



## DECIZIE

nr. \_\_\_\_\_

din \_\_\_\_\_

Cu privire la instituirea Unității de coordonare și implementare a proiectelor (UCIPE) finanțat prin contractului Băncii Europene pentru Reconstrucție și Dezvoltare nr. 47889 din 06.12.2016.

În scopul implementării proiectului „Eficiența energetică și izolarea termică a clădirilor publice și a blocurilor locative din mun. Chișinău”, în temeiul deciziei Consiliului municipal Chișinău nr. 2/2 din 09.03.2017, „Cu privire la aprobarea Contractului de împrumut dintre Banca Europeană de Investiții, Banca Europeană pentru Reconstrucție și Dezvoltare și municipiul Chișinău în scopul implementării proiectului de eficiență energetică și izolarea termică a clădirilor publice și a blocurilor locative din municipiul Chișinău” și deciziei nr. 13/7 din 07.12.2017, în conformitate cu art. 14, alin. (2) și art. 19, alin. (3), art. 6 alin. (2) din Legea nr. 136 din 17.06.2016 „Privind statutul municipiului Chișinău”, Consiliul municipal Chișinău DECIDE:

1. Se instituie Unitatea de coordonare și implementare a proiectelor (UCIPE) de pe lângă Primăria municipiului Chișinău conform manualului operațional pe durata proiectului, care va asigura coordonarea implementării proiectelor cu respectarea angajamentelor contractuale.
2. Se aprobă componența UCIPE care va fi constituită din personal calificat în eficiență energetică, infrastructură, transport, comunicații, achiziții internaționale și finanțe publice.
3. Se operează modificările necesare în anexa A-1 (pag. 47 din contract), la contractul Băncii Europene pentru Reconstrucție și Dezvoltare nr. 47889 din 06.12.2016, cu elaborarea unui nou plan de procurări pentru cheltuielile operaționale ale unității, în scopul eficientizării și consolidării capacităților instituționale ale Unității de coordonare și implementare a proiectelor (UCIPE).

4. Primăria municipiului Chișinău va pune la dispoziție logistica necesară pentru buna desfășurare a activității Unității de coordonare și implementare a proiectelor.
5. Viceprimarul de ramură al municipiului Chișinău, dl Ilie Ceban, va asigura controlul îndeplinirii prevederilor prezentei decizii.

**PREȘEDINTE DE ȘEDINȚĂ**

**SECRETAR INTERIMAR**

**Adrian TALMACI**

**CONSILIUL MUNICIPAL  
CHIȘINĂU**

**dlui Adrian Talmaci,  
secretar interimar al CMC**

din 13/05/2020

**Notă informativă**

Prin prezenta, Primăria municipiului Chișinău Vă informează că la data de 06.12.2016, a fost semnat contractul de împrumut nr.47899, între Banca Europeană pentru Reconstrucție și Dezvoltare (EBRD) și Primăria municipiului Chișinău, pe marginea demarării proiectului "Eficiența energetică (EE) și renovarea termică a clădirilor publice și a blocurilor rezidențiale în m.Chișinău".

În contextul angajamentelor asumate de către Primărie, din motivul lipsei resurselor financiare alocate pentru managementul operațional al proiectelor, Serviciul de investiții, energie și mediu, responsabil de coordonarea și implementarea proiectelor investiționale Vă informează că actualmente este în imposibilitate de angajare a personalului suplimentar calificat și competent pentru cerințele și rigorile internaționale, conform Manualului Operațional al proiectului. (anexat).

-Avînd în vedere, că în perioada nemijlocit următoare va începe procesul de demarare a implementării primelor activități din cadrul proiectului;

-Avînd în vedere lista rigorilor contractuale pentru demararea de succes a proiectului propriu-zis;

-Avînd în vedere necesitate stringentă de consolidarea instituțională de calitate a echipei de management și implementare a proiectului în cauză;

Astfel, în urma discuțiilor cu partenerii de dezvoltare, de a soluționa problemele operațional-logistice și de suplimentare cu personal, se propune soluția agreată de comun acord, de modificare a Planului de Procurări, în anexa contractului A-1, de a permite re-alocare a 0.2 mil. EUR din suma totală, pe durata demarării proiectului (cca 5 ani).

De menționat, că pînă la momentul de față, serviciile oferite adițional pentru managementul proiectului nu au fost asigurate din lipsa capacităților consolidate instituționale ale Unității de implementare (UCIPE).

Totodată, Vă informăm că în cazul implementării cu succes a proiectului, municipiul Chișinău are posibilitatea de a deveni un exemplu, model de succes pentru multiplicare atît la scară locală, națională cît și internațională, cu potențialul de extindere a investițiilor și în fondul locativ.

Momentan, au fost efectuate toate procedurile pregătitoare pentru primele 23 de instituții publice (se anexează) și a fost lansată licitația internațională de lucrări și proiectare pe portalul ECEPP.

Cu respect,



**Serghei Vl. Bejenari**

*anexa 16 file*

Șef serviciu,  
manager proiecte investiționale

## SCHEDULE 1 - DESCRIPTION OF THE PROJECT

(a) The proceeds of the loan and the grant will finance energy efficiency measures in the City's public buildings, such as building service equipment and insulation of the building. Tranche 1 will finance renovation of 23 large buildings, as well as PIU Operating costs, including PIU staff. The list of buildings to be financed by Tranche 2 will be agreed as a CP for its commitment.

(b) The Project will be implemented according to the financing plan presented in the following table (the "Financing Plan").

Use of funds	EUR million	Source of funds	EUR million
<b>Tranche 1</b>			
Energy Efficiency measures in public 23 public buildings	18.07	EBRD loan EIB loan and grant from donors	7.98 10.29
PIU operational costs	0.2		
<b>Tranche 2</b>			
Energy Efficiency measures in public buildings to be determined	6.73	EBRD loan EIB loan and grant from donors	2.02 4.71
<b>TOTAL CAPEX</b>	<b>25.0</b>	<b>TOTAL Financing for CAPEX</b>	<b>25.0</b>
Feasibility Study and PIU support GCAP and policy dialogue	0.3	Municipal project support facility	0.3
	0.3	Austria	0.3
<b>Total TC cost</b>	<b>0.6</b>	<b>Total financing for TC</b>	<b>0.6</b>
<b>Total project cost</b>	<b>25.6</b>	<b>Total Financing</b>	<b>25.6</b>



**European Bank**  
for Reconstruction and Development

City of Chisinau  
83, Stefan cel Mare si Sfint avenue  
Chisinau, MD 2012  
Moldova  
Attention: General Mayor  
Fax: +373-22-22-12-89

20 November 2019

Dear Sir,

**Subject: Chisinau Buildings Project - Operation No. 47899**

1. Please refer to the Loan Agreement dated 6 December 2016 (the "Loan Agreement") between the City of Chisinau (the "City") and the European Bank for Reconstruction and Development ("EBRD").
2. Expressions defined in the Loan Agreement bear the same meanings herein.
3. Subject to paragraph 4 of this letter agreement, it is hereby agreed that, effective from the Effective Date (as defined below), Schedule 1 – Description of the Project - of the Loan Agreement is hereby deleted in its entirety and replaced with the following:

**“SCHEDULE 1 – DESCRIPTION OF THE PROJECT**

(a) The proceeds of the loan and the grant will finance energy efficiency measures in the City's public buildings, such as building service equipment and insulation of the building. Tranche 1 will finance renovation of 23 large buildings, as well as PIU Operating costs, including PIU staff. The list of buildings to be financed by Tranche 2 will be agreed as a CP for its commitment.

(b) The Project will be implemented according to the financing plan presented in the following table (the "Financing Plan").

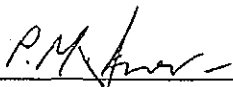
Use of Funds	EUR million	Source of Funds	EUR million
Tranche 1		EBRD Loan	7.98
Energy efficiency measures in 23 public buildings	18.07	EIB Loan and Grant from Donors	10.29
PIU Operating costs, including PIU staff	0.20		
Tranche 2		EBRD Loan	2.02
Energy efficiency measures in buildings to be determined	6.73	EIB Loan and Grant from Donors	4.71
<b>TOTAL CAPEX</b>	<b>25.0</b>	<b>TOTAL Financing for CAPEX</b>	<b>25.0</b>
Feasibility study and PIU support	0.3	Municipal Project Support Facility	0.3
GCAP and policy dialogue	0.3	Austria	0.3
Total TC cost	0.6	<b>Total Financing for TC</b>	<b>0.6</b>
<b>Total Project Cost</b>	<b>25.6</b>	<b>Total Financing</b>	<b>25.6</b>



4. This letter agreement shall constitute an amendment to the Loan Agreement, and, except for the amendments provided for in paragraph 3 above, the Loan Agreement shall continue in full force and effect; provided that this letter agreement and the amendments contained herein shall take effect from the date upon which it has been accepted by the Borrower in the form requested in paragraph 8 below (the "Effective Date").
5. The contents of this letter agreement shall not impair any right, power or remedy of the Bank with respect to any Event of Default or Potential Event of Default, or be construed as a waiver thereof or an acquiescence therein.
6. This letter agreement shall be governed and construed in accordance with English law.
7. The provisions of Sections 7.02 (*Notices*), 7.03 (*Rights, Remedies and Waivers*), 7.06 (*Successors and Assigns*); and 7.09 (*Counterparts*) of the Loan Agreement are hereby incorporated by reference into this letter agreement with the intent that such provisions be applicable to this letter agreement and the rights and obligations of the parties hereto, as if set forth herein in full, *mutatis mutandis*.
8. Please confirm your agreement with the terms of this letter agreement by dating and countersigning the enclosed duplicate of this letter agreement in the space provided below and returning it to us.

Yours sincerely,

EUROPEAN BANK FOR RECONSTRUCTION AND DEVELOPMENT



Name: Patrick Donovan  
Principal Portfolio Manager  
Operation Administration Department

Acknowledged and agreed by the Borrower on \_\_\_\_\_

Agreed by:

\_\_\_\_\_  
Name:  
Title:

**Lista de instituții pentru investiții energetice din cadrul primei tranșe**

No	Denumirea raionului	Denumirea localității	Beneficiar (APLeic.)	Denumirea beneficiarului	Adresa beneficiarului
0	1	2	3	4	5
1	m.Chișinău	Chișinău	APL	IMSP „V. Ignatenco”	str. Grenoble 149
2	m.Chișinău	Chișinău	APL	IMSP SCM „Sfânta Treime”	mun. Chișinău, str. A. Russo, 11
3	m.Chișinău	Chișinău	APL	IMSP SCM nr.1	str.Melestiu,20
4	m.Chișinău	Chișinău	APL	Liceul Sportiv Nr. 3	str.Teilor, 7
5	m.Chișinău	Chișinău	APL	Liceul „G. Meniuc”	str. Albișoar, 84
6	m.Chișinău	Chișinău	APL	Liceul Teoretic “Petru Rares”	str. N. Costin 61/6
7	m.Chișinău	Chișinău	APL	Gimnaziul-internat nr.3	str. Gheorghe Cașu, 10
8	m.Chișinău	Chișinău	APL	Liceul Gogol (bazin)	str. A. Șciusev 90
9	m.Chișinău	Chișinău	APL	L.T. “O. Ghibu”	str. N. Costin 63 A
10	m.Chișinău	Chișinău	APL	Liceul „V.Alecsandri”	str. Mazililor, 34A
11	m.Chișinău	Chișinău	APL	Liceul Elena Alistar	bd.Decebal, 74/1
12	m.Chișinău	Chișinău	APL	Liceul B.P.Hajdeu	str.Zelinschi, 36/4
13	m.Chișinău	Chișinău	APL	Liceul „V. Lupu”	str. Ungureanu, nr. 17
14	m.Chișinău	Chișinău	APL	Liceul Teoretic “Natalia Dadiani” 1	str. Calea Ieșilor 21
15	m.Chișinău	Chișinău	APL	Liceul Teoretic “Natalia Dadiani” 2	str. Calea Ieșilor 21
16	m.Chișinău	Chișinău	APL	Liceul Teoretic “Vasile Vasilache”	str. Corobceanu 16
17	m.Chișinău	Chișinău	APL	„N.Sulac”	Str. Grenoble 108
18	m.Chișinău	Chișinău	APL	Gr. copil nr. 127	str. Albișoara, 78/3
19	m.Chișinău	Chișinău	APL	Grădinița nr.225	bd..Mircea,cel Bătrîn, 14/2
20	m.Chișinău	Chișinău	APL	Cresa-gradinița 112	str.Brîncuși, 133/1
21	m.Chișinău	Chișinău	APL	Grădinița nr.34	str. Calea Ieșilor,25/2
22	m.Chișinău	Chișinău	APL	Gr. copii nr. 146	str .Studentilor, 12/2
23	m.Chișinău	Chișinău	APL	Gr.nr.167	str. Soroceanu 42

## Updated PIU Staff - Roles and Responsibilities

Role	Responsibilities
1. Project Manager	<ul style="list-style-type: none"> <li>➤ Overall coordination</li> <li>➤ Financial issues monitoring</li> <li>➤ Project performance reviews and cash flow reviews</li> <li>➤ Submission of regular reports</li> <li>➤ Team management</li> </ul>
2. Planning and Financing	<ul style="list-style-type: none"> <li>➤ Compliance with technical building regulations and legislation in place</li> <li>➤ Financial compilation of cash flow documents</li> <li>➤ Audit legal compliance</li> <li>➤ Audit and management of monthly claims and expenditure</li> <li>➤ Collaboration with procurement expert in tendering</li> <li>➤ Permitting organization</li> <li>➤ Capacity building and coordination within capital construction dept.</li> <li>➤ Issues regarding municipal and residential buildings (Home-owners associations, condominiums, cooperative, buildings managed by Municipal Enterprises, etc.)</li> <li>➤ Contract negotiations etc .</li> <li>➤ Ensure Health &amp; Safety du ring construction and after completion</li> </ul>
3. Public Procurement	<ul style="list-style-type: none"> <li>➤ Tenders' preparation</li> <li>➤ Evaluations</li> </ul>
4. Communication / Administration	<ul style="list-style-type: none"> <li>➤ Communications strategy design and implementation</li> <li>➤ Coordinate events</li> <li>➤ Capacity-Building plan for Municipality of Chisinau staff</li> <li>➤ Bi-annual socio-economic impact assessment</li> <li>➤ Project based capacity-building</li> <li>➤ Report on capacity building initiatives</li> <li>➤ Support in administrative PM tasks</li> <li>➤ Assist in reporting</li> <li>➤ Maintenance and maintenance records</li> <li>➤ Assist on site, visits</li> </ul>
5. Technical supervisor / Engineer	<ul style="list-style-type: none"> <li>➤ Technical support</li> <li>➤ Compliance with regulations/legislation</li> <li>➤ Progress meetings</li> <li>➤ Site visits - check compliance with business plan</li> <li>➤ Manage project expenditure and cash flows</li> <li>➤ Monthly payments schedule documentation</li> <li>➤ Records maintain</li> </ul>



Submission to:



European  
Investment  
Bank

---

**TA2015081MD NIF - Contract**

**Energy Efficiency (EE) and Thermal  
Public Building Refurbishment Project  
in Chisinau**

**Component 4. Project operational Manual**

**Task 4.2**

**Project Management**

***Version 6G***

*Submitted by:*



LDK Consultants  
Engineers & Planners



KAP  
CRES

***20 February 2018***

## *Table of contents*

Table of contents	3
Abbreviations	4
<b>1. INTRODUCTION</b>	<b>5</b>
1.1 Project Objectives	5
1.2 Project management in Municipalities – Role of PMUs	5
<b>2. PMG MODEL-PROJECT PROCEDURES</b>	<b>7</b>
2.1 PMG establishment in the Municipality of Chisinau	7
2.2 The Project- Procedures for projects implementation	7
<b>3. INSTITUTIONAL ARRANGEMENTS</b>	<b>9</b>
3.1 PCIUE establishment	9
3.2 Scope of work of the PCIUE	9
3.3 PCIUE personnel	11
3.4 Steering Committee	11
3.5 Role of the Consultant	12
<b>4. STAFFING -RESPONSIBILITIES</b>	<b>14</b>
4.1 Job descriptions	14
4.2 Organigram	17
4.3 Directorates of the MoC	18
Annex 1 . References	20

## *Abbreviations*

EBRD	European Bank for Reconstruction and Development
EE	Energy Efficiency
EIB	European Investment Bank
EP	Energy Performance
LCCA	Lifecycle Cost Analysis
MoC	Municipality of Chisinau
MoM	Minutes of Meetings
MoU	Memorandum of Understanding
OPEX	Operational Expenditure
PCIUE	Project Coordination and Implementation Unit
PMU	Project Management Unit
PMG	Project Management Group
PMWG	Project Management Working Group
SC	Steering Committee
ToR	Terms of Reference

# 1. Introduction

---

## 1.1 Project Objectives

The overall objective of the assignment is to provide targeted technical assistance to the Municipality of Chisinau (MoC) in preparing effectively the pilot phase of a multi-donor funded programme for the rehabilitation of buildings in Chisinau. The Programme will at the first stage (called "pilot phase") focus on public buildings measures on energy efficiency and thermal refurbishment.

Component 4 of this assignment foresees the development of a Project coordination and implementation Manual. The objective of this component is to produce an analytical tool for the project's implementation arrangements, in the form of a Manual (PIM).

Within the overall project management procedures, the establishment of a PMU is considered a critical part of this tool. Under Task 4.2 – 'Project Management Unit', assistance is foreseen for the formulation and staffing of a PMU, which will be in the form of a Project Management working Group, consisting of a Steering Committee (SC) and a Project Coordination and Implementation Unit (PCIUE).

***Therefore the specific PMU to be established for the programme will be named project Management Group (PMG)***

In this report the structure of the PIU and SC, the roles and responsibilities and the organisational chart are analysed.

## 1.2 Project management in Municipalities – Role of PMUs

Project management capacity is essential for a municipality, so that essential capacity is developed to implement capital projects in an effective and efficient manner and taking into consideration the aspects of costs, time and quality.

Municipalities can set up or share (if a shared service model is in place) a Project Management Unit (PMU) to manage and administer development projects. A PMU is a ring-fenced dedicated project management functioning within municipalities and it should be considered as an integral function of the municipality.

The general role of a PMU is to manage and implement projects. The unit consists of a group of staff members designated officially to work together full-time or almost full-time, to coordinate and manage project implementation.

A PMU has the following functions:

- Responsibility for managing and administration of projects of the municipalities where they are delegated this authority,
- Coordination of the project identification process between municipalities served by the PMU,
- Coordination of the project feasibility process, with involvement of other municipal departments where appropriate,
- Establishment and approval of contracts with contractors and consultants for each project, including feasibility studies,
- Project management, including ensuring that projects meet planning objectives,
- Coordination of project-based capacity building initiatives: the PMU is responsible for ensuring that project-related capacity building and development objectives are met.

PMUs are accountable to the Local/Municipal Councils and management structure of the municipality in which they are established. However, they are supported and managed by the authority/institution which manages the fund for the development of the specific project.

## 2. PMG model-Project procedures

---

### 2.1 *PMG establishment in the Municipality of Chisinau*

#### PMG model

In the frame of the current project the unit to be established will target only the Municipality of Chisinau and the specific project, whereas after completion of the project the particular unit within the MoC can continue for other projects of the municipality.

The PMU of the MoC will be in the form of a Project Management working Group (hereinafter referred to as PMG) consisting of:

- a **Steering Committee (SC)**, and
- a **Project Coordination and Implementation Unit (PCIUE)**.

The PIU will be built up out of the line departments of the MoC (see par. 2.6.1)

#### Legal status of the PIU

The unit will be established within the municipality (no separate legal status).

#### PIU physical location

The unit will be located inside the municipality.

### 2.2 *The Project- Procedures for projects implementation*

The project will enable the Municipality of Chisinau to implement a rehabilitation programme involving energy efficiency measures and covering public buildings and potentially some residential buildings. The investments will focus mainly on improvements to the building envelope (wall, roof, slab insulation, windows and door replacement), HVAC systems (heating, ventilation, air-conditioning). The investments for the thermal refurbishment of buildings will focus mainly on improvements to the:

- Building envelope, which includes thermal insulation of walls, roofs, slabs insulation (above basements/ground), windows and door replacement);
- HVAC systems (heating, ventilation, and air-conditioning)

In addition “short payback (or “horizontal”) energy efficiency investments” which are relatively small and identified and selected on the basis of high energy savings and may include:

- modernisation of DH substations or heat distribution networks
- small PV/Solar heat/ small heat pumps;
- replacement of lamps and luminaires with more energy efficient;

The Programme consists of a combination of:

1. An investment loan component targeting a pre-selected list of 22 public buildings, modified in January 2018, eventually including 23 buildings. Works are expected to start in 2018.
2. A framework loan component, subject to an allocation procedure, to be allocated over a period of 3 years. This second component will also focus on public buildings, although a limited amount of residential buildings could be included as pilot projects for future operations subject to a feasibility study provided by the consultant who is part of the Project Management Group.

The decision making procedures of the major milestones within projects' implementation are shown at the table below:

SN	Step	Initiator	Approval	Comments
1	Feasibility study determination of scope of works for groups of buildings	PIU- assistance by Consultant	SC	Implemented for Investment Loan Component
2	Review and approval of study-finalisation	EIB/EBRD	SC	Final decision by PMG
3	Development of a procurement plan	PIU- assistance by Consultant	SC	Revised plan for Investment Loan Component prepared in January 2018
4	Tendering services-works	PIU- assistance by Consultant	SC	Refers to: services for energy audits and 3 <sup>rd</sup> party supervision, EnPC (to include design-works implementation),
5	Selection of contractors	PIU- assistance by Consultant	SC	
6	Review-monitoring	PIU- assistance by Consultant	SC	Services/works may be divided in several lots at each case
7	Approval of payments	PIU- assistance by Consultant	SC	

Decisions on tendering processes selection and award will follow the rules as set by the financial institutions that participate in the programme.

Decision of the SC will be affirmed by simple majority as explained in more detail in chapter 3.4.



## 3. Institutional arrangements

---

### 3.1 *PCIUE establishment*

#### Process

The process for the establishment of the unit should comprise the following steps:

- The current plan describing the structure and functions of the PMG (meaning PIS & SC) is approved by the financial institutions that participate in the programme,
- The Municipality will prepare and submit a PCIUE plan to be reviewed by the Municipal Council and approved by the financing entities,
- The municipality should indicate in the plan the details and qualifications of the human resources that are to be employed, as well as the 'rationale' for the establishment of the unit.

#### PCIUE Plan

A manual for the operation of the PCIUE will be prepared and submitted for approval including the following:

- Implementation timelines
- Staff structure, key responsibilities and competences
- Location, IT equipment and other office resources
- Detailed lines of reporting/communication with all stakeholders
- Training programmes and timelines (project based)
- In particular, , a detailed skills-transfer 'exit-strategy' must be developed in keeping with local government capacity constraints; the business plan should detail the following:
  - Nominated staff/positions to be trained
  - Identify specific training needs
  - Realistic timeline
  - Handover milestones of operational and technical functions

The PIU will be accountable to the SC and the management of the municipality (specific procedures will be defined in accordance with the MoC inherent structures and institutional setup on decision making) . However, for the development of the specific projects, it will be supported and monitored by the Consultant.

### 3.2 *Scope of work of the PCIUE*

The PCIUE will be responsible for the following key functions and outputs at an operational level:

- Financial Management: The PIU will be responsible for the administration and financial management of the funds for the specific programme. This function should be closely aligned to the Financial Management of the whole municipality.
- Procurement and Contracts Administration: This involves the coordination of the administration of service agreements and contracts with contractors and consultants for each project of the programme - including design and supervision services and other backlog studies, if any.

- Programme/Project Coordination Management: The PCIUE will be responsible for the management of the programme as well as physical projects implementation activities while ensuring:
  - that all projects meet overall planning objectives and specific key performance indicators as determined by the funding policy framework,
  - the coordination of regular progress meetings at local level and representation at national level events,
  - that the associated project management administrative functions, from project registration and evaluation through to final project completion reports, are taken care of.
- Development of the sub-projects Financial Plans Project Monitoring and Evaluation: The PIU will be responsible for the preparation of all necessary reports to the Steering Committee.

This task may also include:

  - Socio-economic impact assessments detailing how the programme has impacted on the community and municipality in terms of skills development, community involvement, municipal partnerships, local economic development and how the lives of the communities have improved;
  - The facilitation of backlog studies and environmental impact assessments of the projects if/when necessary.
- Project-based capacity building: The PCIUE will be responsible for the coordination of project-based capacity building and developmental initiatives. This capacity building may be targeted to the following:
  - at unit level:

project management capacity development: the unit staff/members to enhance their abilities to coordinate projects, administer them and supervise procurement and implementation on a sustainable basis. It would be important to prepare a time-bound action plan for necessary capacity development, such as training .
  - at project level scale:

in project implementation phase: Improving the ability of the community to become involved with project planning and construction of projects (with regard to construction the focus is on labour-based construction and small contractor development)

in operation phase: training of services provider to operate the project; this may involve also municipal staff. The timeframe of services may extend up to the completion of the project; this cost should be included in the project costs.
- Operation and Maintenance (O&M) of projects: It is critical that the municipality has planned maintenance programmes for its assets on the one hand and the necessary resources and capability on the other. It is the responsibility of the PMG to ensure that the municipality has the resources to fulfil the operation and maintenance obligations of all projects. The PMG will assist directly or indirectly wherever possible with regard to the planning and implementation of the O&M programmes.
- Communication/Liaison with the Community: It is critical to the success of the projects that there is appropriate communication and liaison with the community in respect of project planning and implementation, to ensure long term sustainability and replicability of the projects.

### 3.3 PCIUE personnel

Project management is an integral function of a municipality. Hence, when establishing a PIU it is essential to maximise the use of existing staff; competent staff within the municipality will be identified to perform the required programme management functions.

The following personnel is required within the municipality to resource the functions of the PIU:

1. Project Coordination Manager
2. Technical Supervisor/Engineer
3. Planning and Financial personnel
4. Economy and Investments personnel
5. Public Procurement personnel
6. Administrative / Operation Health and Safety (OH&S) personnel
7. Communication / Public Relations personnel

### 3.4 Steering Committee

The SC will be established in the initial phase of the project and will be responsible for guiding and managing the project at the highest level.

#### SC members

The committee will be consisting of representatives from the institutions involved and the beneficiary:

- the Municipality of Chisinau, i.e. the mayor or, a deputy mayor, as assigned by the mayor
- a representative from the Municipal Council<sup>1</sup>, as decided by the council
- the European Investment Bank (EIB),
- the European Bank for Reconstruction and Development (EBRD)

The SC will have four (4) nominated members and alternate members who can attend in place of the first nominee, if required; it will be chaired by the Mayor.

The Project Manager is not a member of the committee, however will normally attend the meetings and report on progress or answer questions raised by the members.

#### SC responsibilities

The main role of the SC is to monitor the project progress, to guide its implementation and to support the project in achieving its listed outputs and outcomes. Main responsibilities and tasks of the committee include:

- provide high-level guidance to the project team,

---

<sup>1</sup> The Municipal Council in Moldova is the governing body in five municipalities: Chişinău, Bălţi, Tiraspol and Bendery (also known as Tighina or Bender). The Municipal Council serves as a consultative body with some powers of general policy determination. It is composed of a legally determined number of counsellors (for example 35 in Bălţi) elected every four years, representing political parties and independent counsellors.

## 4. Staffing -responsibilities

---

### 4.1 Job descriptions

#### 1. Project Manager

The Project Manager is primarily responsible for:

- Integrating, coordinating, project-managing and financially administering the fund/budget in his/her area of jurisdiction
- Conducting project performance and cash flow reviews
- Liaising with other line function departments through formal regular evaluation/progress meetings and on an ad hoc basis
- Submitting monthly, quarterly, bi-annual, annual and ad hoc reports to the SC
- Managing the PIU team and their respective outputs

#### 2. Technical Supervisor / Engineer

The responsibilities of the Technical supervisor include:

- Delivering technical support
- Arranging regular project progress meetings
- Ensuring compliance with all legal aspects and conditions
- Conducting site visits/meetings to ensure compliance with business plan conditions
- Managing cash flows and committed project expenditure
- Verifying payment certificates and preparing monthly payment schedule documentation
- Maintaining project performance data recording

#### 3. Planning and Financing officer

The Planning and Financing officer responsibilities include:

- Performing final compilation of monthly, quarterly, bi-annual and annual reports to the Project Manager and the SC
- Ensuring project compliance with all applicable legislation, policies and conditions
- Monitoring the consolidated cash flow performance reports on projects
- Auditing compliance of all legal conditions
- Auditing and administering the monthly claims and expenditure
- Collaborating in tendering procedures with the procurement personnel
- Reparation of required files and application for issuance of building refurbishment permits (when required)
- Assistance in capacity building and internal coordination within capital construction department
- Taking care of Issues regarding municipal and residential buildings (Home-owners associations, condominiums, cooperative, buildings managed by Municipal Enterprises, etc.)

- Reporting on tendering to the PM
- Performing contract negotiations
- Ensuring health and safety during and after construction

#### **4. Public Procurement officer**

The Procurement officer responsibilities include:

- Preparation of Tender documents
- Evaluation of offers

#### **5. Communication / Public Relations/Administration officer**

Communication officer responsibilities include:

- Designing and implementing a communications strategy (Press releases, Coordinate opening and hand-over ceremonies, Municipality workshops etc.)
- Preparing and implementing a capacity-building business plan
- Facilitating community liaison linkages to ensure full community participation at all stages of a project's life cycle
- Conducting bi-annual socio-economic impact assessments of projects
- Coordinating project-based capacity building in terms of: Job creation, with the focus on introducing labour-based construction methodology and the development of SMEs where technically feasible, The development community-based partnerships for the operation and maintenance of the infrastructure.
- Monitoring and reporting on implemented capacity building initiatives
- Supporting and assisting with all administrative duties required by the PMU team
- Processing related correspondence and assisting with report generation
- Performing data audits
- Performing register maintenance: site-visit reports, OH&S register etc.

#### **Support staff**

Secretariat and IT support will be provided by staff of the MoC on a sharing basis.

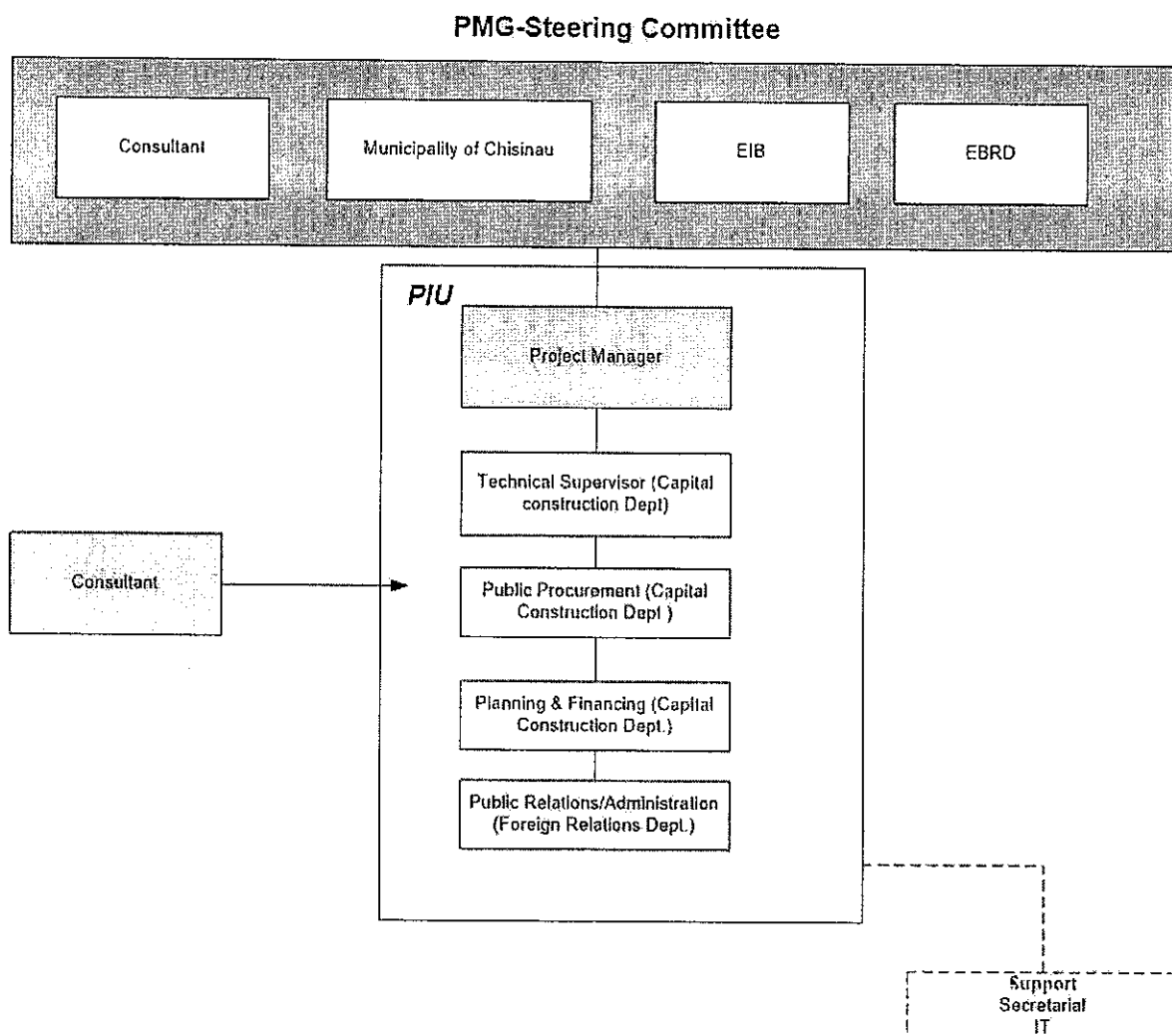
A summary table with responsibilities of the PCIUE members as well as names and positions of the members based on the amended decision 794-d of 24 August 2017, is shown below:

Table 1. PIU Staff – Roles and Responsibilities

Role	Name / Position at the MoC	Responsibilities
1. Project Manager		<ul style="list-style-type: none"> <li>Overall coordination</li> <li>Financial issues monitoring</li> <li>Project performance reviews and cash flow reviews</li> <li>Submission of regular reports</li> <li>Team management</li> </ul>
2. Technical Supervisor/Engineer		<ul style="list-style-type: none"> <li>Technical support</li> <li>Compliance with regulations/legislation</li> <li>Progress meetings</li> <li>Site visits – check compliance with business plan</li> <li>Manage project expenditure and cash flows</li> <li>Monthly payments schedule documentation</li> <li>Records maintain</li> </ul>
3. Planning and Financing		<ul style="list-style-type: none"> <li>Compliance with technical building regulations and legislation in place</li> <li>Final compilation of cash flow documents</li> <li>Audit legal compliance</li> <li>Audit and management of monthly claims and expenditure</li> <li>Collaboration with procurement expert in tendering</li> <li>Permitting organization</li> <li>Capacity building and coordination within capital construction dept.</li> <li>Issues regarding municipal and residential buildings (Home-owners associations, condominiums, cooperative, buildings managed by Municipal Enterprises, etc.)</li> <li>Contract negotiations etc.</li> <li>Ensure Health &amp; Safety during construction and after completion</li> </ul>
4. Public Procurement		<ul style="list-style-type: none"> <li>Tenders' preparation</li> <li>Evaluations</li> </ul>
5. Communication - Public Relations/Administration		<ul style="list-style-type: none"> <li>Communications strategy design and implementation</li> <li>Coordinate events</li> <li>Capacity-Building plan for Municipality of Chisinau staff</li> <li>Bi-annual socio-economic impact assessment</li> <li>Project based capacity-building</li> <li>Report on capacity building initiatives</li> <li>Support in administrative PM tasks</li> <li>Assist in reporting</li> <li>Maintenance and maintenance records</li> <li>Assist on site visits</li> </ul>

## 4.2 Organigram

On organigram of the staffing of the PIU is shown below. The roles and functions of the MoC Directorates (from which staff of PIU may originate) is described in the following chapter.







REPUBLICA MOLDOVA  
CONSILIUL MUNICIPAL CHIȘINĂU  
Comisia pentru buget, economie, finanțe, patrimoniu public  
local, agricultură și problemele suburbiilor



00023165

din 18.05.2020

## A V I Z

asupra proiectului de decizie al Consiliului municipal Chișinău „Cu privire la instituirea Unității de coordonare și implementare a proiectelor (UCIPE) finanțat prin contractului Băncii Europene pentru Reconstrucție și Dezvoltare nr. 47889 din 06.12.2016”.

Comisia a examinat proiectul de decizie nominalizat și a DECIS:

Se aprobă avizul pozitiv la proiectul de decizie examinat și se propune Consiliului municipal spre examinare și aprobare .

**Președinte**

**Roman COJUHARI**

**Secretar**

**Vasile GRĂDINARU**