



*Empowered lives.
Resilient nations.*

Fast Track Challenge Program

Application Guide For Innovative, Green and Sustainable Ideas

Chisinau – 2020

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ABBREVIATIONS AND ACRONYMS

FTCP	Fast Track Challenge Program
GCL	Green City Lab
GHG	Greenhouse Gas
IP	Intellectual Property
MSW	Municipal solid waste
MtCO_{2e}	Metric tons of carbon dioxide equivalent
OECD	Organisation for Economic Co-operation and Development
SDG	Sustainable Development Goals
SES	Social and Environmental Standards
UNDP	United Nations Development Programme

1. General context

For the first time in history, more than half of the world's population live in cities and by 2050 this is expected to grow close to 70%. Cities host most of the world's critical infrastructure, key development assets and major socio-economic activities, which is why their role in climate change mitigation is critical.

In 2015 Moldova committed to reduce its Greenhouse Gas (GHG) emissions by at least 64% by 2030 compared to the 1990 level and by up to 78% subject to a global agreement addressing access to low-cost financial resources, technology transfer and technical cooperation.

The biggest increase in Moldova's GHG emissions both in absolute and relative terms in 2000-2013 took place in the transport sector (1.0 MtCO_{2e} or +117%), followed by the residential sector (0.32 MtCO_{2e} or +29%), and the commercial and public sectors (0.24 MtCO_{2e} or +106%). The final energy use and related GHG emissions is still clearly dominated by the residential sector, however, with a share of over 40%, followed by transport at 22%, industry at 21% and commercial and public services at 11%.

While still being the least urbanized European country with over 55% of the population residing in rural areas (as of 2014), the situation is rapidly changing with projected reduction of the share of rural population down to 50% by 2030 and close to 40% by 2050. The inflow of new residents has been particularly strong to Chisinau, not only from the rural areas, but also from other cities across the country. By 2030 Chisinau is expected to host over 50% of all urban population in Moldova putting even more pressure on city's infrastructure and services, while also creating considerable social and environmental challenges. Thus, the management of the urbanization and rural-urban migration process has been gaining attention as one of the key national development priorities.

Urban residential housing stock currently accounts for about 40% of the total residential floor area. Its energy consumption and climate-related impact is exacerbated due to considerable heat and electricity losses from the distribution grids and the buildings themselves. As of 2013, close to 80% of all residential buildings in urban areas were connected to district heating with heat losses already in distribution estimated at 22% of the total heat supplied. In the transport sector, the development is characterized by the rapid increase in the number of private cars by some 75% between 2005 and 2014, while the number of public transport fleet has remained relatively stable. Municipal solid waste (MSW) management is primarily based on waste disposal on landfills with only limited recycling and practically no waste to energy use.

To address this critical issue, UNDP has launched "Moldova Sustainable Green Cities" project. The objective of the project is to catalyze investments in low carbon green urban development based on integrated urban planning approach by encouraging innovation, participatory planning and partnerships between a variety of public and private sector entities. Additional information about the project can be checked on the link:

<http://www.md.undp.org/content/moldova/en/home/projects/Moldova-Sustainable-Green-Cities.html>

In accordance with these objectives, Fast Track Challenge Program aims to provide financial support (in the range of max 8,000 USD) for new and innovative solutions contributing to low carbon green city development and which can be brought to implementation quickly and at modest costs. Among

other GCL initiatives to encourage broad community engagement and participation, this will be an essential complementary tool to support the development of small innovative and visible initiatives at a community level and secure their early buy-in.

The thematic areas covered by this programme are:

1. Urban mobility (integrated solutions, apps for efficient transport, cycling and pedestrians)
2. Waste management (should be considered activities related to the collection and recycling processes; e.g. PET, plastic, rubber, hazardous waste, textile, etc.)
3. Energy efficiency measures related to building envelope insulation, street and interior lighting, hot water preparation, smart metering and renewables (photovoltaics, eolian, geothermal, etc.)
4. Sustainable urban planning (friendly solutions for citizens comfort and wellbeing)

The Evaluation Committee will select minimum 1 project per thematic area. If there are no applicants for a thematic area, 2 projects under the same thematic area can be funded, or the call shall be re-announced.

Selection criteria of the projects supported under the Fast Track Challenge Program will be elaborated in the section 2 below.

2. Eligibility criteria

To comply with a high degree of objectiveness and transparency, a series of elements will be considered for assessment of the projects that are to be approved for technical assistance under the FTCP. A full description of these will be developed below.

2.1. Relevance

- First and foremost, the project should address relevant target areas as mentioned in p.1 for the benefit of the municipality of Chisinau.
- The outcome of the idea should aim to improve citizens' wellbeing and positively influence their daily lives.
- A relevant project proposal should be in line with the general objective of the "Moldova Sustainable Green Cities" project by UNDP. The objective of the project is to catalyze investments in low carbon green urban development based on integrated urban planning approach by encouraging innovation, participatory planning and partnerships between a variety of public and private sector entities.

2.2. Innovation

According to OECD innovation is the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organisational method in business practices, workplace organisation or external relations.

The Oslo Manual for measuring innovation defines four types of innovation: product innovation, process innovation, marketing innovation and organizational innovation.

- **Product innovation:** A good or service that is new or significantly improved. This includes significant improvements in technical specifications, components and materials, software in the product, user friendliness or other functional characteristics.
- **Process innovation:** A new or significantly improved production or delivery method. This includes significant changes in techniques, equipment and/or software.
- **Marketing innovation:** A new marketing method involving significant changes in product design or packaging, product placement, product promotion or pricing.
- **Organisational innovation:** A new organisational method in business practices, workplace organisation or external relations.

2.3. Impact

Project proposals or ideas under development should have a clear impact – socially, economically, environmentally and from the gender perspective, which should be properly described in the proposal (including the used methods for impact evaluation).

2.3.1. Social impact

- Project proposals should comprise a significant, positive change that addresses a pressing social challenge.
- Adheres to the core values of the United Nations; in particular, is respectful towards differences of culture, gender, religion.
- Inclusion of vulnerable social groups that risk potential exclusion because of physical disabilities, age factors, ethnic origins, lack of housing, or substance abuse.
- Demonstrating/safeguarding ethics and integrity.
- Enhancing the general level of comfort.
- Create equal employment opportunities for all social categories.

2.3.2. Economic Impact

- From a cost benefit analysis, Project proposals should be profitable in time and based on business model/plan (to be attached).
- Have an adequate time of money return given the capital invested (max. 3 years).
- Should generate lower levels of energy consumption of fossil fuel origin (the baseline should be presented as well).
- A lower general cost level of the project will be given greater consideration.

2.3.3. Environmental Impact

- Great potential for reducing CO₂ emissions in Chisinau.
- Proposals should demonstrate a vivid lack of harmful side effects on the environment, including pollution of all types: air, land, light, noise, water, thermal and visual.
- Comply with UNDP's Social and Environmental Standards (SES) meant to underpin UNDP's commitment to mainstream social and environmental sustainability in its Programs and Projects to support sustainable development.

- Projects should attain socially and environmentally beneficial development outcomes and present an integrated framework for achieving a consistent level of quality that can be replicated.
- Minimize, mitigate, and manage adverse impacts where avoidance is not possible.

2.3.4. Gender Perspective

The Project Proposal should describe how the project considers the roles and needs of men and women in an equidistant way. Additionally, it should be stated how this will impact the new and innovative complementary solutions towards low carbon green city development. Gender analysis will be applied to disaggregate women's and men's roles and responsibilities in all phases of project implementation.

2.4. Sustainability

- **From an economic sustainability perspective**, the project should be able to support a defined level of economic production indefinitely or on a long-term span.
- **Regarding social sustainability perspective**, the project should have a positive impact to a defined level of social wellbeing indefinitely or on a long-term span.
- **According to environmental sustainability**, the project proposal should demonstrate ability to maintain specific rates of renewable resource harvest and/or diminish consumption of non-renewable resources on a long-term basis.
- **From the gender perspective**, a sustainable development pathway must be established which has an explicit commitment to gender equality and seeks to enhance women's capabilities, respect and protect their rights. Women must have full and equal participation in decision making and policy development to create this pathway.

2.5. Degree of replicability/scalability potential

- The idea should demonstrate a high degree of replicability/scalability potential in the future that can further generate additional benefits for the municipality of Chisinau.
- Since the outcome is aimed at having a strong social, economic and environmental impact, third parties should be able to pick up the idea and registered progress for further extension on a local or national level.

2.6. Territory coverage

Applicants are encouraged to submit ideas with a higher degree of coverage. Therefore, project proposals will be assessed accordingly if the benefits span on the entire city of Chisinau, on a sector level or neighborhood level.

2.7. Period of implementation

As the name suggests – “Fast Track” Challenge Program is designed to provide financial support for innovative ideas that can be executed in short timing and be impactful in long run. Thus, UNDP seeks to support projects that can be implemented within reasonable time and provide tangible results in

the near future. **The project and the project budget must be designed so to be completed within 9 months.** However, the project may be extended for maximum of additional three (3) months under exceptional circumstances, subject to the discretion of the UNDP.

3. Amount of award

The awards will cover maximum 8,000 USD or maximum seventy percent (70%) of the total project amount (what is lower) for pre-commercial innovation development projects.

Co-financing (in-kind or monetary) of at least thirty percent (30%) of the total project budget is to be secured by the Applicant or its consortium from its own investments or from other sources. Acceptable co-financing includes start-up's own investment, private investors, loan financing or other private sector cash contributions and excludes any public financing. The total amount of the Award cannot be increased during the Project.

4. Application process

4.1. Eligible Applicants

Eligible applicants to the Fast Track Challenge Program are:

- The Applicants shall have a legal profit-making entity registered on the territory of Republic of Moldova, with one or 2 years of successful activity in Moldova or abroad;
- Only projects that envisage at least one innovative element as part of the business model/ plan or implement innovative technologies and practices that are new to Moldova or which are radically improved comparing to the previously existing ones are eligible;
- Partnership with another actor acting in the benefit of Chisinau (e.g company, NGO, public institutions) will be an advantage.
- Application must observe the types of economic activities that are legal in the Republic of Moldova.
- Lack of criminal records. Not subject to ongoing criminal investigations. A self-declaration should be provided.

4.2. Description of Application Process

The Fast Track Challenge Program Award allocation will be conducted through an open selection procedure in two stages: Application process and pitch to the Evaluation Committee.

The selection process is designed according to the principles of merit, transparency, equality and rational use of funds, by launching annual calls. The innovation projects are selected against clear eligibility and selection criteria, of which latter are assessed by experienced and independent evaluators. The applications which fulfill all eligibility criteria, and which satisfy the selection criteria at most will be proposed for financing. In the final phase these are to be assessed and ranked by the Evaluation Committee and, subject to the availability of funds. The best ranked applications that can fulfill legal requirements are offered to sign the Award Agreement.

4.3. Instructions to the Application Process

Candidates apply through the open call published by the Moldova Sustainable Green Cities Project to the email indicated in the announcement's text of the call. There are two stages of the evaluation process implemented consecutively: **1st – Assessment of the Application Package and 2nd – pitch to the Evaluation Committee**. Only those applications that were positively evaluated at the 1st stage will be invited to the 2nd stage – pitch to the Evaluation Committee.

4.4. Project application documentation

4.4.1. Application Process: Application Form with Project Budget

The applicants should submit the Application Package, which consists of **Application Form, Project Budget** and the **Curriculum Vitae of the entire team**. The Application should be submitted on pre-defined forms (Section 7 Annex A and Section 8 Annex B) filled out completely and sent to the email indicated in the announcement's text, until the stated deadline as per the announcement text of the call.

The Application Form should contain innovative ideas, that effectively support the “green” low carbon urban development, identifying win-win opportunities addressing the primary concerns of municipalities, while also producing tangible GHG reduction benefits. There is a wide and constantly growing spectrum of new technical, institutional and financial solutions available, which can improve the quality and efficiency of public services and create new business and employment opportunities for local communities, while simultaneously contributing to climate change mitigation.

Also, the detailed Project Budget must be submitted predicting all project expenses during implementation phase of 9 months, including both the Award contribution as well as the Applicant's matching funds.

The Application Form should encompass the following:

- Justification of the innovative potential and financial sustainability, as detailed as possible.
- Justification that there is an existing challenge or constraint that need to be addressed through the proposed innovative idea aiming to transform Chisinau into a modern green and smart European city with improved quality of life for their citizens, while also demonstrating opportunities for sustainable economic growth.
- Realistic plan of the Project activities so they can be implemented considering technological, financial, time and market constraints, possibilities and opportunities.
- Assurance that the project includes all activities necessary for the initiation, development and implementation of innovative and economically feasible solutions as a response to the development challenges faced and ensure green urban development.
- Evidence that the team has relevant experience and necessary knowledge and skills to implement the planned activities in the development of the new innovative and economically feasible solutions.
- **For the mounting, installation, and construction works and commissioning of the works, the assistance of a technical expert, the duties of which are in accordance with the legislation in force, is obligatory.**

Together with the Application Form, the Project Budget with detailed and reasonable project expenses that are intended exclusively for project purposes, and CV's of the members of the team should be submitted via the above-mentioned e-mail.

4.4.2. Corporate and other documentation

The Application supporting corporate documentation is submitted physically only by those Applicants who have passed complete evaluation of the Application and are offered the Award. **In case the necessary documentation is not submitted within the deadline required by UNDP, the Applicant will not be financed.**

The documentation includes obligatory and non-obligatory items:

- Business Registration Certificate issued by Authority.
- Proof of matching funds: own cash contribution, investment contract (e.g. capital contributions), credit agreements with the banks or financial institutions and similar sources.
- Bank statement from the dedicated bank account number.
- All agreements with third parties directly related to the project, e.g. subcontracts (prior to signing of the Award Agreement, if applicable).

4.5. Eligible and non-eligible expenses

On a competitive basis, the Award should be used by the Applicant for new innovative and locally relevant activities in following group of expenses:

- Small equipment and supplies.
- Technology, design, business, development and other services like quality certifications, copyright and patent application and fees costs of tailored training of the staff.
- Temporary professional consultancy services for the innovative approaches.
- Other costs (to be detailed by the applicant) including travelling connected to implementation of innovation project.

The expenses shown above should be predicted to reflect the Project goals and should be clearly justified in accordance with Project objectives. Only expenditures accrued during the project in accordance with the Project Budget and completed by the end of the project are eligible for financing.

Expenses that will not be considered for financing include but are not limited to:

- Interest or debt owed to any third party.
- Expenditures and provisions for possible future losses or debts.
- Items already financed through another similar scheme, program or institution, financial awards.
- Bank and currency exchange expenses, losses, fees and penalties.
- Cash payments from the project account.
- Rental of office or other edifices.
- Prizes, entertainment and alcoholic beverages.
- Communal services.

4.6. IP and know how requirements

If applicable to the Project, the applicant is required to show the proof of intellectual property rights and know-how rights, including but not limited to licensing agreements, in-kind contribution agreements, options or commitments, if any, and other agreements confirming that the Applicant owns or has rights to the technology being developed.

Any new intellectual property and know-how, which may be created in course of the implementation of the project, belongs to the UNDP. The UNDP will secure these IP and know-how rights in agreements concluded with any third party. However, given the broad interest at municipal level, the Applicant and UNDP shall give the right for others to further develop and/or expand the idea.

5. Project evaluation and selection decision

5.1. Evaluation and selection procedures principles

During the selection of the innovative Project Proposals for Fast Track Challenge Program, the following principles should be respected to the maximum possible extent when assessing projects:

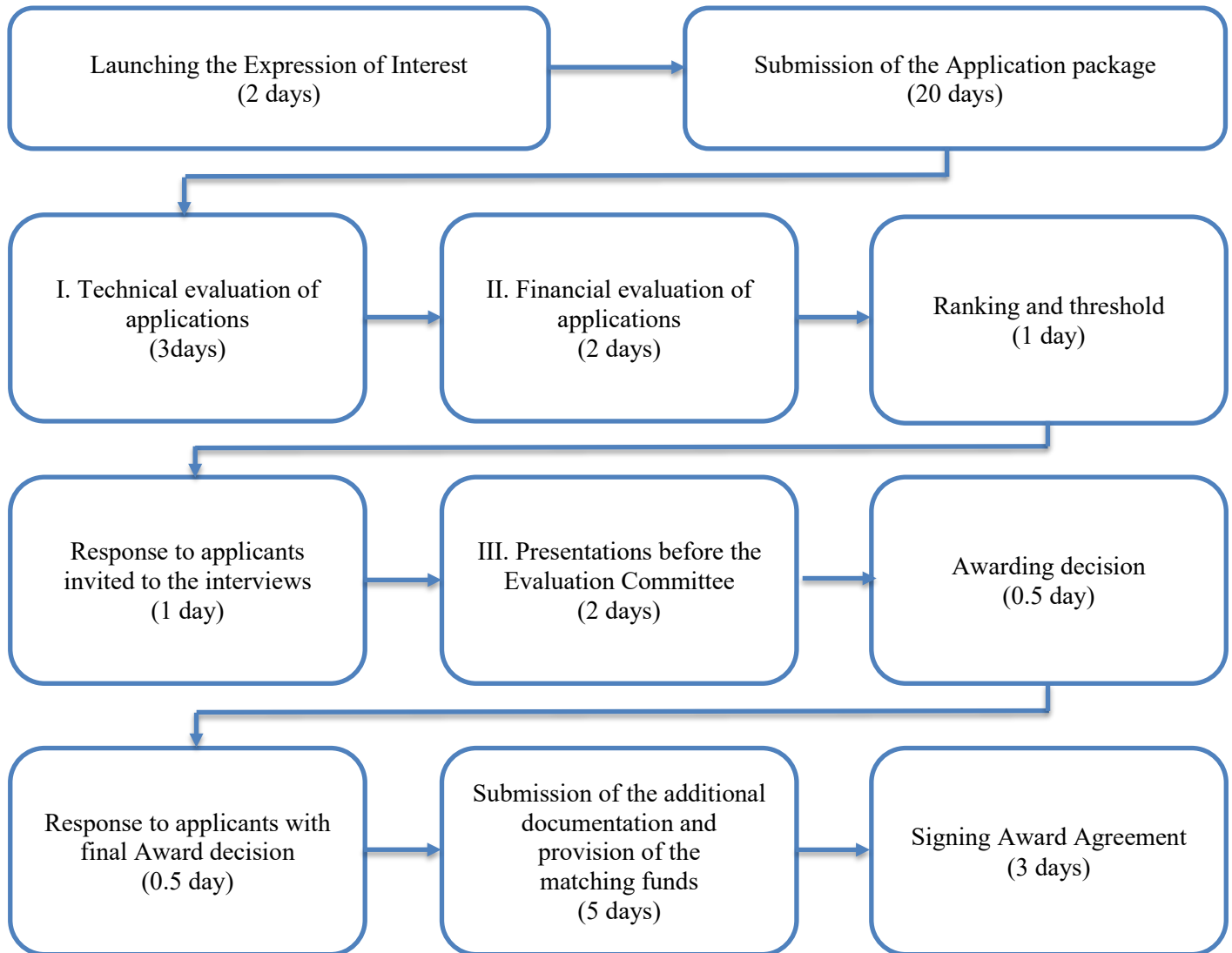
- Open and transparent competitive process based on UNDP practices and rules.
- Promotion of key human rights. In particular, the right for work and the right to have access to the developments in science and technology will be promoted.
- Promotion of equal opportunities and access of women and men to get relevant knowledge and experience in promotion of innovations applied to real business environments. All Applicants and Project proposals are equally and justly evaluated, and objectively and independently assessed.
- Promotion of environmental sustainability aspects in all daily undertakings and specific activities, so that to showcase that innovations benefit to a more sustainable environment.
- Excellence – recognizes and supports business, technological and managerial excellence at the highest level.
- Transparency – all activities, decision-making and financing are fully transparent and public.
- Measurability – impact and results of the financed projects must be measurable at least at the capacity adequate for evaluation.
- Avoiding conflicts of interest – all operations and decisions made shall avoid direct or indirect conflict of interest of all persons involved in procedures.
- Ethical and other good practice in business – the ethical and other good business practice in the sense of the UNDP corporate values will be supported.
- Scalability.

5.2. Management and Evaluation Committee

The management of the Fast Track Challenge Program is under the authority of the UNDP's "Moldova Sustainable Green Cities" Project. The governing is taking into account institutional framework and beneficiaries within the entrepreneurship ecosystem in Moldova, according to the Project's goals. Therefore, a building partnership with a variety of public and private sector for the interest of the Chisinau Municipality and its citizens is among the key governance principle.

The Evaluation Committee is in charge for selecting and monitoring the projects, subsequently reporting to the Project Manager of the Moldova Sustainable Green City Project and Project board.

5.3. Evaluation and selection procedure flowchart (working days)



5.3.1. The evaluation principles

- Independence – the evaluation team members shall take decisions on applications and overall FTCP independently from any parties.
- Transparency – all decisions by the evaluation team members shall be taken in a transparent manner, following outlined procedures.
- Non-discrimination – decisions taken by the evaluation team members shall not discriminate applicants on any basis, including but not limited to gender, disability, racial, ethnic or social origin, religion, belief or sexual orientation.
- Diversity – the evaluation team members shall ensure that the applications which are awarded are as diverse in their nature as possible.

- Consensus – the evaluation team members shall follow a principle of consensus in decision-making process, jointly taking final decisions considering opinion of each evaluation team member.

5.3.2. Avoiding the conflict of interest

Evaluators that have been or are involved in the preparation of specific project applications that will apply to Fast Track Challenge Program or are in business, private or any other relation with the Applicant or Project partner, cannot be taken into consideration for evaluation of the same project applications. At the beginning of the evaluation procedure evaluators will sign a Declaration of Confidentiality and Impartiality, whereby they confirm that there is no conflict of interest regarding the received applications.

5.3.3. Phase I: Technical evaluation of submitted applications

The Applicants must send the Application Package, which consists of Application Form, Project Budget and CV's of the team via the above indicated e-mail address. The evaluation of submitted applications is carried out by the Evaluation Committee team, according to evaluation criteria as set up in evaluation grid (cf. Section 10), i.e. innovativeness, innovative potential, and financial sustainability, project quality and competence of the team.

5.3.4. Phase II: Financial evaluation of submitted applications

The financial criteria of the Application are assessed by the Evaluation Committee team considering the following:

- A. Project costs and budget – their feasibility for the implementation of project and how realistic is their breakdown;
- B. Project cost explanation, their coherency with the list of eligible and ineligible costs described here;
- C. Availability of the matching funds for development – the Applicants must prove enough level of financial capability for the Project implementation.
- D. Economic Profitability – Project proposals should be **profitable** in time and based on business model/plan.

5.3.5. Ranking and threshold

Based on the results of the both technical and financial evaluation of all received applications, the ranking of the applications is created according to the number of points received, and threshold is defined by considering the available funds and amount the applications require from the Fast Track Challenge Program. Only those applications which received the total number of points above the threshold, are shortlisted for further consideration. By the end of this phase, the shortlisted applicants who are ranked above the threshold are invited to oral pitch in front of the Evaluation Committee, as the final phase of the evaluation.

5.3.6. Phase III: Presentations of Applicants to the Evaluation Committee

As a formal next step in the application process, the selected applicants with the ranking over the threshold will be invited to pitch their innovative solutions and main low carbon green city development indicators in front of the Evaluation Committee. Materials submitted in the Application will be discussed during the pitch, including but not limited to the content of the innovative activities. Both applicant and evaluators should be present on the Committee meetings, to answer questions and justify their decisions. Following the pitch, the Evaluation Committee will complete the evaluation grid for each applicant for innovative model, market potential and financial sustainability, and project quality (cf. Section 10), as a third, decision-taking mark, which will be used for formation of the final ranking list.

5.3.7. Awarding decision

The final decision for awarding is made according to the final ranking list which includes technical evaluation, financial evaluation and presentation evaluation. Only the Projects which received the total number of points above the threshold can be proposed for awarding, with the consent of the Project Manager.

The awarding decision of the Applicants with evaluation score over the threshold is guided by the principles of impartiality, transparency, rationale use of funds.

Following the decision to award the prizes, the Applicants will be offered to sign the Award Agreement, according to the mode of financing offered.

5.3.8. Award Agreement

After finished evaluation, based on the suggestions of expert evaluators and financial evaluation and the benefiting mode selection, the Applicants are offered the Award Agreement. Among others, it contains the final Project Budget that is not necessarily the same as the one the Applicant submitted, resulting from negotiations with Applicant.

Before signing of the Award Agreement, the Applicant sends by mail original corporate documentation as stipulated in Section 4.4.1. This documentation, together with Application Form and the final Project Budget, is the constituent part of the Award Agreement.

Awarding is done under the general provisions of the Award Agreement, and the payment is done in installments. The monitoring is undertaken by the Evaluation Committee. In the Award Agreement the provisions of the Applicant's matching funds are also regulated. The actual disbursement of funds starts after the signing of the Agreement. Costs incurred before the date of signing of the Agreement will not be included in the cost of the project.

6. Implementation and monitoring of the Projects

6.1. Implementation of the Projects

The Beneficiaries of the award must carry out the Project carefully and efficiently in accordance with the Application Form and Project Budget, respecting provisions of the Award Agreement, and considering the mode of financing the Beneficiary is entitled to. The Beneficiary shall prepare

financial statements in accordance with consistently applied accounting standards. At the request of the UNDP, the Beneficiary is obliged to have its financial statements audited by independent auditors acceptable to the UNDP.

The Beneficiary is required to implement the project in accordance with the Application Form. Any significant deviation from the Application Form (e.g. changes of timetables as defined in the Application Form or proposed milestones are not achieved) requires prior written consent of the UNDP.

6.2. Disbursement

The Beneficiary will open a dedicated project bank account where funds are transferred from the UNDP. The disbursement amount (in instalments) will cover up to seventy percent (70%) of the Project Budget. However, prior to the disbursement, the Beneficiary must submit a bank account statement showing that the Beneficiary has deposited in the dedicated account a minimum of thirty percent (30%) of the total amount of funds requested for the particular installment.

Beneficiary is allowed up to ten percent (10%) expenses variations within any of the major budget categories. Should the expenses variations related to any major budget category be expected to exceed ten percent, a written request for funds reallocation must be submitted for the UNDP for approval.

In the case that the Beneficiary fails to perform any of its obligations under the Award Agreement, the UNDP shall be under no obligation to issue any further payment upon termination of this Award Agreement, and may, at its sole discretion, require that all or any part of the payments made by UNDP to the Beneficiary be repaid to UNDP.

6.3. Monitoring of the Projects

The purpose of the monitoring is: (i) to assess the progress of the successful project implementation in terms of activities envisaged and the project goal achievements, and (ii) to assure that financial expenditures are in accordance with the Project Budget for the given period. Methods of monitoring include review of submitted progress reports and on-site monitoring visits. The monitoring will also ensure that key information is regularly collected and tracked so the FTCP progress can be measured towards the objectives. Baseline information of innovative solutions will be collected through the impact evaluation questionnaire accompanying the Application to generate information for measuring the results.

The Beneficiary has to deliver interim (after 5 months) and final reports on the implementation of the Project, depending on the number of installments.

6.3.1. Monitoring procedures

Upon review and approval of the final report by Management Team the project financing for the final installment will be disbursed. The templates for the mid-term and final progress and financial reports will be sent to the beneficiaries upon request.

Progress and financial reports should be accompanied with copies of invoices and bank account statement relevant for previous period. Bank account statements should show all relevant transactions

related to submitted invoices. Furthermore, dedicated bank account statements have to show that the Beneficiary has ensured at least thirty percent (30%) of the funds requested for the following period.

Any changes to the project (e.g. regarding project implementation, timelines, project budget, deliverables, project staff, etc.) should be communicated to the Management Team in writing as they require the written consent.

7. Annex A: Application Form

Cf. separate document

8. Annex B: Project Budget Form

Cf. separate document

9. Annex C: Curriculum Vitae form

Cf. separate document

10. Annex D: Innovational, Technological and Financial Evaluation Grid

<i>Criteria</i>	<i>Explanation</i>	<i>Points</i>
INNOVATIVENESS and RELEVANCE CRITERIA		
Degree of innovation	a) Innovative projects refer to those projects that are going to innovate current systems or practices with newer things, or generally speaking, bring something newer to replace existing ones within a given scope. A rationale must be provided to show that the purpose is achievable. Evidence must be shown that the project addresses a significant issue in sustainable resource management. Operational trials are eligible as innovative projects provided that the proponent can demonstrate a reasonable expectation of achieving reliable results in an operational setting.	12 – 20
	b) Innovative projects refer to those projects that are going to improve current systems or practices	5 – 11
	c) The innovation is unlikely to influence current system or practices with newer things, or, bring something newer to replace existing ones within a given scope.	0 – 4
IMPACT CRITERIA		
Degree of impact from: <ul style="list-style-type: none"> • Economically; • Socially; • Environmentally; • Gender Perspective 	a) All four perspectives are well designed and covered to their full extend;	7-10
	b) Only 3 perspectives are well designed and covered to their full extend;	3-6
	c) Only 2 perspectives are well designed and covered to their full extend.	0-2
SUSTAINABILITY CRITERIA		
From: <ul style="list-style-type: none"> • Economically; • Socially; • Environmentally; • Gender Perspective 	a) All four perspectives are linked to Sustainable Development Goals and objectives of the FTCP;	7-10
	b) Only 3 perspectives are linked to Sustainable Development Goals and objectives of the FTCP;	3-6
	c) Only 2 perspectives are linked to Sustainable Development Goals and objectives of the FTCP.	0-2
DEGREE OF REPLICABILITY/SCALABILITY POTENTIAL		
Degree of replicability /scalability potential	a) The innovative product, process or service has a very large and growing replicability/scalability potential with only limited competition.	12 – 20
	b) The innovative product, process or service has moderate replicability/scalability prospects.	5 – 11
	c) It is unlikely that a profitable market for the replicability/scalability potential exists.	0 – 4

TERRITORY COVERAGE		
Geographical impact of innovation	Benefits emerging from the projects are encouraged to have more coverage, considering the gender perspective in all phases of the project implementation. Therefore, project proposals will be assessed accordingly if the innovative benefits span on: <ul style="list-style-type: none"> a) the entire city of Chisinau; b) a sector level; c) a neighborhood level. 	<p>9 – 10</p> <p>6 – 8</p> <p>0 – 5</p>
PROJECT QUALITY CRITERIA		
Project Team	Considering the gender mainstreaming: <ul style="list-style-type: none"> a) Project team possesses key, complementary qualifications and has strong strategic or commercial interest to implement the project and to achieve the results. b) The project team possesses reasonable qualifications to reach project targets, but completeness of the team can be improved. c) The project team has no enough expertise overall to implement the project. 	<p>7 – 10</p> <p>4 – 6</p> <p>0 – 3</p>
Application Form: Methodology and planning approach	<ul style="list-style-type: none"> a) The methodology is precisely formulated, and all key aspects of the project planning have been considered of. b) A suitable methodology has been proposed, but not all aspects have been thoroughly detailed. Project breakdown of cost and resources to activity level, market analysis as well as assumptions and risks are part of the planning but not at fully satisfactory. c) The methodology is incoherent or unrealistic or incomplete. 	<p>7 – 10</p> <p>4 – 6</p> <p>0 – 3</p>
Application Form: Deliverables	<ul style="list-style-type: none"> a) The relevant deliverables are clearly identified, and realistic and quantitative indicators will be available to fully assess progress of the project. b) Deliverables and time schedule are included but some aspects are not realistic or clear. c) The proposal lacks clear deliverables, or these are unachievable within the duration or with the team of the project. 	<p>7 – 10</p> <p>4 – 6</p> <p>0 – 3</p>

Note:

- **Group 1:** The projects that got 70-100 points after the technical evaluation are eligible for the financial evaluation.
- **Group 2:** The projects that got 50-69 points will be included in the waiting list. If the project from the Group 1 are not financially eligible than the projects from Group 2 will be subject to improvement.
- **Group 3:** The project that got less than 49 points will not be considered at all.

FINANCIAL EVALUATION CRITERIA (Every criterion should have at least 4 points to get positive evaluation)		
The project that did not pass the technical evaluation shall not be evaluated financially.		
Project cost feasibility	a) Types of expenses and their amounts fully meet the needs of the project implementation. The total development costs are realistic given the duration.	7 – 10
	b) Expenses and their amounts do not correspond fully to the needs of the project implementation. It is necessary to correct and add or remove some types of expenses. But the total cost is within acceptable level of the realistic budget.	4 – 6
	c) Expenses and their amounts do not correspond to the needs of the project implementation. The total cost of development is not within acceptable percentage of the realistic budget and it is too low (or too high). The implementation is not feasible within the proposed timeframe.	0 – 3
Project costs explanation	a) Costs are fully coherent with list of eligible & non-eligible costs from this Operational Procedures. Costs are arranged in categories according to the guidance. A clear breakdown of the budget is provided, and evidence of own and external funding is clearly demonstrated.	7 – 10
	b) Costs are not fully coherent with list of eligible & non-eligible costs from this Operational Procedures. Costs are not arranged in categories according to the guidance There is no clear breakdown of the budget provided and evidence of own and external funding is not clearly demonstrated. It should be fixed.	4 – 6
	c) No satisfactory breakdown of the project budget and financing has been provided.	0 – 3
Financial capacity of the applicant and matching funds provision	a) The applicant has demonstrated its own financial capacity to participate. Applicant has its own resources to ensure its financial contribution to the Project or satisfactory investor.	8 – 10
	b) The applicant is in the near term expected to have the financial capacity to implement in the project, with clear demonstration that it will ensure necessary liquidity (letters of intent by the bank or investor, or other funds...)	4 – 7
	c) The applicant has to provide another proof to be able to finance its participation.	0 – 3
Economic Profitability	a) The proposed project is proved to become profitable (based on business model/plan) in 1-3 years	7 – 10
	b) The proposed project is proved to become profitable (based on business model/plan) in 3 - 5 years	4 – 6
	c) The proposed project is proved to become profitable (based on business model/plan) in more than 5 years	0 – 3