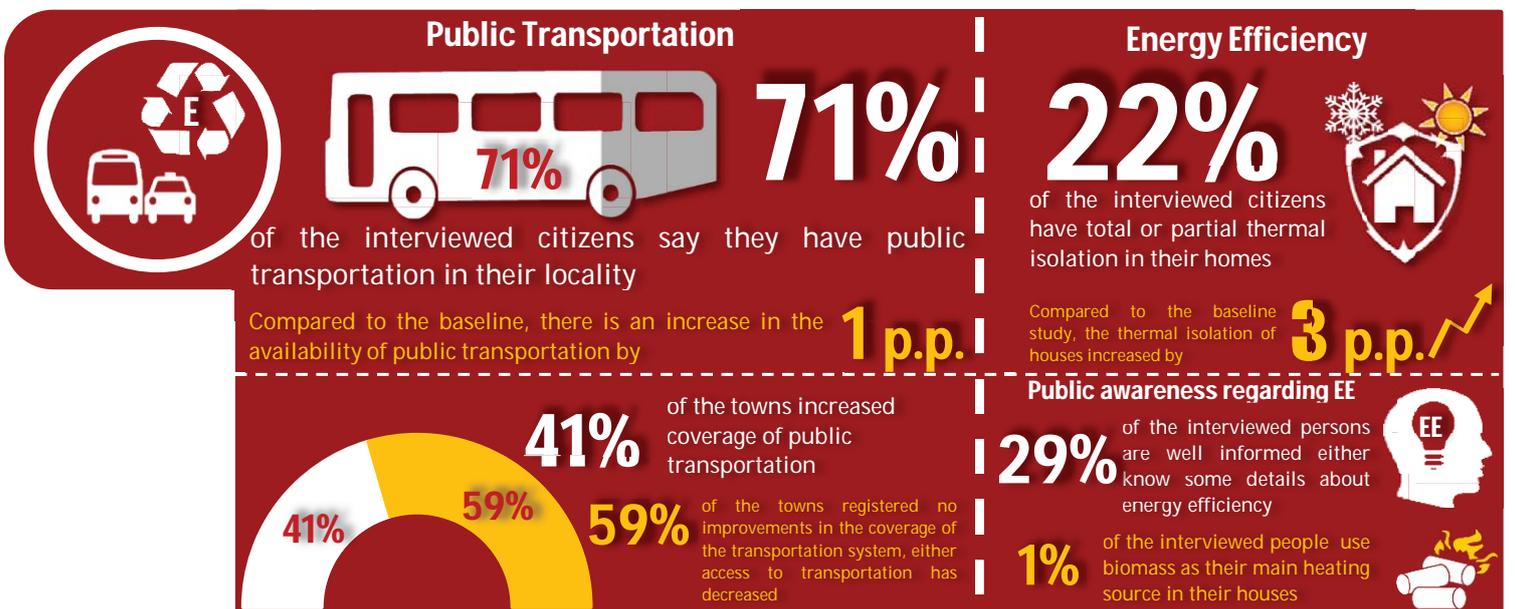
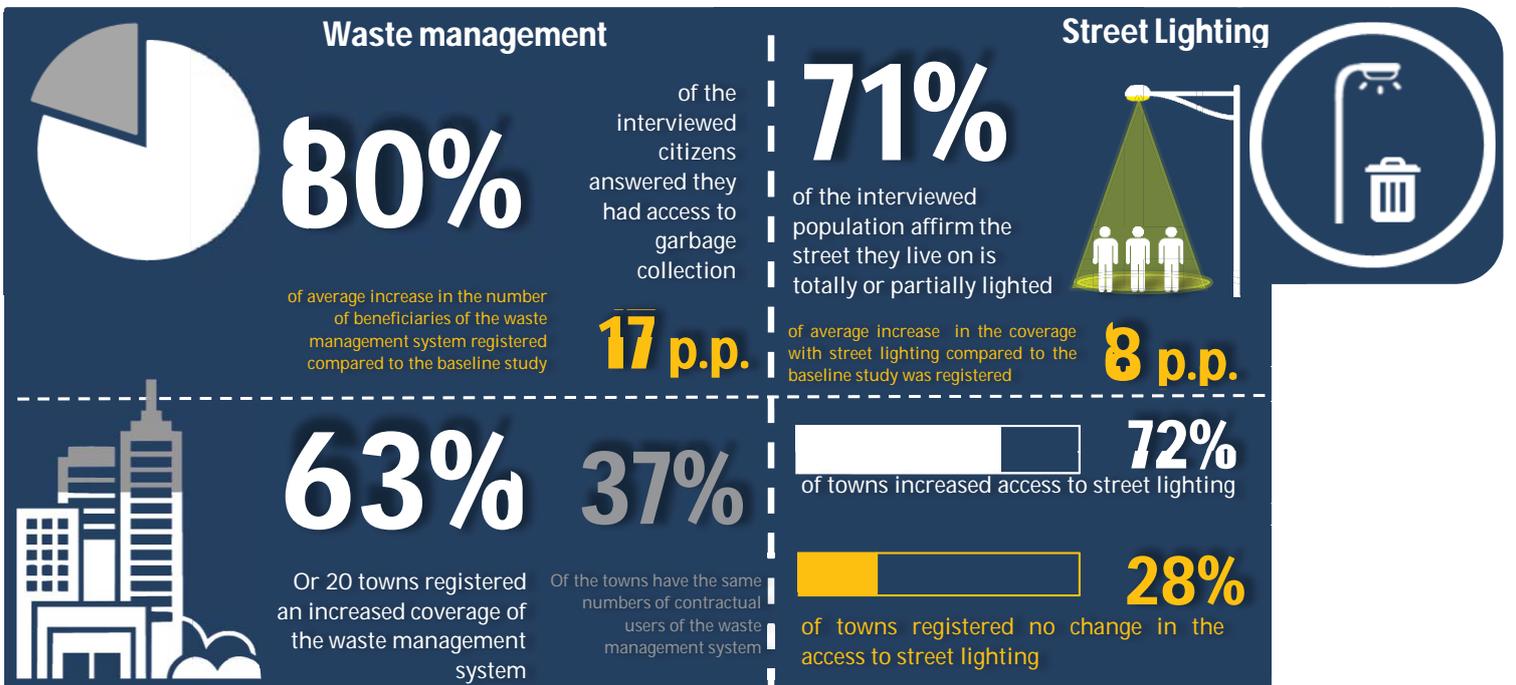
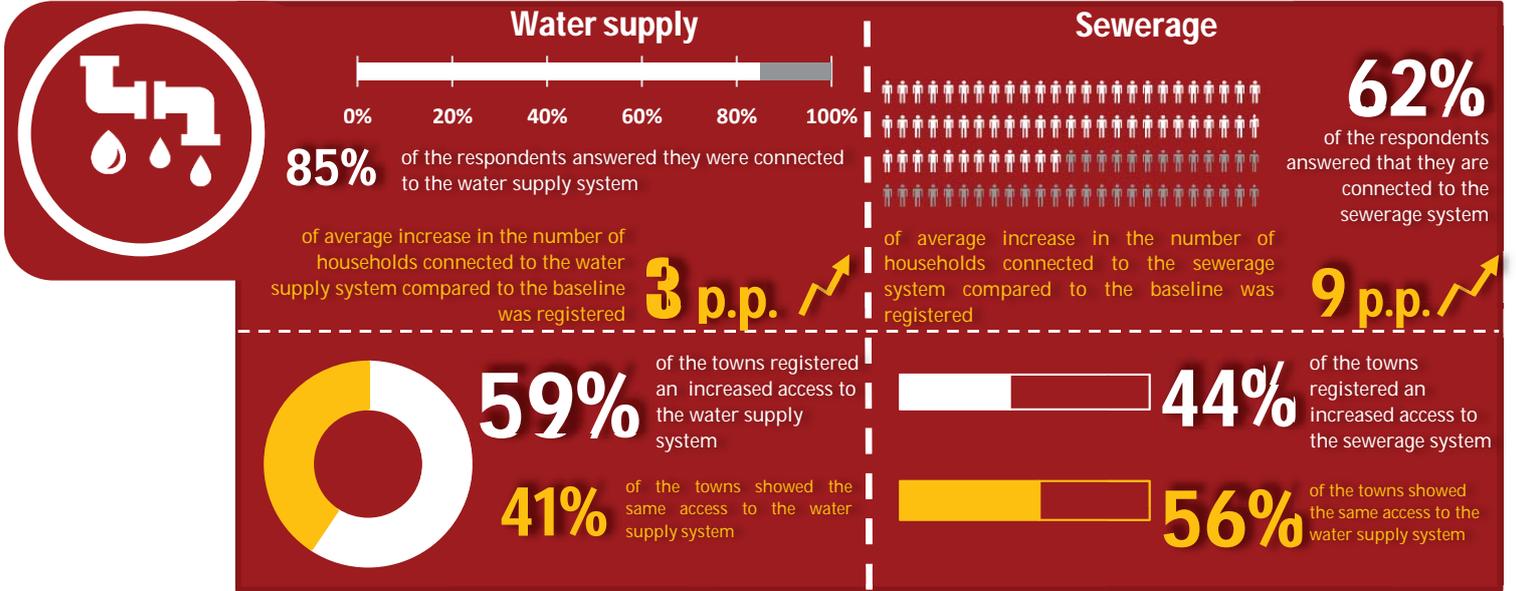


Domain 3 is the most progressive domain, where the majority of towns succeeded to improve



Domain 2 is the one where the smallest number of towns registered progress

MPI Evaluation Report



USAID
FROM THE AMERICAN PEOPLE

**Local Government Support
Project in Moldova**

Satisfaction Rate Evaluation Public Service Delivery

LOCAL GOVERNMENT SUPPORT PROJECT IN
MOLDOVA (LGSP)

METHODOLOGY

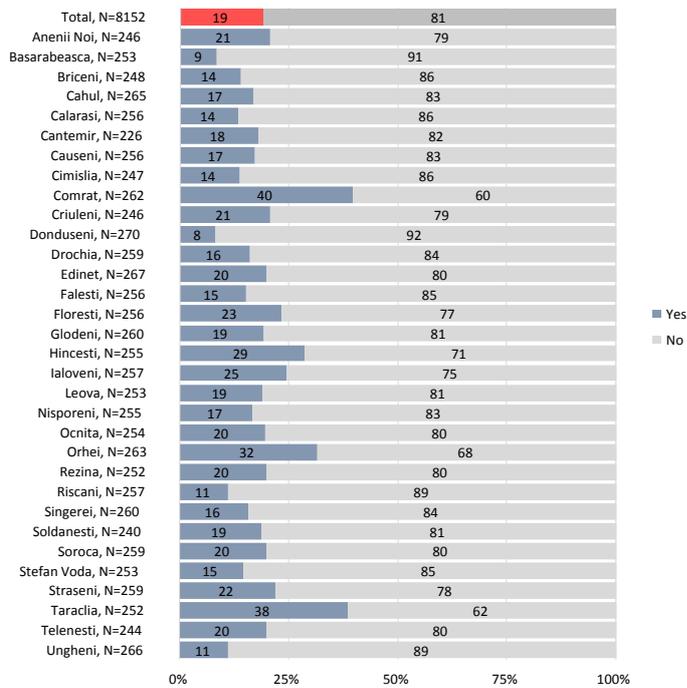
The **purpose** of the study is to determine the level of satisfaction of residents in 32 towns of Moldova regarding capacity to organize and manage the LPA and the quantity and quality of public services provided.

METHODOLOGY

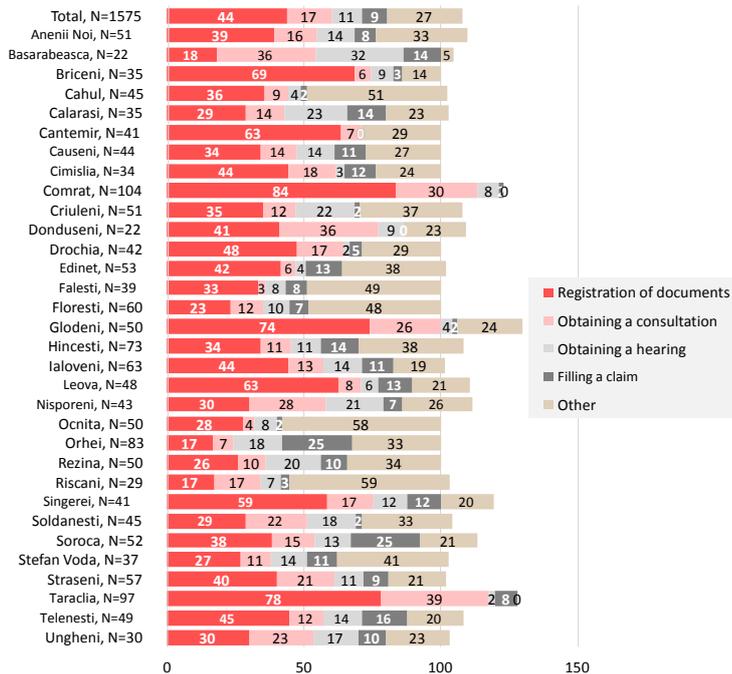
Nr.	Town	Sample Obtained
1	Anenii Noi	246
2	Basarabasca	253
3	Briceni	248
4	Cahul	265
5	Calarasi	256
6	Cantemir	226
7	Causeni	256
8	Cimislia	247
9	Comrat	262
10	Criuleni	246
11	Donduseni	270
12	Drochia	259
13	Edinet	267
14	Falesti	256
15	Floresti	256
16	Glodeni	260
17	Hincesti	255
18	Ialoveni	257
19	Leova	253
20	Nisporeni	255
21	Ocnita	254
22	Orhei	263
23	Rezina	252
24	Riscani	257
25	Singerei	260
26	Soldanesti	240
27	Soroca	259
28	Stefan Voda	253
29	Straseni	259
30	Taraclia	252
31	Telenesti	244
32	Ungheni	266
Total		8,152

- COLLECTION TYPE: Face to face
- SAMPLE TYPE: probabilistic stratified and multistage
- The error margin in locality: - 6% with 95% confidence interval
- The sample - representative to each municipality

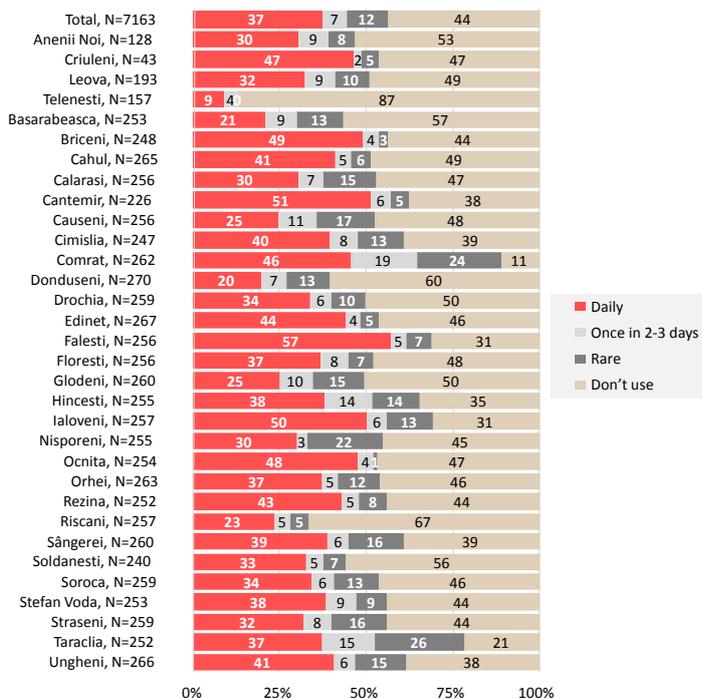
Over the last year, have you or someone in your family addressed city representatives with any request? (one answer)



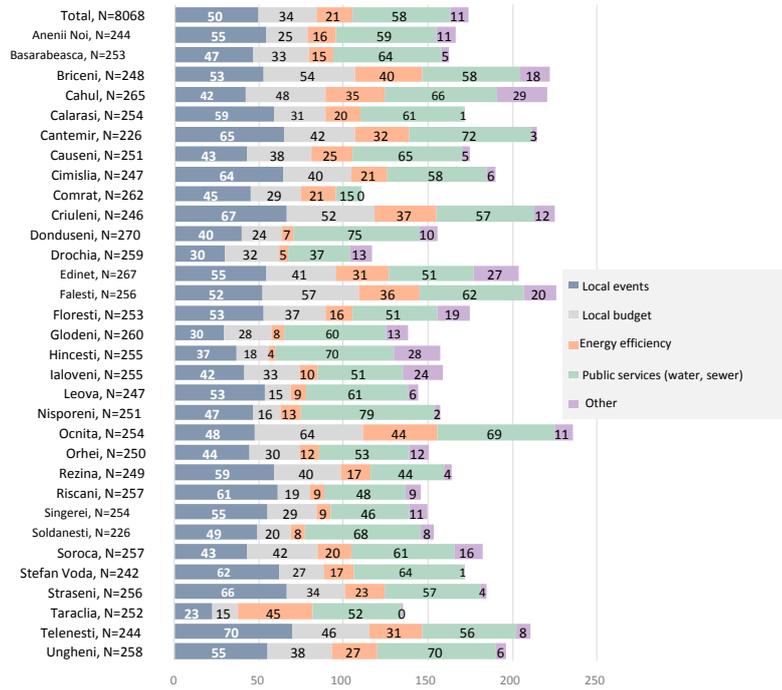
In which domain(s) did your request(s) fall? (multiple answers), %



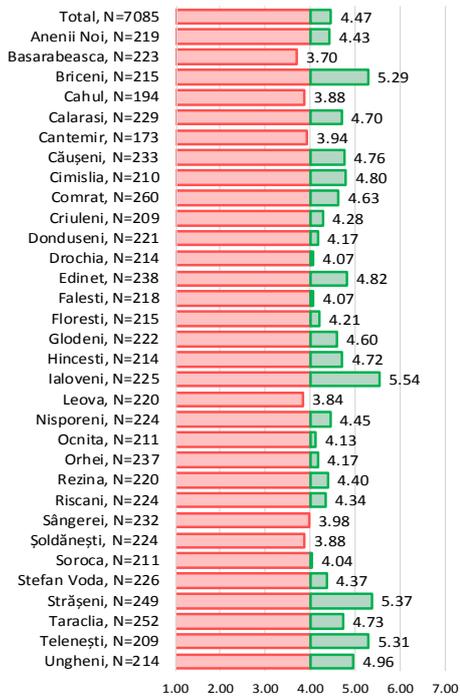
What is your most used source of information (Internet)? (one answer)



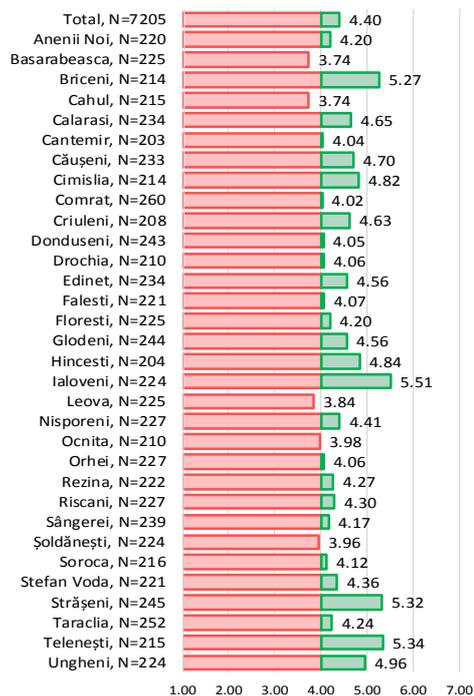
Which topics would you like to be most discussed at council meetings/sessions? (multiple answers), %



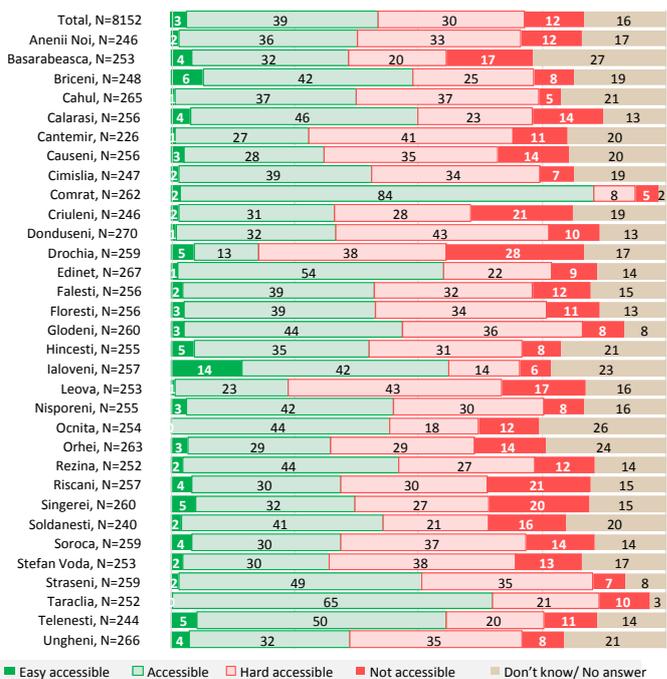
Rate on a scale of 1 to 7 your level of satisfaction regarding activity of the town hall employees (one answer) % satisfaction rate (where 1 = not at all satisfied and 7 = totally satisfied)



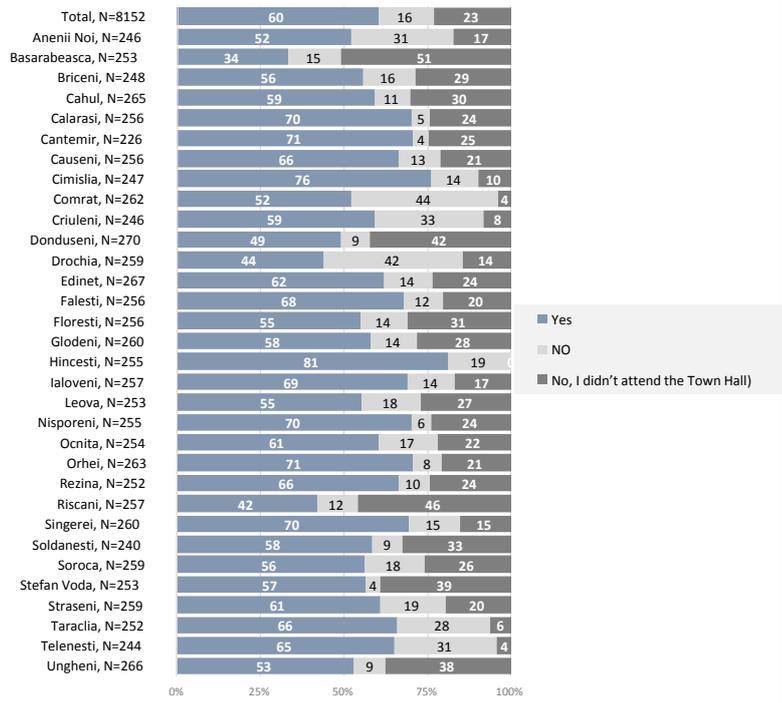
Rate on a scale of 1 to 7 your satisfaction level with the services offered by LPA (one answer), % (where 1 = not at all satisfied and 7 = totally satisfied)



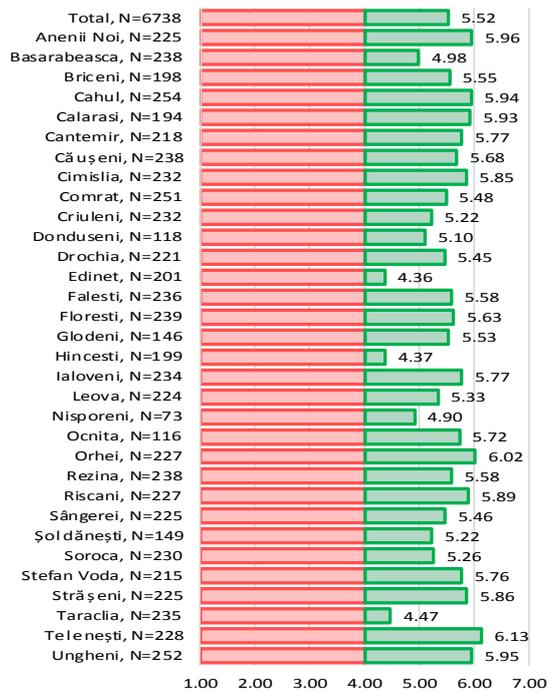
What is the level of accessibility of information and documents regarding registration procedures of acts issued by the LPA? (one answer), %



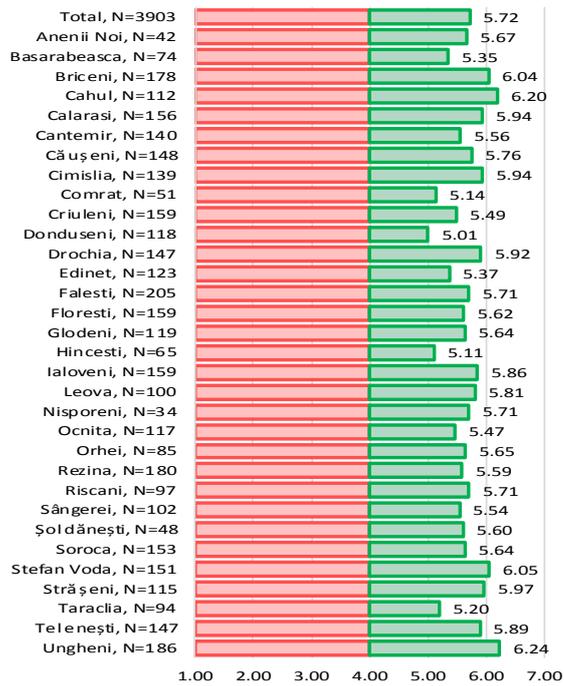
Do information boards exist in the LPA with data regarding administrative procedures and the necessary list of documents required by the Town Hall to obtain a given service? (one answer), %



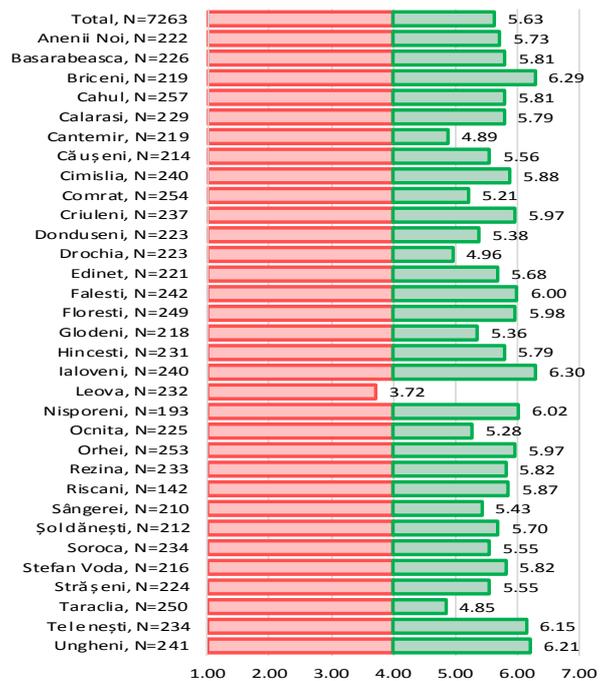
Rate on a scale of 1 to 7 your satisfaction level with the subdivision (Municipal Enterprise) that maintains aqueducts (one answer), % (where 1 = not at all satisfied and 7 = totally satisfied)



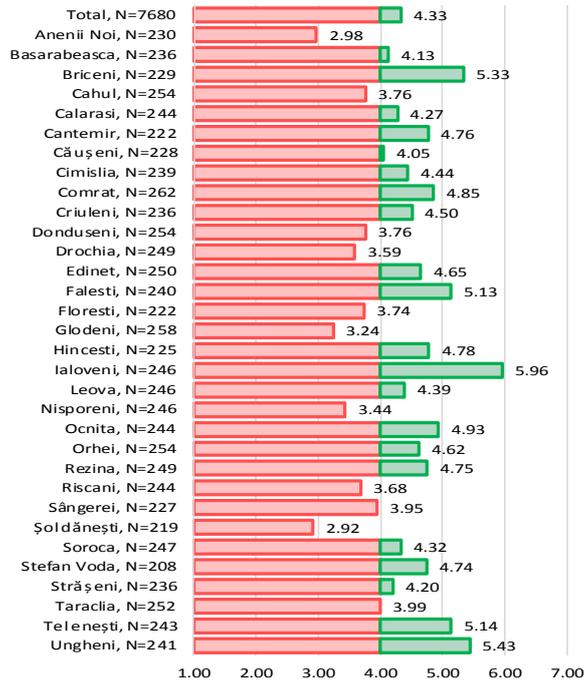
Rate on a scale of 1 to 7 your satisfaction level with the subdivision (Municipal Enterprise) that maintains the sewerage system (one answer), % (where 1 = not at all satisfied and 7 = totally satisfied)



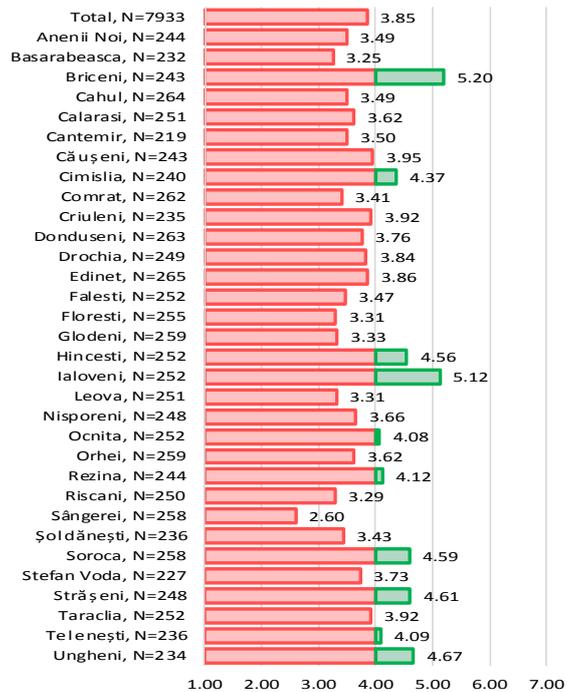
Rate on a scale of 1 to 7 your satisfaction level with the subdivision (Municipal Enterprise) that manages waste management (% (where 1 = not at all satisfied and 7 = totally satisfied)



Rate on a scale of 1 to 7 your satisfaction level regarding street lighting maintenance and repair works (where 1 = not at all satisfied and 7 = totally satisfied)

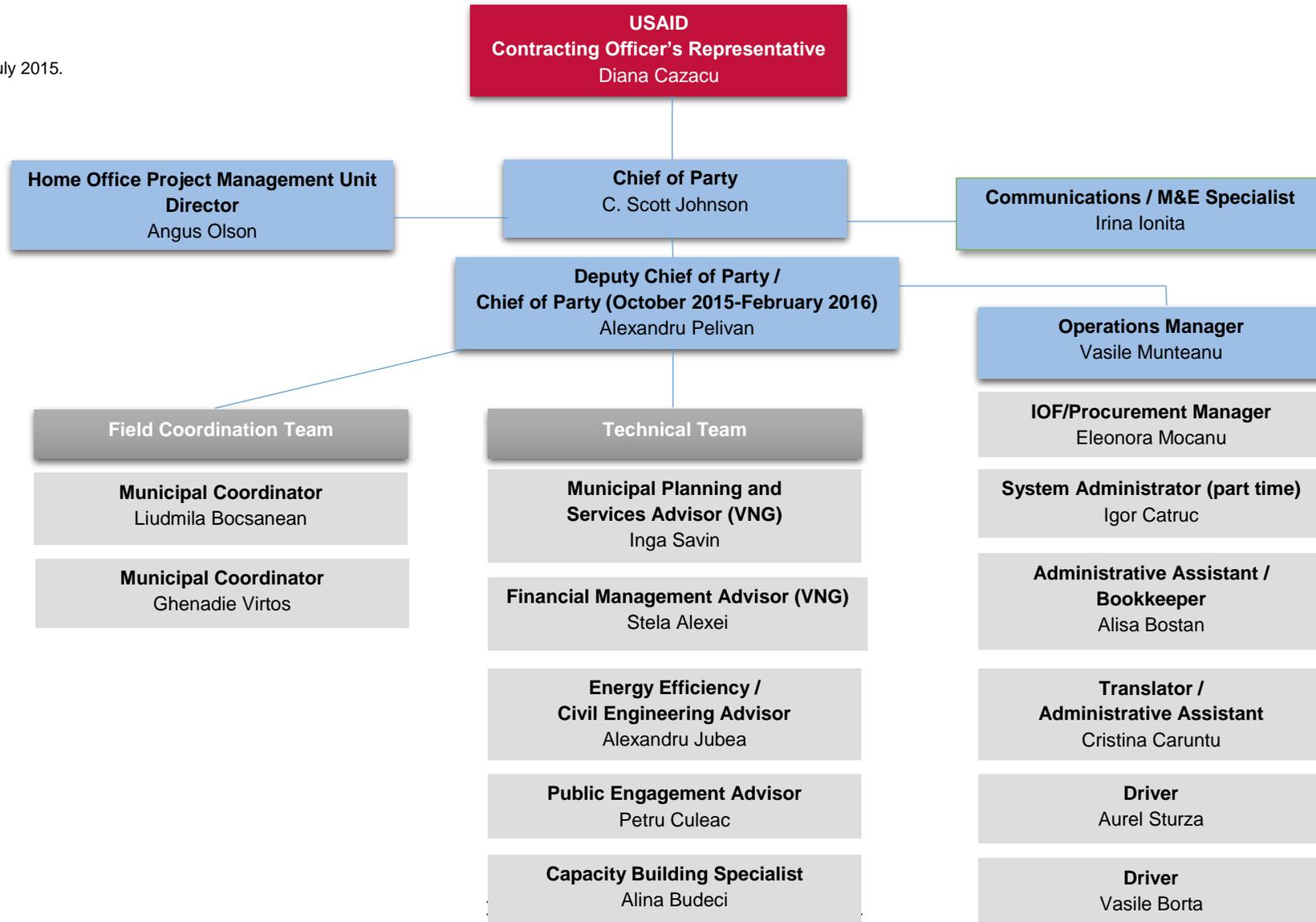


Rate on a scale of 1 to 7 your satisfaction level with the quality of town roads (one possible answer), % (where 1 = not at all satisfied and 7 = totally satisfied)



ANNEX D. LGSP STAFF ORGANIZATIONAL CHART

As of July 2015.



ANNEX E. LGSP TRAINING ACTIVITIES

No.	Date	Name of the Training	Trainers	Number of Total Participants	Number of Female Participants	Number of Person Hours	Towns Participating	Topics Covered
1	August 14, 2012	E-Governance Training	Stela Mocanu, Daniela Nemerecnco, Margareta Petrsevschi, Ilona Spataru	33	20	264	Cohort 1	<ul style="list-style-type: none"> • Strategic Program of the Technological Modernization of the Government Moldova • What does "Open Government" mean? • Intelligent Cities • "E-transformers of the city" • Government innovation • Local E-Transformation Plan
2	September 25-26, 2012	Communication Tools in a Modern City - Module 1	Inga Burlacu, Mirela Buzarin, Petru Terguta, Dan Gutu	27	13	540	Cohort 1	<ul style="list-style-type: none"> • The importance and the role of communication for LPAs; • Informational materials: leaflets, newsletter, brochures, billboards, etc. • Development of internal communication regulation • Communications' Guide • The rules of written correspondence • The Romanian experience of implementing the "One Stop Shop" Project • Media Communication
3	October 9-10, 2012	Communication and Citizen Participation - Module 2	Sylvia Beamish, Cristian Saulea, Dan Gutu	26	16	486	Cohort 1	<ul style="list-style-type: none"> • Good governance and the role of communications; • What do we communicate as a town? • Participation and communication in practice • Planning a multi-faceted long-term campaign to promote energy efficiency • Successful Communication: Informing the citizen; • Press releases, content, structure, language, style. Structured presentations • PowerPoint presentations and talking points: Do's and don'ts; Planning and organizing local events • Communicating in crisis situations • Gender equality – an EU perspective

No.	Date	Name of the Training	Trainers	Number of Total Participants	Number of Female Participants	Number of Person Hours	Towns Participating	Topics Covered
4	October 9-10, 2012	Communication and Public Participation	Sylvia Beamish, Cristian Saulea, Dan Gutu	24	14	384	Cohort 1	<ul style="list-style-type: none"> • Good governance and communication • What do we communicate as a town? • Promoting EE at the local level • Press releases; Local events organization • Communication in crisis situations • Practical Photo sessions • Gender equality in the context of LPA's activities
5	October 25, 2012	Improving Local Budget Process	Angela Secrieru, Galina Colun, Eugenia Busmachi	29	20	232	Cohort 1	<ul style="list-style-type: none"> • Local budget process: the methodology of development the local budgets • Tax policy in 2013 • Case study: Local budget monitoring and control
6	November, 20, 2012	Energy Efficiency and Renewable Energy Guidebook, Round Table	Doina Caloianu, Alexandru Melenciuc	23	12	184	Cohort 1	<ul style="list-style-type: none"> • Presentation of the Communication Guidebook and the procedures for applying to the resources of the Energy Efficiency Fund
7	November, 27-30, 2012	Asset Management (two repetitions)	Deyan Kavrov, Viorel Furdui, Viorel Pana	46	17	736	Cohort 1	<ul style="list-style-type: none"> • Performance management for asset inventories, standards, and level of service targets • Mapping of the local government processes and improving administrative systems • Moldovan legal framework of public asset management
8	December, 11, 2012 and January, 23-24, 2013	Public-Private Partnerships	Gerrit Jan Schep, Camil Osmanagic, Dumitru Budianschi	30	16	480	Cohort 1	<ul style="list-style-type: none"> • When to engage in a PPP • Characteristics and types of a PPP • Preconditions, like cost-benefit, skills, legal framework, monitoring, etc. • The international approaches in PPP
9	December, 13-14, 2012 and January, 22, 2013	Inter - Municipal Cooperation	Gerrit Jan Schep, Camil Osmanagic, Ion Beschieru	37	13	592	Cohort 1	<ul style="list-style-type: none"> • When to engage in IMC • Checkpoints and pitfalls • Forms of IMC • Creating an IMC • 4 Phases; Policy Control Cycle • 5 Organizational Models for IMC • Moldovan legal framework of IMC

No.	Date	Name of the Training	Trainers	Number of Total Participants	Number of Female Participants	Number of Person Hours	Towns Participating	Topics Covered
10	February, 5-8, 2013	Revenue Enhancement (two repetitions)	Henry Schreurs, Eugenia Busmachi, Steluta Gutu	26	20	416	Cohort 1	<ul style="list-style-type: none"> • General and comprehensive overview of tax collection in best-practice countries in the EU • Specific problems encountered in Moldova • Management of taxes and fees • Legal framework for 2013
11	February, 26-27, 2013	Human Resources Management	Henk Bruning, Svetlana Cojocari	22	10	352	Cohort 1	<ul style="list-style-type: none"> • Good Governance and Personnel Management • Evaluation and professional performance • The role of efficient communication in LPA • The implementation of the HRM legal framework of Moldova
12	March, 12-14, 2013	Energy Efficiency and Renewable (two repetitions)	Ilya Iliev, Ruslan Surugiu, Alexandru Melenciuc, Nicolae Glingeau	23	9	368	Cohort 1	<ul style="list-style-type: none"> • Municipal energy planning - local and international experience • Budgeting of energy efficiency activities at the local level • The role and responsibilities of energy managers • Cooperation with local authorities and structures • M&E principles
13	March, 27-28 and April 2-3, 2013	Budget Practices	Victor Giosan, Galina Colun, Angela Secieru	27	16	432	Cohort 1	<ul style="list-style-type: none"> • Budget revenues management, budget expenditures, performance indicators and LPA investments • The particularities of the budget process at the local level • Methodological framework of the local budget
14	April 17-18, 2013	Public Procurement	Steen Jensen, Ecaterina Grib	19	7	304	Cohort 1	<ul style="list-style-type: none"> • Basic Public Procurement principles; Introduction to the Common Procurement Vocabulary • Tender procedures and designing the tender dossier • Selection of bidders • National regulations
15	May 29-30 and June 4-5, 2013	Public Service Delivery	Jim Budds	35	12	560	Cohort 1	<ul style="list-style-type: none"> • Quality Management as a Technique for Effective Public Service Delivery; Financing Public Services • Alternatives to municipal provision of public Service • Quality Management in Public Services • Citizen Involvement in Public Service Delivery
16	June 11-14, 2013 (two repetitions)	Urban Planning	Pieter Wiekeraad, Veaceslav Bulat	28	9	448	Cohort 1	<ul style="list-style-type: none"> • Introduction to Urban Planning • Overview of the Moldovan Situation: Strengths, Weaknesses, Opportunities, Threats • Legal framework in Moldova • Instruments in Urban Planning and Spatial Plans in Moldova

No.	Date	Name of the Training	Trainers	Number of Total Participants	Number of Female Participants	Number of Person Hours	Towns Participating	Topics Covered
17	June 24-25, 2013	Fund and Grants Management	Krzysztof Kolanowski	19	12	304	Cohort 1	<ul style="list-style-type: none"> • Basic Concepts • Identifying donors and calls for proposals • Project Preparation steps • Writing concept notes • EU funding programs for 2014-2020 • Opportunities for Moldovan LPAs
18	September 17,19, and 24-25, 2013	The New Amendments to the Local Public Finance Law	Veronica Herta, Nicolae Todoreanu, Ion Iaconi, Galina Colun, Constantin Gudima, Iurie Bobeico	222	136	888	All LGSP Partner Towns and an additional 26 mayoralties	<ul style="list-style-type: none"> • The meaning of financial decentralization • Changes in the LPA budgeting methodology • The main steps of the new budgeting process • Advantages and disadvantages of the new amendments
19	November, 17-19, 2013	Citizen Involvement and Communication Techniques in a Modern City	Mirela Buzarin, Nicu Cretu, Lucian Ilica	28	13	672	Cohort 2	<ul style="list-style-type: none"> • Communication and its importance • Online tools for communication and public engagement • Open Government at the local level • LPA Transparency • Gender equality • LPA activities and citizen involvement • Organizing a Public Awareness Campaign.
20	December, 3-4, 2013	Master Class "Managing a Modern City"	Tudor Pendiuc, Gheorghita Botirca, Emil Draghici	30	5	480	All Partner Towns	<ul style="list-style-type: none"> • Decentralization process • Local Development • Local Budget • Financial Management • Transparent decision-making • Communication with citizens; Associations of local authorities in Romania
21	December, 17-18 and December, 19-20, 2013	Human Resource Management, Integrity and Good Governance	Henk Bruning, Tatiana Saptefrati	24	13	768	Cohort 2	<ul style="list-style-type: none"> • Good Governance and Personnel Management; • Good Governance and Integrity; Evaluation and professional performance • Implementation of the HRM legal framework of the Republic of Moldova
22	January 23-24 and	Property and Asset Management	Deyan Kavrov, Iosif Cerbureanu	46	23	736	Cohort 2	<ul style="list-style-type: none"> • Municipal asset management inventory and registry, asset classification and management • Public property

No.	Date	Name of the Training	Trainers	Number of Total Participants	Number of Female Participants	Number of Person Hours	Towns Participating	Topics Covered
	28-29, 2014							<ul style="list-style-type: none"> • Key Performance Indicators and Level of Service Standards • Performance management and cost control; asset management software and data management • Municipal property user agreements
23	February 19-21, 2014	Energy Efficiency and Renewables	Veselka Kambourova, Rusan Surugiu, Nicolae Glingeau	49	12	548	Cohort 2	<ul style="list-style-type: none"> • Main challenges in improving energy efficiency • Municipal energy planning, energy budgeting and the municipal level, financial instruments used in municipal projects in using renewables and improving energy efficiency • Documents and legal framework; case studies
24	March 27-28, April 1-2, 2014	Public Service Delivery	Jim Budds, Ion Beschieru	43	30	559	Cohort 2	<ul style="list-style-type: none"> • The role of the LPA; role of public services • services cost analysis; income analysis • possibilities for public services delivery • contracting public services • needs assessment • communication, awareness-raising and involvement of the citizens in the field of public services • Management of the quality of the LPA
25	May 15-16 and 20-21, 2014	Budget Practices	Victor Giosan, Galina Colun	29	22	449	Cohort 2	<ul style="list-style-type: none"> • budget and investment management • performance indicators • management of budgetary expenses • case study of Siret, Romania • local budget policies • analysis of budgetary performance • methodology of local budget • Budget documents
26	June 24-25 and 26-27, 2014	Urban Planning	Pieter Wiekeraad, Veaceslav Bulat	29	5	464	Cohort 2	<ul style="list-style-type: none"> • Introduction to urban planning • role of urban planning in city development • general presentation of the situation in Moldova • legal framework • competences and responsibilities of the local and central public administration • urban planning instruments • GUPs • sustainability (urban development, economic development, social development, public service development)

No.	Date	Name of the Training	Trainers	Number of Total Participants	Number of Female Participants	Number of Person Hours	Towns Participating	Topics Covered
27	July 22-23 and 24-25, 2014	Revenue Enhancement	Victor Giosan, Ludmila Gropa	41	18	574	Cohort 2	<ul style="list-style-type: none"> • involving citizens in the urban planning process • General principles - management of taxes and fees, function of the tax collection system, organizational structure, tax collection process • Tax and fee collection in Moldovan context – evaluating local revenue streams and their potential, tax benchmarking, adjusting to new legislation • Tax collection process in the EU – legal issues, creating awareness among tax payers, solving complaints • Code of ethics and conduct for tax administration staff
28	December 2, 6, and 9, 2013	The New Amendments to the Local Public Finance Law	Constantin Gudima, Iurie Bobeico, Galina Colun	119	76	476	Basarabescă, Ocnita, Riscani, and additional 56 mayoralties from those raions	<ul style="list-style-type: none"> • The meaning of financial decentralization • Changes in the budgeting methodology for LPAs • The main steps of the new budgeting process • Advantages and disadvantages of the new amendments
29	November 11, 2014	WebAPL 1.0: Management of the Town Hall Website	Nicolae Lungu, Nicolae Godina	23	15	184	Telenesti, Ocnita, Rezina, Taraclia, Straseni, Basarabescă, Briceni, Riscani, Rezina, Cantemir, Glodeni, Singerei	<ul style="list-style-type: none"> • Registration of the accounts needed for the administration of websites • Presentation of WebAPL 1.0 platform administration • Settings of the WebAPL 1.0 platform • Publishing information on the website • Interaction with citizens using the platform WebAPL 1.0
30	November 18-20, 2014	Efficient Organization of Work of CISCs	Ahmed Sijercic, Mirela Buzarin	22	15	242	Singerei, Taraclia, Orhei	<ul style="list-style-type: none"> • Data storage and management tools • Forms, certificates and guidelines • Communication with the clients • Horizontal communication • Vertical communication

No.	Date	Name of the Training	Trainers	Number of Total Participants	Number of Female Participants	Number of Person Hours	Towns Participating	Topics Covered
								<ul style="list-style-type: none"> • Quality standards • Evaluation of the efficiency • Ergonomics • Queue management system • Good practices of CISCs implementation in the region • Service improvement • Service promotion • Practical use of evaluation tool
31	December 9-10, 2014		Vitalie Iovita, Nicolae Botan, Sergiu Rabii, Roman Ivanov	24	17	312	Singerei, Taraclia, Orhei, Cahul, Hincesti	<ul style="list-style-type: none"> • Analysis and optimization of the processes • Client orientation • Standard documentation (passports, guidelines, regulations, etc.) • Accessing the public electronic services; • Standard Cost Model • Accessing public services: Cadastru, Fiscservinform, Registru, Special Telecommunication Center, QIWI
32	March 10-13, 2015 March 17-18, 2015	Liquidity Management	Adrian Ionescu, Constantin Gudima	71	43	994	All Partner Towns	<ul style="list-style-type: none"> • General principles of liquidity management • Liquidity management in Moldova • Development of the yearly budget • Specifics of liquidity management in accordance with new amendments to the Law on Local Public Finances • Budgeting and financing of capital investments
33	March 25-26, 2015	Monitoring and Evaluation of LPA Performance	Irina Ionita, Polina Panainte	31	17	403	Calarasi Causeni Leova Cantemir Anenii Noi Stefan Voda Cimislia Nisporeni Straseni Orhei	<ul style="list-style-type: none"> • Basic principles of analysis of the public services of the MU • Presentation of the M&E plan of the performance on the local level • Structure and characteristics of the performance indicators for the public services of the MU; socio-economic indicators, transparency indicators, gender aspects • Presentation of the sets of the performance indicators versus costs, calculation formulas and standardization process in public services • Determination of data sources

No.	Date	Name of the Training	Trainers	Number of Total Participants	Number of Female Participants	Number of Person Hours	Towns Participating	Topics Covered
34	March 31- April 3 and April 6-9, 2015	Training on Website Management Using the WebAPL Platform	Petru Culeac, Nicolae Lungu, Nicolae Godina	11	8	363	Singerei Cimislia Straseni Criuleni Telenesti Rezina Basarabescă	<ul style="list-style-type: none"> • Creation/management of the website • Website settings and pages
				24	8	792	Tirnova Cimislia Straseni Pelinia Ciuciuleni Lipcani Basarabescă Taraclia Cantemir Rusestii Noi Rezina Ocnita Glodeni Gotesti Briceni Riscani	
35	April 2-3, 2015	Monitoring and Evaluation of LPA Performance	Irina Ionita, Polina Panainte	31	13	372	Donduseni Ialoveni Edinet Falesti Telenesti Soroca Ungheni Rezina Drochia Floresti Glodeni Taraclia Ocnita Briceni	<ul style="list-style-type: none"> • Monitoring and evaluation plan • Principles of analysis of the public services • Structure and characteristics of the efficiency of the public services: socio-economic, transparency, and gender aspects • Standardization of the state services

No.	Date	Name of the Training	Trainers	Number of Total Participants	Number of Female Participants	Number of Person Hours	Towns Participating	Topics Covered
							Soldanesti Singerei Comrat	
36	May 5-7, 2015	Fleet Management Training	Mihail Sprincean, Alexandr Cusnir, Pavel Panus, Jonathan Ingram	29	4	696	Cahul Falesti Nisporeni Hincesti Cimislia Causeni St.Voda Leova Rezina Soldanesti Cimislia Criuleni	<ul style="list-style-type: none"> • Vehicle purchase and finance options • Vehicle maintenance best practices and processes • Vehicle utilization data analysis as a management tool • Driver training and management • Speed management as a safety and vehicle life cycle consideration • Fuel system management • Health and safety management • Fleet replacement and life cycle management
37	May 11-12, 2015			37	4	888	Soroca Donduseni Ocnita Comrat Riscani Telenesti Costesti Calarasi Taraclia Glodeni Ialoveni Drochia Edinet Singerei Foresti Basarabesc Orhei	
38	June 9-11, 2015	Solid Waste Management Training	Diana Dumitru, Liliana Nichita	40	8	1280	Rezina Donduseni Nisporeni Leova Basarabesc Cahul	<ul style="list-style-type: none"> • 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;

No.	Date	Name of the Training	Trainers	Number of Total Participants	Number of Female Participants	Number of Person Hours	Towns Participating	Topics Covered
							Cantemir Briceni Ialoveni Singerei Taraclia Glodeni Orhei Falesti Soldanesti Riscani Straseni Foresti St.Voda Comrat Hincesti Drochia Cimislia Ocnita Edinet	<p>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)</p> <ul style="list-style-type: none"> • Management of waste at the point of generation, collection of waste, transfer of waste, transportation of waste • Treatment options for waste management, volume reduction by shredding and composting • Landfill management
39	July 6-7, 2015	Program Based Budgeting	Victor Giosan, Galina Colun	26	22	390	Cantemir, Cahul Telenesti Causeni Singerei Rezina Orhei Ialoveni Straseni Cimislia Calarasi	<ul style="list-style-type: none"> • Introduction to PBB (concept of PBB, short term and multi-annual budgeting, gender based budgeting) • Fundamental elements of Strategic Planning (concept, vision and mission, cycle and logics, establishing programs and sub-programs, strategic and specific/targeted aims/objectives) • Projecting the budgeting program (aim, objectives, activities, output indicators and results, inputs, and associated costs)
40	July 8-9, 2015			24	16	384	Glodeni Soldanesti Drochia Cahul Falesti Anenii Noi Chisinau Edinet Taraclia Soroca	<ul style="list-style-type: none"> • Monitoring and evaluation • Specific aspects of the implementation of the legal provisions with regards to the PBB • Organization of the PBB process. • Roles and responsibilities of the actors involved in the budgeting process • Budget project for 2016 • Good PBB practices

No.	Date	Name of the Training	Trainers	Number of Total Participants	Number of Female Participants	Number of Person Hours	Towns Participating	Topics Covered
							Stefan Voda Basarabescă	
41	July 21-22, 2015	Green Space Management Training	David Gamstetter	31	11	434	Cahul Causeni Orhei Singerei Edinet Hincesti Ialoveni Telenesti Straseni Ungheni Floresti Soroca Calarasi Nisporeni	<ul style="list-style-type: none"> • 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 the stakeholders in sustaining urban green spaces • Recycling of urban organic waste for urban agriculture • Public engagement
42	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	
43	August 4-6, 2015	Solid Waste Management Training	Diana Dumitru, Liliana Nichita	50	16	1300	Ialoveni Causeni Telenesti Cantemir	<ul style="list-style-type: none"> • Planning waste management • Communication with beneficiaries of the services • Awareness of the general public in the field of solid waste management

No.	Date	Name of the Training	Trainers	Number of Total Participants	Number of Female Participants	Number of Person Hours	Towns Participating	Topics Covered
							Anenii Noi Drochia Falesti Cahul Briceni Donduseni Leova Rezina Hincesti Chisinau Taraclia Comrat Ocnita Basarabesc Orhei Calarasi Nisporeni Stefan Voda Cimislia Singerei Riscani Soldanesti Floresti Sorooca Edinet	<ul style="list-style-type: none"> • Improvement of the efficiency of the operations – monitoring the time of collecting and transporting the waste • “Zero waste” • PPP on waste management • Institutional and financial aspects of the municipal waste management.

No.	Date	Name of the Training	Trainers	Number of Total Participants	Number of Female Participants	Number of Person Hours	Towns Participating	Topics Covered
44	August 11-26, 2015	Individual Technical Assistance on the 2016 Annual Budget Development Process Based on PBB	Constantin Gudima, Galina Colun, Ghenadie Gumenii	51	41	714	Rezina Basarabescă Orhei Ocnita Soldanesti Nisporeni Cantemir Straseni Telenesti Drochia Taraclia Causeni Falesti Soroca Cimisliia Dondușeni Ocnița Edineț Glodeni Briceni	<ul style="list-style-type: none"> • New approach to program budgeting at local level • Medium-term budgetary strategic planning • Key factors of PBB at local level • The PBB Preparation Process • Budget Cycle Phases • Program Budget Development. Interlinks of Strategic Framework and Program. • Program Budget Structure • Development of a Program/Subprogram. • Capital investment planning under program budgeting. • Program elements • Programme logical framework and methodology • Steps in developing program budget • Program Performance Monitoring and Reporting • Evaluation and Audit - the final phases of PBB • Fiscal policy for 2016: fiscal policy directions, local taxes and duties
45	September 14-18, 2015	Financial Management Information System	Constantin Gudima, Galina Colun, Ghenadie Gumenii	54	46	756	Ialoveni Calarasi Leova Comrat Rezina Basarabescă Orhei Ocnita Soldanesti Nisporeni Cantemir Straseni Telenesti Drochia Taraclia Causeni Falesti	<ul style="list-style-type: none"> • General aspects of business process automation budget preparation • Simulation of budget planning process

No.	Date	Name of the Training	Trainers	Number of Total Participants	Number of Female Participants	Number of Person Hours	Towns Participating	Topics Covered
							Soroca Cimislia Donduşeni Ocniţa Edineţ Glodeni Briceni	
46	October 15-16, 2015	Budget Classification. Program Based Budgeting	Galina Colun, Constantin Gudima	78	61		All Partner Towns	<ul style="list-style-type: none"> • Program Budget Structure • Key factors of PBB at local level • Development of a Program/Sub-program. • Roles of stakeholders in PBB at local level • Programme Logical framework and methodology • Steps in developing program budget
47	November 10-13, 2015	Integration of Gender Dimension into Local Development	Ludmila Malcoci	55	35	440	All Partner Towns	<ul style="list-style-type: none"> • Gender concept • Legislation in the domain • Gender balanced local planning • Gender in local public services/infrastructure projects development and implementation • Duties and responsibilities of the LPA and of the local gender focal point.
48	February 4-5, 2016	Training on New Chart of Accounts and Methodological Norms for Accounting and Financial Reporting in the Budgetary System (CAMNAFR)	Eleonora Bagrii, Lilia Zaharcu, Lidia Purice	79	78		All Partner Towns	<ul style="list-style-type: none"> • General Concept of CAMNAFR • Legal framework • Regulatory framework • Integration Economic Classification with Chart of accounts • Phases in the budgetary sector accounting reform implementation • General provisions of CAMNAFR • Chart of accounts' structure • Assets Accounts

ANNEX F. IOF ACTIVITIES

FPS #	Subcontractor	Title	Duration	Appx. Budget
N/A	N/A	Co-funding of General Urban Plans for:		
		Ceadir-Lunga	July 20 – December 31, 2015	511,513 MDL
		Calarasi	September 22, 2015 – March 31, 2016	385,642 MDL
		Leova	September 22 – December 31, 2015	337, 906 MDL
		Singerei	December 2 – December 31, 2015	318,437 MDL
		Soldanesti	November 20, 2014 – December 31, 2015	357,650 MDL
		Stefan Voda	August 13 – December 31, 2015	286,683 MDL
		Straseni	December 4, 2014 – august 31, 2015	397,917 MDL
		Vulcanesti	July 17 – December 31, 2015	360,000 MDL
025	Business Consulting Institute	Development of Socioeconomic Strategies for Calarasi and Ialoveni	October 6, 2015 – January 22, 2016	313,820 MDL
024	AO Centrul pentru eficienta energetica si resurse renovabile (ProEnergy)	Development of Energy Audits for Public Buildings and Street Lighting	August 24 – December 30, 2015	445,310 MDL
023	ProConsulting SRL	PPP Feasibility Study for Water and Sewerage Service in Glodeni	July 09 - December 10, 2015	769,960 MDL
022	AV-Macrocom SRL	Implementation of the Integrated Financial Information System for Municipal Utilities	June 05 – December 31, 2015	\$480,554 USD
019	Enterprise Business Solution	Delivery of Two Training Sessions on the Use of the WebAPL CMS Platform	March 17 – August 17, 2015	43,800 MDL
018	AO Centrul pentru eficienta energetica si resurse renovabile (ProEnergy)	Delivery of Energy Audits and Project Applications for 11 Partner Towns and Selected Municipal Objects	September 1 – February 15, 2015	487,790 MDL
017	BDO Audit SRL	Performing Diagnostic Analysis and Service Improvement Plans in Solid Waste Management for 8 Partner Towns and Heating System for One Partner Town of Cohort 2	July 21, 2014 – March 31, 2015	1,997,982 MDL

FPS #	Subcontractor	Title	Duration	Appx. Budget
016	Pro Consulting	Performing the Diagnostic Analysis and Service Improvement Plans in Water and Sanitation for the Cohort 2 Partner Towns	June 16, 2014 – February 25, 2015	1,369,546 MDL
015	Business Research Company (BRC)	Support Singerei, Taraclia, and Orhei in Developing Functional CISCs	June 6, 2014 – February 28, 2015	817,268 MDL
014	Enterprise Business Solutions (EBS)	Development of a LPA Dedicated Web-platform	May 13 – October 31, 2014	201,600 MDL
013	Pro Consulting	Development of a Comprehensive PPP Feasibility Study on Improving the Management of Urban Parking Facilities in Straseni	April 16 – October 27, 2014	177,290 MDL
012	Business Research Company (BRC)	Development of a Comprehensive PPP Feasibility Study in Public Transport Services for Taraclia	April 16 – July 25, 2014	271,141 MDL
011	Private Institution National Center Contact (Contact)	Developing the SEDS in Selected Partner Towns of Cohort 2	April 22 – January 30, 2015	2,290,860 MDL
09	Institute for Urban Development	Support for the Strategic Planning Process in Ungheni, Rezina, Drochia, and Singerei	August 22, 2013 – January 31, 2014	433,520 MDL
08	Private Institution National Center Contact (Contact)	Support for the Strategic Planning Process in Comrat, Taraclia, Straseni, Soldanesti, and Ialoveni	August 22, 2013 – January 31, 2014	453,104 MDL
07	ProConsulting SRL	Diagnostic Analysis for 11 Partner Towns from Cohort 1	July 19, 2013 – March 31, 2014	1,291,381 MDL
05	Business Research Company (BRC)	Development of CISC Concept for Ungheni	May 3, 2013 – January 31, 2014	522,778 MDL
APPROXIMATE TOTAL USD				\$664,929

ANNEX G. DPF PROCUREMENTS

Service Delivery Equipment Procured	Recipient Town	Number Of Units	Appx. Total Value	Date Of Purchase
Containers				
Plastic Euro Bins (240L)	Cahul	1,900	978,500 MDL	September 1, 2015
	Orhel	750	333,000 MDL	October 10, 2014
	Briceni	250	111,000 MDL	October 10, 2014
	Ialoveni	1,500	666,000 MDL	October 10, 2014
Plastic Euro Bins (120L)	Hincesti	450	163,350 MDL	November 6, 2015
	Nisporeni	500	181,500 MDL	November 6, 2015
	Edinet	500	181,500 MDL	November 6, 2015
	Orhei	700	254,100 MDL	September 2, 2015
	Anenii Noi	500	181,500 MDL	September 2, 2015
	Nisporeni	500	181,500 MDL	September 2, 2015
	Edinet	1,500	544,500 MDL	September 2, 2015
	Calarasi	1,000	363,000 MDL	September 2, 2015
	Leova	750	272,250 MDL	September 2, 2015
	Cantemir	150	54,450 MDL	September 2, 2015
	Taraclia	1,700	617,100 MDL	September 2, 2015
	Cahul	100	36,300 MDL	September 2, 2015
	Cantemir	150	51,450 MDL	October 10, 2014
	Stefan Voda	190	65,170 MDL	October 10, 2014
Euro Galvanized Containers	Basarabeasca	20	126,000 MDL	November 6, 2015
	Hincesti	22	138,600 MDL	November 6, 2015
	Nisporeni	10	63,000 MDL	September 1, 2015
	Nisporeni	30	189,000 MDL	November 6, 2015
	Cantemir	22	138,600 MDL	November 6, 2015
	Cantemi	15	80,400 MDL	October 10, 2014
	Leova	35	187,600 MDL	October 10, 2014
	Stefan Voda	40	214,400 MDL	October 10, 2014
	Cahul	200	1,072,000 MDL	October 10, 2014
Metal Containers	Anenii Noi	50	77,500 MDL	September 1, 2015
	Orhei	100	155,000 MDL	September 1, 2015
	Riscani	100	155,000 MDL	September 1, 2015
	Soroca	600	930,000 MDL	September 1, 2015
	Glodeni	300	487,500 MDL	October 22, 2014
Metal Lid Containers	Basarabeasca	100	8,693 USD	November 6, 2015
	Drochia	50	4,346 USD	November 6, 2015
	Rezina	100	8,693 USD	November 6, 2015
	Comrat	300	519,000 MDL	September 1, 2015
	Drochia	100	173,000 MDL	September 1, 2015
Euro Plastic Containers	Ialoveni	100	440,000 MDL	September 1, 2015
Water Pumps				
Submersible Clean Water Pumps	Cimislia	3	574,055 MDL	November 13, 2015
	Basarabeasca	2	315,832 MDL	October 13, 2015
Pressure Booster Pumps	Cimislia	1	266,033.67 MDL	November 13, 2015
	Cimislia	1	167,484 MDL	October 13, 2015
Submersible Wastewater	Straseni	1	217,172 MDL	October 13, 2015

Water Meters				
Water Meters DN 15	Soldanesti	416	12,532.66 USD	October 26, 2015
	Ocnita	1,250	37,658.23 USD	October 26, 2015
	Telenesti	1,000	30,126.58 USD	October 26, 2015
Water Meters DN 32	Telenesti	4	668.35 USD	October 26, 2015
Water Meters DN 40	Telenesti	12	2,651.14 USD	October 26, 2015
Water Meters DN 50	Straseni	4	1,217.21 USD	October 26, 2015
	Ocnita	4	1,217.21 USD	October 26, 2015
	Telenesti	9	2,738.74 USD	October 26, 2015
Water Meters DN 65	Straseni	4	1,670.89 USD	October 26, 2015
	Ocnita	4	1,670.89 USD	October 26, 2015
	Telenesti	8	3,341.76 USD	October 26, 2015
Water Meters DN 80	Straseni	5	2326.58 USD	October 26, 2015
Water Meters DN 250	Straseni	3	4,931.39 USD	October 26, 2015
Street Lighting Equipment (LED Bulbs)				
Street Lighting LED 22W	Ungheni	60	126,000 MDL	November 9, 2015
Street Lighting LED 30W	Donduseni	60	126,000 MDL	November 9, 2015
	Falesti	80	168,000 MDL	November 9, 2015
Street Lighting LED 35W	Stefan Voda	90	189,000 MDL	November 9, 2015
Street Lighting LED 50W	Glodeni	200	453,000 MDL	November 9, 2015
	Soldanesti	200	453,000 MDL	November 9, 2015
Street Lighting LED 60W	Briceni	40	169,000 MDL	November 9, 2015
	Donduseni	90	380,250 MDL	November 9, 2015
	Falesti	120	507,000 MDL	November 9, 2015
	Stefan Voda	60	253,500 MDL	November 9, 2015
	Singerei	100	422,500 MDL	November 9, 2015
	Floresti	100	422,500 MDL	November 9, 2015
	Cantemir	65	274,625 MDL	November 9, 2015
Street Lighting LED 80W	Ungheni	140	778,400 MDL	November 9, 2015
	Cantemir	5	27,800 MDL	November 9, 2015
Street Lighting LED 90W	Briceni	60	333,600 MDL	November 9, 2015
	Causeni	170	945,200 MDL	November 9, 2015
Twisted Electric Conductors				
Twisted Electric Conductors (2x25)	Causeni	6,000 m	69,000 MDL	October 30, 2015
	Falesti	15,000 m	172,500 MDL	October 30, 2015
	Stefan Voda	1,115 m	12,822 MDL	October 30, 2015
	Glodeni	15,000 m	172,500 MDL	October 30, 2015
	Soldanesti	15,000 m	172,500 MDL	October 30, 2015
	Cantemir	2,227 m	25,610 MDL	October 30, 2015
Twisted Separated Electric Conductors (2x35)	Singerei	5,000 m	83,000 MDL	October 30, 2015
Trucks				
Garbage Truck 8m3	Rezina	1	498,000 MDL	October 20, 2015
	Drochia	1	498,000 MDL	September 16, 2015
	Riscani	1	498,000 MDL	September 16, 2015
Bucket Truck (Cherry Picker)	Ungheni	1	96,991 USD	February 25, 2015
Sewer Cleaning Truck	Soldanesti	1	405,700 MDL	October 10, 2014
	Drochia	1	405,700 MDL	October 10, 2014
	Edinet	2	811,400 MDL	October 10, 2014
	Riscani	1	405,700 MDL	October 10, 2014
	Causeni	1	405,700 MDL	October 10, 2014

	Basarabeasca	1	405,700 MDL	October 10, 2014
	Straseni	1	405,700 MDL	October 10, 2014
Garbage Truck (10m ³)	Orhei	1	832,500 MDL	October 22, 2014
Garbage Truck, Back Loading "Micro" (8m ³)	Stefan Voda	1	619,000 MDL	October 13, 2014
	Canemir	1	619,000 MDL	October 13, 2014
Garbage Truck, Lateral Loading (8m ³)	Glodeni	1	443,800 MDL	October 10, 2014
	Soroca	2	887,600 MDL	October 10, 2014
Garbage Truck, Lateral Loading (10m ³)	Comrat	1	1,450,000 MDL	October 10, 2015
Street Grader	Rezina	1	1,313,000 MDL	October 10, 2015
	Singerei	1	1,313,000 MDL	October 10, 2015
	Floresti	1	1,313,000 MDL	October 10, 2015
	Briceni	1	1,313,000 MDL	October 10, 2015
	Leova	1	1,313,000 MDL	October 10, 2015
	Nisporeni	1	1,313,000 MDL	October 10, 2015
Utility Tractor	Telenesti	1	1,206,000 MDL	October 15, 2015
	Donduseni	1	1,206,000 MDL	October 15, 2015
	Ocnita	1	1,206,000 MDL	October 15, 2015
	Calarasi	1	1,206,000 MDL	October 15, 2015
	Criuleni	1	1,206,000 MDL	October 15, 2015
	Cimislia	1	1,206,000 MDL	October 15, 2015
	Anenii Noi	1	1,206,000 MDL	October 15, 2015
	Hincesti	1	1,206,000 MDL	October 15, 2015
Intervention Truck	Taraclia	1	920,000 MDL	October 30, 2015
	Falesti	1	920,000 MDL	October 30, 2015
Other				
Digital Camera: Canon EOS 1100D	Each Partner Town	1	475 USD	September 24, 2012 (Cohort 1) and November 5, 2013 (Cohort 2)
Approximate Total			\$3.2 million USD	

ANNEX H. TECHNICAL DELIVERABLES

EXHIBIT H-1. TECHNICAL DELIVERABLES PRODUCED BY LGSP

No.	Product Name
1.	LGSP at a Glance informational sheet
2.	Newsletter about LGSP activities
3.	“Investing in People – the Value of Decentralization” factsheet prepared for the EMM Summit
4.	Leaflets on Strategic Planning
5.	Leaflets on Taxes and Fees
6.	Guide on Energy Efficiency and Renewables
7.	Communications Guide for LPAs
8.	Internal Regulation on Communication; Template Action Plan on Communication
9.	Asset Management Manual
10.	Energy Efficiency posters
11.	Energy Efficiency flyers
12.	Energy Efficiency Campaign T-shirts
13.	Cotton bags with logo for EE Campaign
14.	Socio-Economic Development Strategies for all partner towns (additionally, based on USAID’s request, for Vulcanesti and Ceadir-Lunga)
15.	Eight General Urban Plans (Singerei, Straseni, Soldanesti, Stefan Voda, Leova, Calarasi, Ceadir-Lunga, and Vulcanesti)
16.	Municipal Performance Index (methodology and reports)
17.	Monitoring & Evaluation Plan (including questionnaires)
18.	Documents on Human Resources Management (job descriptions, Internal Regulations and the Regulations on Organization, and Functioning of the Town Hall) for 15 towns.
19.	Citizen Information and Service Centers (CISC) products (manuals, guidelines, and passports for the services, banners, posters, business cards, offered by CISCs in Taraclia, Singerei, and Orhei)
20.	31 Diagnostic analysis and service Improvement plans (for all partner towns except Nisporeni) (water and sanitation; solid waste management; green spaces; district heating)
21.	1C billing and accounting modules for municipal enterprises
22.	WebAPL platform package (manual, instructions, training materials).
23.	PPP Feasibility Study for a Public Transport Services extension (Taraclia)
24.	Feasibility Study on Straseni urban parking facilities management improvement
25.	PPP Feasibility Study on Glodeni water supply and sanitation service improvement
26.	30 Local Energy Efficiency Plans (LEEPs) and Local Energy Efficiency Action Plans (LEEAPs) (for all towns except Criuleni and Ungheni)
27.	30 energy audits (for all towns except Criuleni and Ungheni)
28.	Factsheet on Connected Towns
29.	Leaflet on Connected Towns with MPI results and project achievements
30.	Video Spot: Introduction to LGSP
31.	Video Spot: Taraclia Asset Management Forum
32.	Video Spot: Citizen Information and Service Centers
33.	Video Spot: Connected Towns
34.	Video Spot: Four Years of LGSP

ANNEX I. COMMUNICATIONS AND MEDIA APPEARANCES

Activity/Event	Region/ Town	Link
Cohort 1 Towns		
MPI & Water Service improvement, January 28, 2013	Causeni	http://www.primaria.causeni.org/noutati/412-apa-structura-cea-mai-important-n-viaa-omului.html
Citizen participation & MPI presentation, March 28, 2013	Straseni	http://www.canalregional.md/libview.php?l=ro&idc=355&id=12829
Asset management technical assistance, February 28, 2013	Taraclia	http://www.stiri-azi.ro/ziare/articol/sumar-articol/110146704/ http://www.raiontaraclia.md/index.php/novosti
Launch of TA on EE, May 30, 2013	Ialoveni	http://serviciulocale.md/libview.php?l=ro&idc=59&id=552&t=/Stiri-Galerii-foto/Noutati-pe-domenii/Eficienta-energetica/Proiectul-USAID-LGSP-Si-a-lansat-asistenta-tehnica-pentru-orase-in-domeniul-Eficientei-Energetice http://ialoveni.md/index.php
Energy Efficiency, July 22, 2013	Straseni	http://www.straseni.md/index.php?option=com_content&view=article&id=133:vizita-experilor-la-streni
Strategic Planning in Orhei, February 28, 2013	Orhei	http://www.aicitv.md/index.php/ro/elita-tv-orchei http://www.orhei.md/orhei/default/news_content/65 http://www.youtube.com/watch?v=URvBuTq1RTY
Comrat Strategic Planning (first successful meeting), March 7, 2013	Comrat	http://www.comrat.md/index.php?option=com_content&view=article&id=2537:-usaid&catid=17:2009-12-03-14-46-44&Itemid=77 http://www.comrat.md/index.php?option=com_content&view=article&id=2650:usaid----&catid=17:2009-12-03-14-46-44&Itemid=77
Strategic Planning in Straseni, March 14, 2013	Straseni	http://www.straseni.md/index.php?option=com_content&view=article&id=122:strategie-socio-economic-la-nivel-local-a-oraului-streni-2013-2020

Strategic Planning in Taraclia, March 15, 2013	Taraclia	http://nts.md/index.php?option=com_hwdvideoshare&task=viewvideo&Itemid=76&video_id=947 http://www.stiri-azi.ro/ziare/articol/sumar-articol/113424174/ http://www.civic.md/index.php?option=com_content&task=view&id=20094&Itemid=200649
Strategic Planning Workshop in Drochia, March 15, 2013	Drochia	http://primariadrochia.md/?pag=news&opa=view&id=252&tip=noutate&start=&l=
Announcement of the Strategic Planning Workshop, April 15, 2013	Soldanesti	http://www.primaria-soldanesti.md/news/?nid=4fcfc9ca646bab56e0bc434f6641f664
Strategic Planning, April 17, 2013	Comrat	http://www.comrat.md/index.php?option=com_content&view=article&id=2650:usaid----&catid=17:2009-12-03-14-46-44&Itemid=77
Strategic Planning Focus Groups in Drochia, April 18, 2013	Drochia	http://primariadrochia.md/?pag=news&opa=view&id=261&tip=noutate&start=&l=
Strategic Planning Announcement, March 21, 2013	Causeni	http://www.primaria-causeni.org/noutati/447-primria-cueni-i-proiectul-igsp-usaid.html
Strategic Planning focus group in Singerei, May 20, 2013	Singerei	http://www.reporter.stirilocala.md/localitati/sangerei/item/197-ateliere-de-lucru-din-cadrul-proiectului-igsp-%C3%AEn-s%C3%AEngerei.html
Strategic Planning, May 23, 2013	Causeni	http://www.primaria-causeni.org/noutati/477-comunicarea-i-publicitatea-cheia-succesului.html
Second EMM Summit, July 10, 2013	Causeni	http://www.primaria-causeni.org/noutati/489-al-doilea-summit-de-excelen-n-management-local-organizat-de-proiectul-de-susinere-a-autoritilor-locale-din-moldova.html
Training in Taraclia, September 19, 2013	Taraclia	http://www.youtube.com/watch?v=vXnBCINCUG&feature=share
LGSP Activity in 2012, January 18, 2013	Orhei	http://orhei.md/orhei/default/news_content/59
PPP Training in Orhei, January 24, 2013	Orhei	http://www.orhei.md/orhei/default/news_content/62

Revenue Enhancement Training, February 12, 2013	Orhei	http://www.orhei.md/orhei/default/news_content/67
Training on taxes and fees, March 12, 2013	Causeni	http://www.primaria.causeni.org/noutati/438-taxe-si-impozite-locale.html
Visit of Chemonics Senior Vice President Bruce Brower in Orhei, March 26, 2013	Orhei	http://www.orhei.md/orhei/default/news_content/83
Human Resources Training, April 1, 2013	Telenesti	http://www.primariatelenesti.md/news/?nid=aac2c2b1848522226067aafc29606498
Revenue Enhancement Training, April 4, 2013	Drochia	http://primariadrochia.md/?pag=news&opa=view&id=257&tip=noutate&start=& = http://primariadrochia.md/?pag=news&opa=view&id=257&tip=noutate&start=& =
Public Procurement Training, April 17-18, 2013	Drochia	http://primariadrochia.md/?pag=news&opa=view&id=265&tip=noutate&start=& =
Public Procurement Training, April 17-18, 2013	Orhei	http://www.orhei.md/orhei/default/news_content/105
2 nd Mayors' Meeting, April 25-26, 2013	Ungheni	http://ungheni.md/%C3%AE%83n-perioada-25-26-aprilie-ora%C8%99ul-ungheni-a-g%C4%83zduit-%C3%AE%83n-trimestrial%C4%83-a-proiectului-usaid/
Call for the citizens to pay taxes, April 25, 2013	Causeni	http://www.primaria.causeni.org/noutati/467-achitnd-taxe-i-impozitele-locale-contribui-la-dezvoltarea-economic-a-oraului-tu.html
Public Procurement Training, April 25, 2013	Orhei	http://www.orhei.md/orhei/default/news_content/105
Meeting with partners at the State Chancellery on the Decentralization Reform, July 3, 2013	Chisinau	http://descentralizare.gov.md/libview.php?l=ro&idc=249&id=1081&t=/EVENIMENTE/Nationale/Partenerii-de-dezvoltare-au-facut-o-trecere-in-revista-a-proiectelor-pentru-promovarea-reformei-de-descentralizare
Setting the info board, July 19, 2013	Ungheni	http://ungheni.md/%C3%AE%83n-pas-spre-transparent%C5%A3%C4%83/

One year of LGSP in Causeni, July 19, 2013	Causeni	http://www.primaria.causeni.org/noutati/490-un-an-de-la-lansarea-proiectului-de-susinere-a-autoritilor-locale-din-moldova-lgsp-din-cadru-usaid.html
Diagnostic analysis meeting in Causeni, September 4, 2013	Causeni	http://www.primaria.causeni.org/noutati/500-analiza-diagnostic-apa-canal-cueni.html
Strategic planning announcement, October 8, 2013	Ungheni	http://ungheni.md/prim%C4%83ria-ora%C8%99ului-ungheni-invita%C4%83-to%C8%9Bi-doritorii-la-discutarea-strategiei-de-dezvoltare-ora%C8%99ului/
Strategic planning announcing working groups, October 8, 2013	Soldanesti	http://www.primaria-soldanesti.md/news/?nid=5441e0a3630038e73d3acc53eafc4150
Inviting citizens to participate to the strategic planning process, October 10, 2013	Drochia	http://www.primariadrochia.md/?pag=news&opa=view&id=293&tip=noutate&start=&I=
Strategic planning, October 12, 2013	Soldanesti	http://www.primaria-soldanesti.md/news/?nid=1a95a316dfbf9d48424703f985662970
Council meeting calling for citizen involvement in decision making, October 14, 2013	Causeni	http://www.primaria.causeni.org/noutati/513-consiliului-orasenesc-causeni-din-nou-in-sedinta-de-lucru.html
Second year Action Plan, October 14, 2013	Causeni	http://www.primaria.causeni.org/noutati/512-proiectul-lgsp-n-aciune.html
"Ungheni in 30 min" TV show about LGSP's cooperation with the town hall, October 15, 2013	Ungheni	http://ungheni.md/proiectul-de-sus%C8%9Binere-a-autorit%C4%83%C8%9Bilor-publice-locale/
Invitation to participate in the strategic planning process, October 25, 2013	Soldanesti	http://www.primaria-soldanesti.md/news/?nid=2c9671627fec341e3485231053737f91

Asset management Technical Assistance, October 29, 2013	Causeni	http://www.primaria.causeni.org/noutati/516-asisten-tehnic-n-domeniul-managementului-proprietii-publice.html
Strategic planning workshop, November 13, 2013	Comrat	http://comrat.md/index.php?option=com_content&view=article&id=3169:usaud-&catid=25:2010-12-28-14-50-31&Itemid=71
Budget for 2014 TA, November 15, 2013	Causeni	http://www.primaria.causeni.org/noutati/517-asisten-tehnic-din-partea-lqsp-la-elaborarea-bugetului-pentru-2014.html
EE, November 18, 2013	Causeni	http://www.primaria.causeni.org/noutati/518-politica-pasilor-marunti-de-rezolvare-a-problemelor-instituiilor-prescolare-din-or-causeni.html
Inviting people to participate to the Strategic Planning process, December 3, 2013	Ungheni	http://ungheni.md/invitatie/
Straseni, Strategic Planning, November 19, 2013	Straseni	http://straseni.md/index.php?option=com_content&view=article&id=141:planificarea-strategic-a-or-streni--calea-spre-succes
Consulting the Strategic Planning - placed on web, December 9, 2013	Straseni	http://straseni.md/index.php?option=com_content&view=article&id=145:strategia-social-economic-a-or-streni-pe-perioada-2014-2020-
Public Hearing on Strategic Planning, December 11, 2013	Straseni	http://straseni.md/index.php?option=com_content&view=article&id=148:-audieri-publice-pe-marginea-planului-strategic-i-proiectului-bugetului-oraului http://straseni.unimedia.info/news/audieri-publice-pe-marginea-planului-strategic-si-bugetului-localitatii-straseni--3351.html
Public Hearing on Strategic Planning, December 12, 2013	Taraclia	http://nts.md/index.php?option=com_hwdvideoshare&task=viewvideo&Itemid=76&video_id=1100
Public Hearing on Strategic Planning, December 5, 2013	Drochia	http://gliadrochiana.info/index.php?option=com_content&view=article&id=680%3Ateoria-a-sfarit-practica-urmeaz&catid=31%3Anoutati&Itemid=46 http://www.primariadrochia.md/?pag=news&tip=noutate&opa=view&id=300&I=
Announcement Public Hearing and link to the Strategy, December 16, 2013	Soldanesti	http://www.primaria-soldanesti.md/news/?nid=f88e721d56edec963f698f5c86626778
Invitation to consult on Strategic Planning, December 18, 2013	Comrat	http://www.comrat.md/index.php?option=com_content&view=article&id=3233%3A-2014-2020-&catid=25%3A2010-12-28-14-50-31&Itemid=71
Strategic Planning Public	Comrat	http://www.comrat.md/index.php?option=com_content&view=article&id=3248:2013-12-24-13-28-57&catid=17:2009-12-03-14-46-44&Itemid=77

Hearing, December 20, 2013		
Public Hearing on Strategic Planning, December	Rezina	http://www.cuvintul.md/article/3983/
Improving public services, December 10, 2013	Causeni	http://www.primaria.causeni.org/noutati/524-autorizaie-de-fucionare-informaie-util-pentru-antreprenori.html
Local Council Decision, December 12, 2013, referring to the Communication and Public Engagement training	Causeni	http://www.primaria.causeni.org/noutati/526-a-13-a-sedinta-extraordinara-a-consiliului-orasenesc-causeni.html
Strategic Planning approved in Comrat, December 24, 2013	Comrat	http://comrat.md/index.php?option=com_content&view=article&id=3248:2013-12-24-13-28-57&catid=17:2009-12-03-14-46-44&Itemid=77
Strategic Planning Public Hearing, December 18, 2013	Telenesti	http://www.primariatelenesti.md/news/?nid=553b8912f10a43839f16e3b556685b03
Preparing the Action Plan for 2014, March 10, 2014	Soldanesti	http://www.primaria-soldanesti.md/news/?nid=95f4de77161f1f05ed6a5f8ccf8675e2
USAID mentioned in the Mayor's New Year Congratulatory speech	Ialoveni	http://www.ialoveni.md/
Retrospective on town hall's collaboration with LGSP during 2013, February 12, 2014	Drochia	http://primariadrochia.md/?pag=news&opa=view&id=310&tip=noutate&start=&l=
LEEP draft placed on the site, February 6, 2014	Comrat	http://www.comrat.md/index.php?option=com_content&view=article&id=3324:2014-02-06-08-25-21&catid=25:2010-12-28-14-50-31&Itemid=71
LEEP approval by the Local Council, February 7, 2014	Comrat	http://www.comrat.md/index.php?option=com_content&view=article&id=3326:2014-02-07-09-38-36&catid=17:2009-12-03-14-46-44&Itemid=77
Strategic Plan Draft - public discussion	Ungheni	http://ungheni.md/site/wp-content/uploads/2014/02/SDSE-Ungheni-draft_final.pdf

Retrospective on town hall's collaboration with LGSP during 2013, February 7, 2014	Calarasi	http://www.calarasi-primaria.md/index.php?pag=news&opa=view&id=355&tip=noutate&start=&l=
Internal Communications Guidelines and Action Plan, February 14, 2014	Calarasi	http://www.calarasi-primaria.md/?pag=news&tip=noutate&opa=view&id=361&l=
Ambassador at the Asset Management Training, January 24, 2014	Chisinau	http://www.europalibera.org/content/article/25240412.html http://www.agenda.md/ http://omg.md/Content.aspx?id=114385&lang=1 http://www.interlic.md/2014-01-24/ambasadorul-sua-a-participat-la-cursul-de-instruire-in-domeniul-managementului-proprietii-publice-33173.html http://www.stiri.md/ro/article/519165/ambasada-sua-apreciaz-rezultatele-nregistrate-de-primarul-de-taraclia-n-managementul-proprietii-publice/ http://news.click.md/item/ambasada-sua-apreciaza-rezultatele-inregistrate-de-primarul-de-taraclia-in-manag-9157671
Modernization of the LPAs' procedures of rendering administrative public services, CISC Event, February 7, 2014	Chisinau	http://www.descentralizare.gov.md/libview.php?l=ro&idc=249&id=1175&t=/EVENTIMENTE/Nationale/Proiectul-USAID-contribuie-la-modernizarea-serviciilor-administrative-oferte-de-autoritatilor-publice-locale http://www.comunicate.md/index.php?task=articles&action=view&article_id=7593 http://www.comunicate.md/index.php?task=articles&action=view&article_id=7581 http://unimedia.info/stiri/Modernizarea-serviciilor-publice-administrative-in-vizorul-USAID-i-a-Cancelariei-de-Stat-71921.html http://www.ziare.md/news/modernizarea-serviciilor-publice-administrative-in-vizorul-usaid-i-a-cancelariei-de-stat http://news.portal-start.com/post/modernizarea-serviciilor-publice-administrative/ http://www.ziarelive.ro/stiri/modernizarea-serviciilor-publice-administrative-in-vizorul-usaid-si-a-cancelariei-de-stat.html http://www.moldpres.md/News.aspx?NewsCod=1225&NewsDate=07.02.2014
Launch of the Energy Efficiency Campaign in Taraclia, March 31, 2014	Taraclia	https://www.youtube.com/watch?v=2DzSXnb_BBc&list=UU9DXnRTFqbsfwd38fGtYphA
EE Campaign, April 30, 2014	Telenesti	http://www.telenesti.md/index.php?option=com_k2&view=item&id=517:campanie-de-eficien%C5%A3%C4%83-energetic%C4%83-%C3%AEn-ora%C5%9Ful-telene%C5%9Fti&Itemid=2&lang=ro
EE Campaign, May 3, 2014	Telenesti	https://www.facebook.com/primariatelenesti/posts/400840113389838 http://telenestionline.md/index.php?option=com_k2&view=item&id=270%3Acampanie-de-eficien%C5%A3%C4%83-energetic%C4%83-%C3%AEn-ora%C5%9Ful-telene%C5%9Fti&Itemid=42
Strategic Planning workshop, May 12, 2014	Chisinau	http://calm.md/libview.php?l=ro&idc=34&id=1197 http://www.contact.md/index.php?option=com_content&view=article&id=233%3A14-ora-e-din-rm-vor-avea-strategii-locale-noi-de-dezvoltare-socio-economica&catid=1%3Aactualitate&lang=ro http://falesti.md/orasul-falesti/procesul-de-planificare-strategica-de-dezvoltare-durabila-integrata-a-localitatii/item/672-informa%C8%9Bie-general%C4%83#prettyPhoto
EE Campaign Launch, May 2014	Orhei	http://orhei.md/index.php?pag=news&id=736&rid=563&l=ro http://orhei.md/index.php?pag=news&id=736&rid=542&l=ro

		http://calm.md/libview.php?l=ro&idc=34&id=1243 http://www.adrcentru.md/calendarview.php?l=ro&idc=442&id=2224&t=/Calendarul-regiunii/Campania-de-Eficienta-Energetica-in-oraul-Orhei/
LEEP presentation, May 23, 2014	Telenesti	https://www.facebook.com/primariatelenesti/posts/409253072548542 http://www.telenestionline.md/index.php?option=com_k2&view=item&id=274%3Aprogramul-local-de-eficien%C5%A3%C4%83-energetic%C4%83-pentru-consumatorii-prim%C4%83riei-telene%C5%9Fi&Itemid=42
EE Creativity Contest for children, June 1, 2014	Telenesti	https://www.facebook.com/media/set/?set=a.419325808207935.1073741825.123397357800783&type=1 http://www.primariatelenesti.md/news/?nid=84540d802dfe8c7bfd699d82c18ef322 http://www.primariatelenesti.md/news/?nid=2d71eff9e07200a93dc98daf5b2eb971
Town hall website development, June 3, 2014	Taraclia	https://www.facebook.com/primariataraclia/photos/a.266051223545752.1073741827.266039563546918/324203801063827/?type=1
CISC establishment notification, June 19, 2014	Taraclia	https://www.facebook.com/primariataraclia/photos/a.266051223545752.1073741827.266039563546918/329260370558170/?type=1
Website development notification, June 9, 2014	Straseni	https://www.facebook.com/PrimariaStraseni/photos/a.189990364543986.1073741827.189981721211517/234669036742785/?type=1
CISC preparations, July 26, 2014	Singerei	https://www.facebook.com/media/set/?set=a.423588677783138.1073741867.155904251218250&type=1
Official U.S. Embassy visit to Taraclia, August 7, 2014	Taraclia	https://www.facebook.com/primariataraclia/posts/347042948779912
Internal Communication Regulations, September 4, 2014	Orhei	http://orhei.md/index.php?pag=news&id=762&rid=708&l=ro https://www.facebook.com/primaria.orhei/posts/1478341759088870
Youth involvement in public debates, October 15, 2014	Taraclia	https://www.facebook.com/primariataraclia/photos/a.266051223545752.1073741827.266039563546918/382442685239938/?type=1&theater
TV show about Transparency and Services, with LGSP support, October 25, 2014	Taraclia	https://www.youtube.com/watch?v=ndsns04YTw8&list=UU9DXnRTFqbsfwd38fGtYphA https://www.facebook.com/primariataraclia/posts/389060654578141
PPP feasibility study, parking spaces, November 6, 2014	Straseni	http://straseni.unimedia.info/news/studiu-de-fezabilitate-orasul-straseni-are-nevoie-de-amenajare-a-noi-spatii-pentru-parcari--3644.html
Grader Procurement, November 10, 2014	Rezina	http://www.tvelita.md/rezina/stiri/item/4591-servicii-calitative-la-rezina.html
Container Procurement, November 11, 2014	Ialoveni	http://www.adrcentru.md/libview.php?l=ro&idc=340&id=2360&t=/Noutati/Regiunea-de-Dezvoltare-Centru-devine-mai-curata-cu-suportul-partenerilor-americani http://www.moldpres.md/news/2014/11/13/14000982

		http://www.prieteni.md/blog/un-autogreder-pentru-rezina-cu-suportul-usaid.html
About WebAPL, November 11, 2014	Taraclia	http://taraclia.md/ru/page/primriya/primriya-209/novosti-mrii?item=intrnt-stranitsa-taraklii-zapushtna
CISC, November 25, 2014	Orhei	http://www.orhei.md/index.php?pag=news&id=736&rid=752&l=ro
Sewer Cleaning Truck Procurement, December 2, 2014	Straseni	http://canalregional.md/index.php/social/item/3522-dona%C5%A3ia-american%C4%83-pic%C4%83-bine http://straseni.unimedia.info/news/guvernul-american-a-donat-o-autospeciala-orasului-straseni--3659.html
Sewer Cleaning Truck Procurement, December 5, 2014	Drochia	http://canalregional.md/index.php/social/item/3540-servicii-mai-bune-cu-suportul-usaid http://primariadrochia.md/?pag=news&opa=view&id=337&tip=noutate&start=& http://tv-drochia.com/ro/content/servicii-mai-bune-cu-suportul-usaid
Procurement of Two Garbage Trucks, December 19, 2014	Comrat	http://www.comrat.md/index.php?option=com_content&view=article&id=147&catid=9&Itemid=106 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://www.moldpres.md/news/2014/12/19/14002165 http://rtr.md/novosti/obshhestvo/komrat-poluchit-dva-sovremennyx-avtomobilya-diya-vyvoza-musora http://atv.md/ru/content/ssha-vydelilo-komratchanam-2-musorovoza http://www.enigagauziya.md/index.php?option=com_content&view=article&id=1978:mp-zhkkh-mun-komrat-poluchilo-v-dar-dva-novykh-musorovoza&catid=52:moldovanews&Itemid=308 http://tv7.md/ro/social/primaria-comrat-a-primit-doua-autospeciale/ http://gagauzmedia.md/index.php?newsid=994 http://avtonomia.md/news/posolstvo-ssha-vruchilo-komratu-belorusskie-musorovozy-maz-na-rossiyskih-nomerah
Town hall newsletter	Taraclia	http://www.scribd.com/doc/251378010/Taraclia-INFO
Taraclia CISC Opening, January 23, 2015	Taraclia	http://gagauzinfo.md/index.php?newsid=16215 http://www.noi.md/ru/print/news_id/56163 http://vfokuse.md/news/index.php?newsid=7120 http://news.yam.md/ru/story/2727491
Intervention truck procurement, January 27, 2015	Taraclia	https://www.facebook.com/USAIDMoldova/posts/967344263276969
Orhei CISC Opening, March 19, 2015	Orhei	http://calm.md/libview.php?l=ro&idc=34&id=1995&t=%2FSEVICIUL-PRESA%2FNoutati%2FLa-Orhei-a-fost-lansat-oficial-Centrul-de-Infomare-i-Prestare-Servicii-pentru-Cetateni-CIPS http://descentralizare.gov.md/libview.php?l=ro&idc=249&id=1235&t=EVENTIMENTE/Nationale/Deschiderea-Centrului-de-Infomare-i-Prestare-Servicii-pentru-Cetateni-la-Orhei http://moldova-suverana.md/article/cu-susinerea-usaid-la-orhei-a-fost-creat-centrul-de-infomare-i-prestare-a-serviciilor_8868 http://www.moldpres.md/news/2014/12/23/14002253
Singerei CISC Opening, March 12, 2015	Singerei	http://moldova.usembassy.gov/031315aro.html http://www.noi.md/md/print/news_id/57779 http://www.moldpres.md/news/2015/03/13/15001700 http://moldova-suverana.md/article/la-singerei-a-fost-inaugurat-centrul-de-infomare-si-prestare-servicii-pentru-cetateni_9850 http://tv7.md/ro/social/la-singerei-a-fost-inaugurat-centrul-de-infomare-i-prestare-servicii-pentru-ceta-eni/

		http://www.jurnaltv.md/ro/news/2015/3/13/centru-de-informare-la-sangerei-10105216/ http://agora.md/stiri/6808/un-centru-de-informare-din-singerei-a-fost-deschis-cu-suportul-sua http://www.infotag.md/populis-ru/200826/ http://www.tv7.md/ru/obschestvo/v-syndzherej-otkrylsja-tsentr-informirovaniya-i-okazaniya-uslug-grazhdanam/ 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/ http://ru.interlic.md/2015-03-13/v-synzherej-otkrylsja-centr-informirovaniya-i-predostavlenija-uslug-38921.html
M&E Plan approval, May 12, 2015	Orhei	http://www.orhei.md/media/files/files/3_36_1187736.pdf
Cherry picker procurement, May 29, 2015	Ungheni	http://ungheni.md/ungheniul-are-cel-mai-modern-autoturn-din-%C5%A3ar%C4%83-foto/ http://www.expresul.com/2015/06/05/foto-ungheniul-are-cel-mai-modern-autoturn-din-tara/
EE Day, May 25, 2015	Orhei	http://orhei.md/index.php?pag=news&id=736&rid=922&l=ro
Energy Efficiency Promotion, June 23, 2015	Orhei	http://orhei.md/index.php?pag=news&id=736&rid=957&l=ro
First Meeting of the Youth Council	Taraclia	https://www.youtube.com/watch?v=mvAMV3GtouU
Ialoveni Youth Council Creation, September 30, 2015	Ialoveni	http://www.ialoveni.md/
Garbage container procurement, November 4, 2015	Ialoveni	http://www.canal3.md/ro/news/la-ialoveni-incepe-colectarea-separata-a-deseurilor
Cohort 2 Towns		
Launch in Leova, April 4, 2013	Leova	http://www.stiri-azi.ro/ziare/articol/articol/proiectul-usaid-de-sustinere-a-autoritatilor-locale-din-moldova-se-lanseaza-in-or-leova/sumar-articol/118588348/ http://www.civic.md/stiri/comunicate/20339-comunicat-de-pres-proiectul-usaid-de-sustinere-a-autoritatilor-locale-din-moldova-lanseaza-proiectul-in-or-leova.html http://localitati.md/proiectul-usaid-de-sustinere-a-autoritatilor-locale-din-moldova-se-lanseaza-in-or-leova/
First LGSP Cimisia meeting, February 27, 2013	Cimisia	http://www.youtube.com/watch?v=cGbN5arctIQ
Launch in Cimisia, May 15, 2013	Cimisia	http://cimisia.md/ru/node/381 http://www.moldpres.md/News.aspx?NewsCod=4694&NewsDate=20.05.2013 http://www.stiri-azi.ro/ziare/articol/articol/statele-unite-vor-oferi-sustinere-autoritatilor-locale-din-cimisia/sumar-articol/129843996/
Launch in Donduseni, April 11, 2013	Donduseni	http://canalregional.md/libview.php?l=ro&idc=412&id=12921&parent=0 http://tvtd.3dn.ru/load/v_dondushen_proshla_prezentacija_novogo_proekta_usaid/1-1-0-617

Launch in Edinet, April 10, 2013	Edinet	http://primariaedinet.md/04-2013/lansarea-proiectului-de-sustinere-a-autoritatilor-locale-din-moldova-la-edinet/
Launch in Calarasi, April 12, 2013	Calarasi	http://www.calarasi-primaria.md/?pag=news&opa=view&id=296&tip=proiecte&start=&I=
Launch in Floresti, April 22, 2013	Floresti	http://flortv.net/news/usaid_in_colaborarea_cu_autoritatile_din_or_floresti/2013-04-22-957
Launch in Stefan Voda, April 24, 2013	Stefan Voda	http://www.primariastefanvoda.md/?pag=news&tip=noutate&opa=view&id=148&I=
Launch in Soroca, April 26, 2013	Soroca	http://sortv.info.md/index.php?option=com_content&view=article&id=1333:proiectul-de-sustinere-a-autoritătilor-locale-din-moldova&catid=10&Itemid=310 http://issuu.com/8761/docs/17_694_2013
Launch in Criuleni, May 24, 2013	Criuleni	http://estcurier.api.md/24mai.html
Launch in Hincesti, April 9, 2013	Hincesti	http://curierul.md/index.php?option=com_k2&view=item&id=2657:excelen%C5%A3%C4%83-%C3%AEen-administrarea-local%C4%83-a-or-h%C3%AEnce%C5%9Fi&Itemid=31 http://m.pressactors.com/moldova/news/item/excelenta-in-administrarea-locala-a-or-hincesti-6131095
Launch in Ocnita, April 23, 2013	Ocnita	http://www.ocnita.md/index.php?name=news&op=readfull&news=532
Launch in Glodeni, April 24, 2013	Glodeni	http://www.canalregional.md/libview.php?l=ro&idc=387&id=12975
Article about the trainings, August 22, 2013	Cimislia	http://www.evz.md/cursuri-de-autonomie-financiara-pentru-primari/
News about the training in Soroca, September 18, 2013	Soroca	http://play.md/308303
Signing the Action Plan, October 1, 2013	Cimislia	http://cimislia.md/ro/node/538
Memorandum of Cooperation with LGSP	Cimislia	http://cimislia.md/ro/node/544
Communications and HR Trainings, November 19-21, 2013	Cimislia	http://cimislia.md/ro/node/579

Communications Training, November 19-21, 2013	Calarasi	http://www.calarasi-primaria.md/?pag=news&tip=noutate&opa=view&id=350&l=
Communications Training, November 19-21, 2013	Stefan Voda	http://primariastefanvoda.md/index.php?pag=news&opa=view&id=158&tip=noutate&start=&l=
HR Training, December 17-20, 2013	Edinet	http://primariaedinet.md/12-2013/seminar-de-instruire-resursele-umane-cheia-spre-descentralizare/
HR Training, December 17-20, 2013	Stefan Voda	http://primariastefanvoda.md/index.php?pag=news&opa=view&id=159&tip=noutate&start=&l=
Public Asset Management TA, February 4, 2014	Stefan Voda	https://www.facebook.com/PrimariaStefanVoda/photos/a.210478992481940.1073741826.210468862482953/210482345814938/?type=1
Public Asset Management TA, February 5, 2014	Cantemir	https://www.facebook.com/587718407976121/photos/a.587742147973747.1073741827.587718407976121/587742151307080/?type=1
Asset Management TA, February 25, 2014	Floresti	https://www.facebook.com/media/set/?set=a.628031067264756.1073741963.466083246792873&type=1
MPI Calarasi, April 17, 2014	Calarasi	http://www.calarasi-primaria.md/index.php?pag=news&opa=view&id=382&tip=noutate&start=20&l=
Strategic Planning process launch, May 21, 2014	Floresti	http://primariafloresti.md/2014/05/22/initierea-procesului-de-planificare-strategica/
Strategic Planning workshop on FlorTV, 22 May 2014	Floresti	http://primariafloresti.md/2014/05/22/initierea-procesului-de-planificare-strategica/
MPI, M&E, Gender and Citizen Involvement, May 26, 2014	Floresti	https://www.facebook.com/PrimariaFloresti/posts/673009116100284
Strategic Planning launch, May 20, 2014	Riscani	https://www.facebook.com/permalink.php?story_fbid=663138730432722&id=663133227099939
EE poster, May 20, 2014	Riscani	https://www.facebook.com/permalink.php?story_fbid=663142090432386&id=663133227099939
MPI presentation, May 26 2014	Floresti	http://primariafloresti.md/2014/05/30/studiu-privind-performanta-activitatii-apl-floresti/

Strategic Planning process launch, May 16, 2014	Glodeni	https://www.facebook.com/PrimariaGlodeni/posts/830384373656532
Strategic Planning workshop on FlorTV, May 22, 2014	N/A	http://primariafloresti.md/2014/05/22/initierea-procesului-de-planificare-strategica/
Strategic Planning launch, May 22, 2014	Floresti	http://flortv.net/news/strategii_de_dezvoltare_a_localitatilor/2014-05-22-1438 http://flortv.net/news/strategija_razvitija_mestnosti/2014-05-23-1439
Strategic Planning launch, May 22, 2014	Soroca	http://sortv.info.md/index.php?option=com_content&view=article&id=2233:atelier-de-lucru-din-cadrul-unui-proiect-de-sus%C8%9Binere-a-autorit%C4%83%C8%9Bilor-publice-locale&catid=58:locale&Itemid=494
Strategic Planning Launch, May 23, 2014	Edinet	http://primariaedinet.md/05-2014/start-pentru-elaborarea-strategiei-socio-economice-2015-2020/ https://www.facebook.com/PrimariaEdinet/posts/672012376224586
Strategic Planning Launch, May 23, 2014	Anenii Noi	https://www.facebook.com/1445012369051991/photos/a.1445029875716907.1073741827.1445012369051991/1507007179519176/?type=1
Website development notification	Glodeni	https://www.facebook.com/PrimariaGlodeni/posts/841782779183358
MPI, M&E, Gender and Citizen Involvement, May 26, 2014	Floresti	http://primariafloresti.md/2014/05/30/studiu-privind-performanta-activitatii-apl-floresti/
MPI Edinet, June 4, 2014	Edinet	http://primariaedinet.md/06-2014/evaluarea-performantei-activitatii-apl-a-orasului-edinet/
Asset Management technical assistance, April 4, 2014	Leova	http://primarialeova.md/2014/04/16/usaid-sustie-programele-sociale-pentru-modernizarea-societatii/
Study Visit in Romania, June 14, 2014	Chisinau	http://calm.md/libview.php?l=ro&idc=34&id=1287&t=%2FSEVICIUL-PRESA%2FNoutati%2FPrimarii-din-Republica-Moldova-au-efectuat-o-vizita-de-studiu-la-Topoloveni-Romania http://www.calm.md/print.php?l=ro&idc=34&id=1283
Mayors in Bucharest	Bucharest	http://www.primarie6.ro/delegatie-formata-din-21-de-primari-din-republica-moldova-vizita-la-primaria-sectorului-6/
Strategic Planning focus groups, June 10, 2014	Anenii Noi	https://www.facebook.com/1445012369051991/photos/a.1445029875716907.1073741827.1445012369051991/1513087732244454/?type=1
Strategic Planning workshop, July 10, 2014	Leova	https://www.facebook.com/PrimariaLeova/posts/560711410707785
Strategic Planning workshops, August 5, 2014	Anenii Noi	https://www.facebook.com/1445012369051991/photos/a.1445029875716907.1073741827.1445012369051991/1545193172367243/?type=1

Strategic Planning workshops, August 6, 2014	Cahul	http://primariacahul.md/index.php/informatii-publice/stiri-si-evenimente/216-procesul-de-elaborare-a-strategiei-de-dezvoltare-socio-economica-a-orasului-cahul
Strategic Planning workshop, August 13, 2014	Leova	https://www.facebook.com/PrimariaLeova/posts/577425785703014
Asset Management TA, September 9, 2014	Edinet	http://primariaedinet.md/09-2014/seminar-la-tema-sistemul-de-gestionare-a-patrimoniului-public/
MPI, citizen participation and gender, September 11, 2014	Cimislia	http://cimislia.md/ro/node/742 https://www.facebook.com/primaria.cimislia/posts/374377959377310
Strategic planning workshops, September 18, 2014	Cimislia	https://www.facebook.com/primaria.cimislia/posts/376538455827927
Strategic planning workshops, September 23, 2014	Anenii Noi	https://www.facebook.com/1445012369051991/photos/a.1445029875716907.1073741827.1445012369051991/1572293566323870/?type=1
Strategic Planning, September 24, 2014	Falesti	http://www.falesti.md/orasul-falesti/procesul-de-planificare-strategica-de-dezvoltare-durabila-integrata-a-localitatii/item/687-ședință-în-cadrul-procesului-de-planificare-strategică-de-dezvoltare-durabilă-integrată-a-localității
MPI presentation, September 30, 2014	Soroca	http://www.primisoroca.md/stiri--317-0.html
Strategic Planning workshop, September 30, 2014	Glodeni	https://www.facebook.com/PrimariaGlodeni/posts/910904075604561
MPI, citizen participation and gender, September 12, 2014	Glodeni	https://www.facebook.com/PrimariaGlodeni/posts/901615506533418
Grader procurement, November 7, 2014	Floresti	http://moldova.usembassy.gov/110714ro.html http://sfm.md/2014/floresti-primul-oras-din-moldova-care-primeste-echipament-prin-programul-usaid-de-sustinere-administratiilor-locale/
Grader procurement, November 12, 2014	Nisporeni	http://www.albasat.md/ro/content/donatie-din-partea-poporului-american http://canalregional.md/index.php/social/item/3366-dona%C5%A3ie-de-la-americani
WebAPL presentation, November 17, 2014	Glodeni	https://www.facebook.com/PrimariaGlodeni/posts/940777662617202
Excavator procurement, November 20, 2014	Donduseni	https://www.youtube.com/watch?v=F55715y6h6U
Excavator procurement, November 24, 2014	Hincesti	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

Strategic Planning public hearings, November 25, 2014	Anenii Noi	http://comunicate.md/index.php?task=articles&action=view&article_id=8439 http://www.civic.md/comunicate/26532-strategia-de-dezvoltare-a-orasului-anenii-noi-audiata-public.html
Excavator donation, November 26, 2014	Cimislia	http://cimislia.md/ro/node/768
Procurement of two sewer cleaning trucks, November 27, 2014	Edinet	http://primariaedinet.md/?p=3073
Asset management T A, November 30, 2014	Soroca	http://www.primisoroca.md/stiri-0-325-0.html
Garbage Truck procurement, December 2, 2014	Stefan Voda	http://www.primariastefanvoda.md/?pag=news&tip=noutate&opa=view&id=166&l=
Human Resources TA, December 3, 2014	Soroca	http://www.primisoroca.md/stiri-0-326-0.html
Strategic Planning workshops, December 3, 2014	Cimislia	http://gazetadesud.md/orasul-cimislia-va-avea-o-strategie-de-dezvoltare-durabila/
Container procurement, December 4, 2014	Cahul	http://primariacahul.md/index.php?start=6
Procurement of Two Garbage Trucks, December 11, 2014	Soroca	http://play.md/2098016 http://www.primisoroca.md/stiri-0-329-0.html http://news.click.md/item/doua-autospeciale-noi-pentru-curatirea-orasului-13509453 http://odn.info.md/2014/12/doua-autospeciale-noi-pentru-curatirea-orasului/
Strategic Planning Public Hearings, December 17, 2014	Edinet	http://primariaedinet.md/?p=3136
Strategic Planning Public Hearing, December 18, 2014	Floresti	http://flortv.net/news/audiere_publica/2014-12-18-1588
Strategic Planning Public Hearing, December 18, 2014	Glodeni	http://tvprim.md/new/?type=news&id=3149
Strategic Planning, December 28, 2014	Soroca	http://sortv.info.md/index.php?option=com_content&view=article&id=2734:strategia-de-dezvoltare-a-sorocii&catid=58:locale&Itemid=310 http://www.primisoroca.md/stiri-0-337-0.html

Collaboration with LGSP during 2014, December 29, 2014	Edinet	http://primariaedinet.md/?p=3145
Collaboration with LGSP during 2014, December 29, 2014	Soroca	http://www.primisoroca.md/stiri-0-338-0.html
Collaboration with LGSP, December 30, 2014	Calarasi	http://www.calarasi-primaria.md/?pag=news&tip=noutate&opa=view&id=472&l=
Strategic Plan, January 6, 2015	Cimislia	http://radiomedia.md/main/?optiune=news&lang=ro&selected=comments&id_news=626 http://www.cimislia.md/ro/planul-strategic-dezvoltare http://radiomedia.md/main/?optiune=news&lang=ro&selected=comments&id_news=626 http://www.cimislia.md/ro/planul-strategic-dezvoltare 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
Faleseti Strategic Plan	Falesti	http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=7&cad=rja&uact=8&ved=0CDcQFjAG&url=http%3A%2F%2Fwww.falesti.md%2Fprimaria%2Fprocesul-de-planificare-strategica-de-dezvoltare-durabila-integrata-a-localitatii%2Fdownload%2F13_8766f83aef74c0c187b449210c65d1aa&ei=Cj-VVbh_iaiyAZPwtqAG&usq=AFQjCNEpiCkpG0vK9KaP9NdzGz-CQBLDqA&sig2=Fj945MxXv3gXLVGGuN8PPA&bvm=bv.96952980.d.bGg
Equipment procurement, June 5, 2015	Drochia	http://gliadrochiana.info/wp-content/uploads/gl_pdf/GD_21(759)2015.pdf
Energy Efficiency Campaign	Calarasi	http://calarasi-primaria.md/index.php?pag=news&opa=view&id=512&tip=noutate&start=10&l=
Procurement of garbage containers, November 16, 2015	Nisporeni	http://www.albasat.md/ro/content/servicii-mai-bune-la-nisporeni
General Events		
Strategic planning inception workshop, January 31, 2013	Chisinau	http://www.primaria-soldanesti.md/news/?nid=6f0f78e8675a6d8b07c67bc78792bada
Announcement about launches, April 10, 2013	Chisinau	http://www.civic.md/stiri/stiri-ong/20404-agenia-stator-unite-pentru-dezvoltare-internaional-ii-extinde-suportul-su-pentru-autoritile-locale-din-moldova.html http://www.descentralizare.gov.md/print.php?l=en&idc=249&id=993
Second EMM Summit, July 10, 2013	Chisinau	http://www.comunicate.md/index.php?task=articles&action=view&article_id=7014 http://www.mdrc.gov.md/libview.php?l=ro&idc=27&id=2623&t=/Serviciul-de-presa/Noutati/Cel-de-al-doilea-summit-de-excelenta-in-administrarea-locala-s-a-desfaurat-la-Chisinau http://www.aee.md/primele-stiri/buletin-comunicat-anun/166-cel-de-al-doilea-summit-de-excelen-n-management-local http://www.civic.md/stiri/stiri-ong/21300-miercuri-10-iulie-2013-a-avut-loc-cel-de-al-doilea-summit-de-excelen-in-management-local.html https://www.facebook.com/notes/usaid-local-government-support-project-in-moldova/al-doilea-summit-de-excelen%C5%A3%C4%83-%C3%AEn-management-%20local/334528393345938?notif_t=like http://blog.sportbusiness.md/facilitati/ghidul-de-eficienta-energetica-si-resurse-regenerabile-buna-chestiuta-pentru-sportul-local.html

Launch of the Communications Guide, July 10, 2013	Chisinau	http://serviciilocale.md/doc.php?l=ro&idc=110&id=592&t=/Publicatii/Administratie-publica-locala/Ghid-de-comunicare-pentru-autoritatile-publice-locale-din-Moldova http://www.calm.md/libview.php?l=ro&idc=66&id=628&t=/SERVICIUL-PRESA/Comunicate/Ghid-de-comunicare-pentru-autoritatile-publice-locale/
CALM consultations on the Communications Guide, February 28, 2013	Chisinau	http://www.calm.md/libview.php?l=ro&idc=21&id=345&t=/Procesul-legislativ/Proiecte-de-acte-normative/CALM-solicita-opinia-membrilor-in-privinta-proiectului-Ghidului-de-Comunicare-pentru-APL-elaborat-in-cadrul-proiectului-de-sustinere-a-autoritatilor-locale-din-Moldova-USAID/
Launch of the Energy Efficiency Guide, July 10, 2013	Chisinau	http://serviciilocale.md/libview.php?l=ro&idc=59&id=595&t=/Stiri-Galerii-foto/Noutati-pe-domenii/Eficienta-energetica/A-fost-lansat-Ghidul-de-Eficienta-Energetica-si-Resurse-Regenerabile http://www.comunicate.md/index.php?task=articles&action=view&article_id=7054 http://www.civic.md/stiri/stiri-ong/21322-a-fost-lansat-ghidul-de-eficien-energetic-i-resurse-regenerabile.html
Press release announcing trainings, August 16, 2013	Chisinau	http://www.gov.md/libview.php?l=ro&idc=436&id=6631
Training calendar, September 10, 2013	Chisinau	http://descentralizare.gov.md/libview.php?l=ro&idc=249&id=1117&t=%2FEVENIMENTE%2FNationale%2FVEDEI-AICI-orarul-seminarelor-privind-finantele-publice-locale
Interview with Victoria Cujba from the State Chancellery, August 19, 2013	Chisinau	http://www.trm.md/ro/radiojurnalul-amiezii/radiojurnalul-amiezii-din-19-august-2013/
Meeting with the MRDC, March 18, 2013	Chisinau	http://mdrc.gov.md/libview.php?l=ro&idc=27&id=2550&t=%2FServiciul-de-presa%2FNoutati%2FMDRC-i-USAID-au-discutat-despre-prioritatile-cooperarii-bilaterale http://unimedia.info/comunicate/mdrc-si-usaid-au-discutat-despre-prioritatile-cooperarii-bilaterale-419.html
Funds and Grants Training, June 26, 2013	Chisinau	http://www.comunicate.md/index.php?task=articles&action=view&article_id=6986 http://www.centruinfo.org/images/PDF/02_newsletter2.pdf http://www.primaria-soldanesti.md/news/?nid=660694d0f14e7dd3f167edb2e3a011c8
Master Class, December 3-4, 2013	Vadul lui Voda	http://www.stiriactuale.ro/basarabia/8742-master-class-cu-primari-romani-si-moldoveni.html http://www.comunicate.md/index.php?task=articles&action=view&article_id=7466 http://www.civic.md/stiri-ong/22834-primarii-din-romania-au-impartasit-din-experienta-lor-legata-de-procesul-de-descentralizare-primarilor-din-republica-moldova.html
U.S. Ambassador at the Asset Management Training, January 24, 2014	Chisinau	http://www.europalibera.org/content/article/25240412.html http://www.agenda.md/ http://omg.md/Content.aspx?id=114385&lang=1 http://www.interlic.md/2014-01-24/ambasadorul-sua-a-participat-la-cursul-de-instruire-in-domeniul-managementului-proprietatii-publice-33173.html http://www.stiri.md/ro/article/519165/ambasada-sua-apreciaz-rezultatele-nregistrate-de-primarul-de-taraclia-n-managementul-proprietatii-publice/

		http://news.click.md/item/ambasada-sua-apreciaza-rezultatele-inregistrate-de-primarul-de-taraclia-in-manag-9157671 https://www.facebook.com/primariataraclia/photos/a.266051223545752.1073741827.266039563546918/280392518778289/?type=1
Seminars for pilot raions on budgeting and public finance	N/A	http://www.descentralizare.gov.md/libview.php?l=ro&idc=249&id=1166&t=/EVENTIMENTE/Nationale/Primari-sefi-de-finante-din-administratiile-locale-si-raionale-din-Basarabeasca-Ocnita-si-Rascani-au-fost-instruiti-in-elaborarea-bugetelor-dupa-noul-sistem-de-finante-locale http://www.comunicate.md/index.php?task=articles&action=view&article_id=7476 http://www.civic.md/comunicate/22870-primari-sefi-de-finante-din-administratiile-locale-si-raionale-din-basarabeasca-ocnita-si-rascani-au-fost-instruiti-in-elaborarea-bugetelor-dupa-noul-sistem-de-finante-locale.html
CISC event, February 7, 2014	Chisinau	http://www.descentralizare.gov.md/libview.php?l=ro&idc=249&id=1175&t=/EVENTIMENTE/Nationale/Proiectul-USAID-contribuie-la-modernizarea-serviciilor-administrative-oferte-de-autoritatilor-publice-locale http://www.comunicate.md/index.php?task=articles&action=view&article_id=7593 http://www.comunicate.md/index.php?task=articles&action=view&article_id=7581 http://unimedia.info/stiri/Modernizarea-serviciilor-publice-administrative-in-vizorul-USAID-i-a-Cancelariei-de-Stat-71921.html http://www.ziare.md/news/modernizarea-serviciilor-publice-administrative-in-vizorul-usaid-i-a-cancelariei-de-stat http://news.portal-start.com/post/modernizarea-serviciilor-publice-administrative-/ http://www.ziarelive.ro/stiri/modernizarea-serviciilor-publice-administrative-in-vizorul-usaid-si-a-cancelariei-de-stat.html
National Water and Sanitation Conference, March 20, 2014	Chisinau	http://mediu.gov.md/index.php/serviciul-de-presa/noutati/1662-ministrul-mediului-gheorghe-salaru-alimentarea-cu-apa-si-sanitatie-a-populatiei-este-un-obiectiv-important-in-angajamentul-sporirii-calitatii-vietii
Public Hearings Citizen Guide on GIZ website	N/A	http://serviciilocale.md/libview.php?l=ro&idc=110&id=709&t=/Publicatii/Administratie-publica-locala/Ghidul-cetateanului-participant-la-audierea-publica-foaie-volanta
Visit of Paige Alexander to Taraclia; Asset Management success story, April 30 2014	Taraclia	https://www.youtube.com/watch?v=De0BFNDUSqc&list=UU9DXnRTFqbsfwd38fGtYphA
EU Sustainable Energy Week, June 24, 2014	Chisinau	http://agora.md/stiri/2032/grafic--ce-opportunitati-are-republica-moldova-in-domeniul-energetic http://agora.md/stiri/2032/grafic--ce-opportunitati-are-republica-moldova-in-domeniul-energetic
Asset Management Forum	Taraclia	http://descentralizare.gov.md/libview.php?l=ro&idc=249&id=1208&t=/EVENTIMENTE/Nationale/Pe-31-iulie-2014-va-avea-loc-Forumul-Gestionarii-Patrimoniului-Public-la-Nivelul-Local https://www.facebook.com/primariataraclia/posts/346020332215507
Asset Management Forum	Cantemir	https://www.facebook.com/permalink.php?story_fbid=674658322615462&id=587718407976121
Asset Management Forum	Taraclia	https://www.facebook.com/primariataraclia/posts/346154742202066
Asset Management Forum	Leova	https://www.facebook.com/PrimariaLeova/posts/570268526418740
Asset Management Forum	Telenesti	https://www.facebook.com/primariatelenesti/posts/426241397516376

Asset Management Forum	Telenesti	http://www.primariatelenesti.md/news/?nid=1b0f52773c498f27b41a0b1c216382e0
Asset Management Forum	Orhei	http://orhei.md/index.php?pag=news&id=736&rid=665&l=ro
Presenting the Waste Water Treatment Facility project in Telenesti during the EMM Summit	Telenesti	https://www.facebook.com/primariatelenesti/posts/426263207514195 https://www.facebook.com/primariatelenesti/posts/426239030849946 https://www.youtube.com/watch?v=gjzwaWTnjU8&feature=youtu.be
EMM Summit, July 1, 2014	Floresti	http://primariafloresti.md/2014/07/03/primaria-floresti-la-cel-de-al-treilea-summit-de-excelenta-in-management-municipal-2/ https://www.facebook.com/PrimariaFloresti/posts/691007067633822
EMM Summit, July 1, 2014	Hincesti	https://www.facebook.com/PrimariaHincesti/posts/655750344512999
EMM Summit, July 1, 2014	Taraclia	https://www.facebook.com/primariataraclia/posts/333733660110841
EMM Summit, July 1, 2014	Singerei	https://www.facebook.com/singerei/posts/426111584197514
EMM Summit, July 1, 2014	Singerei	https://www.facebook.com/media/set/?set=a.426160440859295.1073741868.155904251218250&type=1
EMM Summit, July 1, 2014	Leova	https://www.facebook.com/PrimariaLeova/posts/555721211206805
Social Network Training, September 12, 2014	Donduseni	https://www.facebook.com/PrimariaDonduseni/photos/a.1475083466041794.1073741828.1470270863189721/1530989370451203/?type=1
Social Network Training, September 12, 2014	Cantemir	https://www.facebook.com/permalink.php?story_fbid=699104130170881&id=587718407976121
Social Network Training, September 12, 2014	Straseni	https://www.facebook.com/PrimariaStraseni/posts/279759142233774
Social Network Training, September 12, 2014	Taraclia	https://www.facebook.com/primariataraclia/posts/369014433249430
Social Network Training, September 12, 2014	Glodeni	https://www.facebook.com/PrimariaGlodeni/posts/901667323194903
Social Network Training, September 12, 2014	Leova	https://www.facebook.com/PrimariaLeova/posts/593587044086888

Social Network Training, September 12, 2014	Basarabesca	https://www.facebook.com/PrimariaBasarabesca/posts/275610025969450
Transparency Week, October 20, 2014	Taraclia, Calarasi	http://descentralizare.gov.md/libview.php?l=ro&idc=249&id=1221&t=/EVENIMENTE/Nationale/Proiectul-LGSP-in-cadrul-Saptamanii-Transparentei
14 Strategic Planning public hearings	Cohort 2	http://comunicate.md/index.php?task=articles&action=view&article_id=8492
WebAPL platform	Taraclia	http://taraclia.md/ru/page/disclaimer-1205
LGSP as partner at the Best Practices Gala, December 15, 2014	Chisinau	http://www.viitorul.org/newsview.php?l=ro&id=4523&idc=132
Equipment Procurements in 33 towns, December 30, 2014	All Towns	http://unimedia.info/stiri/usaaid-creste-calitatea-si-accesul-la-serviciile-publice-in-orasele-din-moldova-86530.html http://agora.md/stiri/5296/usaaid-creste-calitatea-si-accesul-la-serviciile-publice-in-orasele-din-moldova-- http://news.click.md/item/usaaid-creste-calitatea-si-accesul-la-serviciile-publice-in-orasele-din-moldova-13698274 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.noi.md/md/print/news_id/53882 http://www.ziarelive.ro/stiri/usaaid-creste-calitatea-si-accesul-la-serviciile-publice-in-orasele-din-moldova.html http://www.25.md/stire-noi-autospeciale-si-containere-pentru-gunoi-donate-de-usaid http://www.infotag.md/press_release/197634/ http://www.vedomosti.md/news/usaaid-podarilo-tehniku-32-rajcentram-moldovy http://rtr.md/novosti/ekonomika/usaaid-v-noyabre-dekabre-2014-g-podarilo-rajcentram-moldovy-spectexniku-musornye-konteinera http://www.infomarket.md/ru/transport/USAID_v_noyabre-dekabre_2014_g_podarilo_32_raytsentram_moldovyi_33_edinitsyi_spetsializirovannoy_tyajeloy_tehniki_i_3430_musornyih_konteynerov/
Ceadir-Lunga Urban Plan Development, February 5, 2015	Ceadir-Lunga	http://gagauzmedia.md/index.php?newsid=2198
Mayor of Cimislia mentioning LGSP assistance during a talk show, March 10, 2015	Cimislia	http://unimedia.info/tv/alb-negru/240/ora-16-00-gheorghe-raileanu-in-studioul-unimedia
Mayor of Taraclia Serghei Filipov discussing LGSP on a TV show	Taraclia	https://www.youtube.com/watch?v=gkN90bONLhw&fb_action_ids=698158006968826&fb_action_types=og.shares&fb_source=other_multiline&action_object_map=%5B849797381752968%5D&action_type_map=%5B%22og.shares%22%5D&action_ref_map=%5B%5D
Success Story on Equipment Procurements	All Towns	http://www.stiripozitive.eu/libview.php?l=ro&idc=77&id=1761&t=/Stiri-Pozitive/Comunicate-de-presa/Istorie-de-succes-Servicii-publice-mai-bune-cu-suportul-USAID/

Visit of Deputy Secretary General of the Government to LGSP Office	Chisinau	http://www.descentralizare.gov.md/libview.php?l=ro&idc=249&id=1234&t=/EVENTIMENTE/Nationale/Sergiu-CEAU-Secretarul-General-adjunct-al-Guvernului-a-analizat-impreuna-cu-partenerii-de-dezvoltare-activitatile-desfaurate-in-sustinerea-APL
WebAPL Platform training, May 26-27, 2015	Chisinau	http://www.discus.idsi.md/ro/seminar-26-27-mai
Radio Show about LGSP activities and results, in partnership with CALM, September 5, 2015	Chisinau	http://www.calm.md/libview.php?l=ro&idc=59&id=2371&t=/SERVICIUL-PRESA/Emisiuni-Audio/Voceea-Administratiei-Publice-Locale-din-5-septembrie-2015
Signing of memorandum of understanding between LGSP and CALM, September 8, 2015	Chisinau	http://calm.md/libview.php?l=ro&idc=66&id=2370&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
LGSP Close-Out Event, January 21, 2016	All Towns	http://point.md/ro/noutati/social/32-de-orashe-centre-raionale-din-moldova-au-devenit-mai-conectate-la-servicii-de-inalta-calitate https://www.youtube.com/watch?v=0bRY5soxmho http://agora.md/stiri/15844/patru-ani-de-asistenta-din-partea-usaid-pentru-autoritatile-locale-din-moldova http://www.publika.md/totalurile-proiectul-usaid-32-de-orase-au-fost-conectate-la-servicii-de-inalta-calitate-foto_2507701.html http://www.calm.md/libview.php?l=ro&idc=34&id=2638&t=/SERVICIUL-PRESA/Noutati/32-de-orae-centre-raionale-din-Moldova-au-devenit-mai-conectate-la-servicii-de-inalta-calitate

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