PROJECT FEASIBILITY ASSESSMENT MOLDOVA GRCF 2W1: BALTI DH – PHASE II

Stakeholders Engagement Plan

Contract No: C45591/13410/90110

June 2021

CONSULTING ENGINEERS

DOCUMENT CONTROL

GENERAL INFORMATION

Project	Project Feasibility Assessment Moldova GRCF 2W1: Balti DH - Phase II
Document Title	Stakeholders Engagement Plan

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VERSIONS

n°	Date	Comments	Author	Verified / Approved Approved
1	18/05/2021	English version	Louis COLLET Yann GUERIN	Vincent JALBERT
2	25/06/21	English Version	Louis COLLET Yann GUERIN	Vincent JALBERT

TABLE OF CONTENTS

ACRONYMS

BH	Boiler House
DH	District Heating
PIU	Project Implementation Unit
SEP	Stakeholder Engagement Plan

EXECUTIVE SUMMARY

The Report hereby reviews the Company's stakeholder policy in Balti. Customers and employees have been identified amongst the stakeholder' priority groups.

The Company already communicates through different channels: the Company's website provides some relevant and updated information, the Managing Director often spends time to receive customers, regular contacts exist with the press media, etc.

However, the communication should be structured: a communication manager must be appointed to administrate all communications (communication materials, administration of the Company's website, development of a "positive image" of the Company, etc.). A job description has been developed in annex to this Report.

In order to confirm its customer awareness, the Company should conduct a customer satisfaction survey in order to better understand their priorities and concerns. A template for customer satisfaction survey has been developed and presented hereafter. Such a survey should be conducted on a regular basis to monitor the improvement.

The Company needs to modernize its management systems, in particular for customer relation management. Main technical specifications and cost estimates have been prepared that should be used by the Company to implement a Customer management system.

The Company must develop its own vision ("where the Company goes") and communicate with all stakeholders (including the Municipality). In the frame of the Corporate Development Plan, the Consultant will help the Company to develop that vision.

An annual activity report should be prepared to summarize the activity (technical, financial, commercial, social, etc.) achieved by the Company. The performance should be also reported and the Company should highlight its vision.

1. Introduction

1.1. General Assumptions

This Stakeholder Engagement Plan (SEP) provides the requirements for stakeholder engagement, the public consultation process, stakeholder identification and grievance mechanism planned for the proposed Balti District Heating Project Feasibility Study (hereinafter ‘the project’) to be implemented by CET-Nord SAJSP (hereinafter “the Company”).

This document has been produced in order to improve stakeholder engagement processes relating to this proposed project and to assist the Company in improving its stakeholder interaction. It is an essential part of the Project planning process that persons or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome (together referred to in this document as "stakeholders") are kept informed about the project and have the opportunity to give input to the process.

Stakeholder engagement aims to improve project decision-making.

This SEP focuses on consultation and disclosure activities during the Environmental and Social Impact Assessment (ESIA) of the project, but it is noted that this takes part in the context of a wider process of stakeholder engagement that the Company will take forward through project planning, construction, operation and decommissioning. A SEP is a living document, which will be regularly updated during and after each project phase. The engagement undertaken during the initial phases will be used to define engagement during the later stages of the project.

The Company is committed to being fully compliant with both the Moldovan ESIA Regulations and the Performance Requirements of the European Bank of Reconstruction and Development (EBRD). The purpose of this SEP is to ensure that a consistent, comprehensive, coordinated and culturally appropriate approach is taken for consultation and project disclosure in Moldova.

The primary goals of the Plan are to:

- Describe the general requirements for consultation and disclosure;
- Identify specific requirements, expectations and preferences of key stakeholders (affected parties, authorities, NGOs) with particular attention to the needs of vulnerable populations;
- Provide a strategy and timetable for sharing information and consulting with each of these groups during the various phases;
- Document resources and responsibilities for implementing activities and provide contact information at all levels and on all subjects;

- Detail reporting/documentation of consultation and disclosure activities;
- Agree on monitoring and evaluation processes; and
- Outline the grievance/complaint mechanisms for the Project.

IMPORTANT NOTE

This report should be read in conjunction with the Project Environment and Social Appraisal Report

1.2. PROJECT DESCRIPTION

1.3. PERFORMANCE REQUIREMENT OF THE EBRD

The Company has committed to use the Performance Requirement of the European Bank for Reconstruction and Development (EBRD) as a benchmark for the Environmental and Social Impact Assessment Process. EBRD Performance Requirement 10 (EBRD PR10) focuses on Information Disclosure and Stakeholder Engagement and has the following objectives:

- To identify people or communities that are or could be affected by the project, as well as other interested parties
- To ensure that such stakeholders are appropriately engaged on environmental and social issues that could potentially affect them through a process of information disclosure and meaningful consultation.
- To maintain a constructive relationship with stakeholders on an on-going basis through meaningful engagement during project implementation.

The EBRD PR10 requires that during project preparation stakeholders are identified and analysed and that a stakeholder engagement plan is prepared. Resources for public information and engagement should focus on affected parties with a particular attention to those that may be differentially affected by the project because of their disadvantaged or vulnerable status.

The EBRD PR10 requires consultation to be meaningful, meaning that:

- is based on the disclosure of relevant and adequate information including draft documents and plans, to allow comment prior to decisions being taken when options are still open;
- begins early in the environmental and social assessment process;

- focuses on the social and environmental risks and adverse impacts, and the proposed measures and actions to address these; and
- is carried out on an on-going basis as the nature of issues, impacts and opportunities evolve.

The EBRD PR10 requires that engagement continues during project implementation and that a grievance mechanism is established to receive and facilitate resolution of stakeholders' concerns and grievances.

Further information on EBRD policy regarding stakeholder engagement can be obtained directly from the EBRD's website – www.ebrd.com

1.4. APPROACH OF THE SEP

The present report proposes a four-phase approach to show how the Company can initiate and sustain constructive relationships with its stakeholders. This approach is presented in the diagram below:

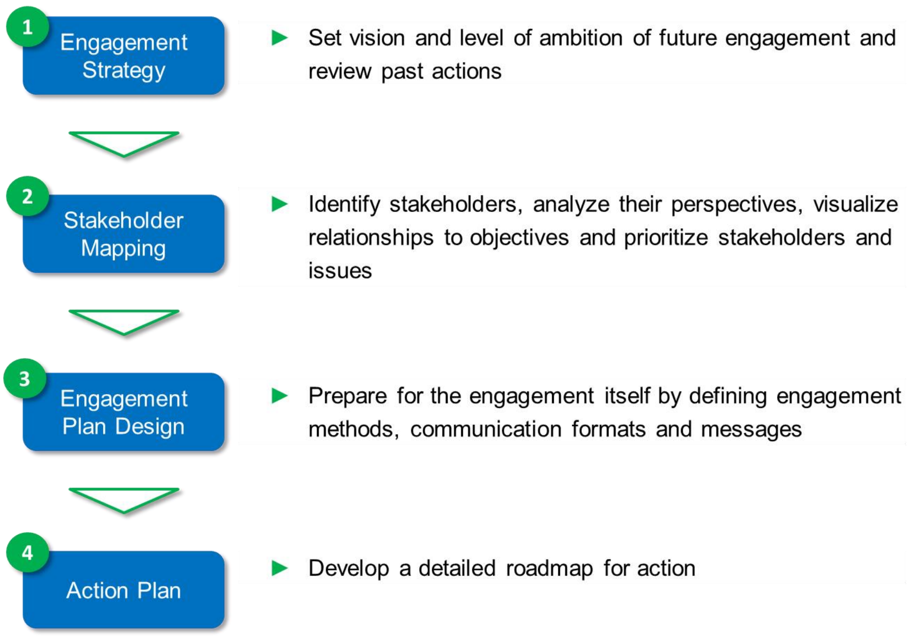


Figure 1: The 4 phases of the Stakeholder Engagement Plan and Communication Strategy

The four sections of the present report successively present the methodology used and the outcomes of these 4 phases.

1.5. Interaction with customers

The interaction with customers, and in particular the management of requests and claims, is a key factor for the quality of service and the satisfaction of customer. A focus is given on this key issue in a dedicated section.

2. Engagement and Communication Strategy

2.1. History of engagement and communication practices

The first step of elaborating an Engagement and Communication Strategy is to look at the company's previous experiences in the matter, as lessons learned from the past efforts will help focus the current strategy.

The different communication actions implemented during the last few years are presented in the section below.

2.1.1. Past Engagements and attempts

The Company has, over the last few years, implemented different Communication actions, targeting different stakeholders and using different formats. This approach has allowed the consolidation of efficient channels of communication with customers. These attempts include:

- Digital communication (Company Website, Facebook page Instagram profile,, LinkedIn profile page, twitter account and YouTube channel)
- Press Relations
- CSR: art contests, sport events, etc.

These attempts are briefly presented in the next sections and their respective merits and limitations are discussed.

Digital communication

Company Website

CET-Nord SA has its own web site: https://cet-nord.md/ro/ which contains many important and interesting contents and the web site is already customer-focused which is really positive. Available information is classified by the following categories:

- On the homepage of the website, there is a link to the Facebook page and the YouTube channel. The contact of the company is highlighted at the top of the page, while the email address of the company is presented at the bottom. There is a room for purchasing online but no account can be created directly on the website (you may have to dial). This could be an improvement. All news and announcements are posted there, but without prioritisation or classification, it can be information about repair works and interruption of heat supply, justification for the new tariffs or explanation about subsidies, calculation of thermal energy, etc. It would be interesting to evaluate and classify the information presented on the home page. Email addresses used are Gmail addresses; without additional cost. Q&A section present.

- **About the Company:**
  - Detailed description of the top management and all departments of the Company, organigram and history of the company
  - Other documents such as the list of the boiler houses, anti-corruption program, investment activity (outdated though);
  - All vacancies;

- **Consumer page**
  - frequent Q1A section (not very furnished)
  - Service, Tariff
  - Information on billing, with the possibility for the clients to follow their consumption and pay online (by entering their contract details). There is no possibility of creating the account directly online.
  - All legislative documents are accessible;

The main strengths and weaknesses of the Company's website are summarized in the table below:

Strengths	Weaknesses
• Many information on CET-Nord SAfor different categories of stakeholders (population, customers, financial partners) • Personal accounts for customers • Clear points of contacts • Information of conduct code, transparency and CSR	• Poor interactivity • Lack of interesting information for employees • Poor information on the heating system (how it works), energy saving…

Table 1 : Merits and limitations of the Company's website

Social Media

The Company has a strong online representation with its Facebook Page (https://www.facebook.com/CETNordSA) and YouTube channel (https://www.youtube.com/channel/UCVynJmP_WBwVEEgL0v_lZKg) . Apart from the LinkedIn profile page and Instagram profile, which are not accessible, the other channels are regularly updated. Divers news are updated there: technical customer information, CSR events, nomination, etc. The page seems well managed, with an adequate frequency and flow of information posted.

The contact email address of the general manager is given directly on the Facebook page. **It is advised to create an address dedicated to contact,** managed by a dedicated person, which will be able to filter the information sent for the director.

It is advised to reinstate the LinkedIn profile page, which can be a good opportunity to advertise better vacancies and create links with suppliers/customers.

Press Relations

CET-Nord SA maintains frequent relations with the local press. Press conferences and/or press releases are used when necessary. In particular, at the beginning and at the end of the heating period. It can also be the case when technical issues may concern a large number of customers. Or when important information concerning the district heating arises, such as when new tariffs are set.

The information is diverse: technical, investments, nomination, CSR activities, etc, which is a positive point. However, no information on issues such as technical problems, disconnections, rise of tariffs are released, which may be wrongly interpreted by the stakeholders. It is advised to balance information, opportunities and issues to give a strong idea of transparency

Numerous customer contact points

The Company has numerous customer contact points:

- As mentioned previously, customers can ask questions by email or by phone, they can also come to the customer department to register or ask questions. All calls received to CET-Nord SA through the Call Center are monitored daily. This allows the company to intervene shortly at the request of customers and to monitor the process of intervention of the company's employees in solving the problem. After solving the complaints addressed to customers, they are called by the PR specialists of CET-Nord SA to find out the level of satisfaction of the customers. However, it should be noted that most of the complaints are solved even during the telephone conversation. Thus, during the eight months of 2020, more than 2,325 calls were processed, out of which 76.98% were resolved during the phone call, and the rest after the direct intervention of specialists (source: CET-Nord data).

- Any customer can also file a complaint to the Company headquarters (by post, email or through its webpage section” Contact us”, where they may submit any question or complaint.)

- The communication with the customers of “CET-Nord” SA is done mostly by official letters. The number of letters is increasing every year. Thus, in 2017 were registered - 935 letters, in 2018 - 1,363 letters, in 2019 - 1,608 letters, in 2020 so far there are - 1,124 letters.

If we make a totalization, the topic of letters of the customers, both by requests and by phone are: issuance of disconnection certificates, repair works, technical conditions for disconnection, debts, payment, the beginning and end of the heating season.

Answers to letters, petitions, requests are prepared and sent in the timeline according to legislation of the Republic of Moldova.

- Customer survey: during July-August 2020, a survey was conducted about the level of customer’s satisfaction with the services provided by CET-Nord SA. The survey included 2 questions on resolving consumer complaints and the attitude of employees of the company towards consumer problems. The provider's performance in resolving complaints was moderately appreciated, opinions being divided. Most respondents consider that CET-Nord SA reacts in a timely manner in order to solve the problems faced by customers (in the short term 59.4%, well but in the long term 21.6%, and 13% didn’t need any intervention, only 4.6% said that their problem wasn’t solved). The level of involvement of the company's employees in solving customer problems is high, according to the interviewees. Most rated it "good" and "very good”. Another survey was launched in the local newspapers ESP (5 questions raised). CET-Nord SA provided answers to all customer's questions. At the same time, all TV shows of the local television were monitored, where infrastructure issues were discussed, and all the questions received the answers from the company.

- The controllers have numerous opportunities of contact with the customers when distributing the bills every month. In case of non-payment, the controller will make the first recovery action.

The main strengths and weaknesses of these contacts points are given below:

Strengths	Weaknesses
• Transparency • Several streams of communication • Proximity – direct contacts with customers	• Lack of specific tools • Poor monitoring of customer contact management • Lack of KPI (key performance indicators)

Table 3 : Merits and limitations of customer contact points

INTERNAL COMMUNICATION

Communication with employees is mainly done through information meetings. There are three types of meetings:

- Regular General meetings with the heads of department;
- Regular Technical meetings with the heads of technical departments and workers;
- Special meetings when there is a need (for example, about the reconstruction of a boiler house, for technical workers of the boiler house).

No other channels of communication are used for internal communication. A useful tool that could be easily implemented is **Workplace by Facebook** or equivalent: this is an enterprise connectivity platform that uses familiar tools like groups, instant messaging and News Feed to enhance internal communication within companies.

2.1.2. LESSONS LEARNED

The following lessons can be learnt from the past and current communication practices described above:

- CET-Nord SA has a good online visibility thanks to its website and Facebook page
- Although a few initiative are made regarding communication towards customers through survey and press, the is a lack of strategy, as it is mostly **reactive communication** when there are problems;
- The Company really took into account customer relationships with whom it has numerous opportunities of contacts, but it could be improved and simplified (for example, there should be a unique phone number to contact the Company);
- **Unexplored communication and engagement channels:** Alternative interesting communication and engagement channels have never been explored by the Company to reach the public (Client Satisfaction Surveys, Radio or TV advertising, Open days, Conferences, etc.) and could be investigated.

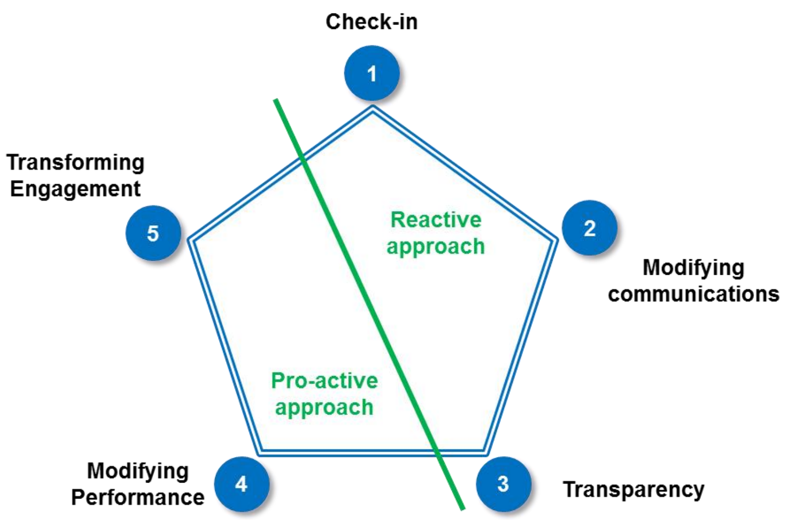
2.2. Level of ambition of the engagement and communication strategy

The second step for elaborating an Engagement and Communication Strategy is to set a vision for the Company's strategy.

This is a crucial step to avoid misunderstanding expectations between the Company and its stakeholders (both internal and external) from the outset of the Engagement and Communication Process.

2.2.1. The Company's vision

The following matrix has been used as a reference framework to provide the Company's objectives.



1	**Check-In**	Maintain current communication practices	Engagement will help companies check in and refine level of disclosure on topics where there are already communication practices in place
2	**Modifying Communication**	Adapt communications to meet stakeholder expectations	For instance, identify new topic areas that require reporting
3	**Transparency**	Provide assurance to satisfy stakeholder concerns	For instance, identify ways to ensure levels of confidence and trust around information shared with stakeholders
4	**Modifying Performance**	Change some business processes and practices in	For instance, obtain new ideas to meet specific needs

		response to stakeholder feedback	
5	**Transformative Engagement**	Fundamentally change business strategies and models	For instance, gather intelligence to operate major transformational changes in a business model

2.2.2. Proposed vision for the Company

Based on the current practices of the Company, for a short term action, the level of ambition “number 2” is proposed here.

The present objective is to adapt the Company’s current communication practices to stakeholder’s expectations. This objective is realistic and in line with the experience and motivations of the Company representatives towards stakeholder engagement issues and could significantly improve current communication practices.

A shift to a “Transparency” approach (Level 3) or “Modifying Performance” (level 4) could be considered in a 2 to 3 years’ time depending on the success of the approach adopted in the meantime.

The purpose of the Stakeholder Engagement Plan (and Communication strategy) is to approach better and to ensure an efficient communication and interaction between the Company and its stakeholders, in order to facilitate engagement between its varying groups of stakeholders for the benefit of the Company and the Community.

The scope of the Stakeholder Engagement Plan and Communication strategy is limited to:

- **The Company Responsibility and Operating Area**: In particular, the Engagement Strategy does not include stakeholders and topics that are relevant for the Municipality but do not relate to District Heating. The orientation set out in the present document constitutes CET-Nord’s Stakeholder Engagement Plan and Communication strategy but does not constitute in any way the Balti Municipality’s Stakeholder Engagement Plan and Communication Strategy.

- **The Company Voluntary Engagements:** Indeed, this Engagement strategy does not cover contractual engagements and obligations of the Company with its stakeholders (Clients, Suppliers, Authorities, Employees, etc.) but only voluntary engagements of the Company that go beyond contractual or legal obligations (such as “delivering legal reports to the Municipality”, “Provide contractual reports to the Financers”, etc.).

Objectives

The approach will be built around two objectives:

- **Support operational improvement of the Company's Performance**
- **Improve social acceptance of the Company's activity, projects and particularly on tariff structure**

3. Stakeholders mapping

Stakeholder Mapping can be developed in four steps:

- **Define the Stakeholders:** list the relevant groups, organizations, and people
- **Understand** stakeholder perspectives and relevance
- **Give priority to** objectives according to stakeholders
- **Identify issues** related to priority stakeholders

Each step will be successively described in the following sections.

3.1. Identification of the main stakeholders

3.1.1. Methodology

The list of the Company's main stakeholders has been established during various interviews with key people of the Company (PIU, HR, Customer department, etc.).

3.1.2. Outcomes

The following list of stakeholders has been established:

Employees; customers (domestic, private companies, administrations); suppliers; investors; Public authorities (Municipality, Ministries, national regulator…); professional organizations and NGOs,; educational institutions; opinion leaders (politicians, religious authorities); media; inhabitants.

3.2. Analysis of stakeholders relevance and perspectives

3.2.1. Methodology

The following criteria have been used to analyze stakeholder's relevance and perspectives with regards to the two priorities of the Stakeholder Engagement Plan and Communication Strategy (i.e. "Support operational improvement of the Company's Performance" and "Improve social acceptance of the Company's activity, projects and tariff structure"):

- **Contribution:** Does the stakeholder have information, advice, or expertise on the issue that could be helpful to the Company?
- **Legitimacy:** Is the stakeholder legitimate to complain?
- **Willingness to engage**: How willing is the stakeholder to engage?
- **Influence:** How much influence does the stakeholder have on the Company? How much influence does the Company have on the stakeholder?
- **Necessity of involvement:** Can someone intrude into the process if not included before in the engagement?

Each stakeholder has been analysed one by one against these criteria.

3.2.2. Outcomes

The outcomes of the stakeholders' analysis process are synthetized in the graph below:

	Expertise		Willing	Value	
	Contribution	Legitimacy	Willingness to engage	Influence	Necessity of Involvement
Employees	High	High	High	High	High
Customers	Medium	High	High	High	High
Suppliers	Medium	Medium	Medium	Medium	Low
Investors	High	High	High	High	High
Authorities	Medium	High	Low	High	Medium
Professionals	Medium	Low	Medium	Medium	Low
NGOs	Low	Low	Low	Low	Low
Educational	Low	Low	Low	Low	Low
Opinion Leaders	Medium	Medium	Medium	High	Medium
Media	Low	High	Medium	High	High
Community	Low	High	Medium	Medium	High

Table 4 : Stakeholders analysis summary

3.3. Stakeholders Mapping and Prioritizing

3.3.1. Methodology

The stakeholders mapping is a graphical representation of the above analysis. The stakeholders prioritizing can be read from the stakeholders mapping.

3.3.2. Outcomes

The Stakeholders Map derived from the analysis of the Stakeholders expertise, willingness to engage and value to the Company is presented below.

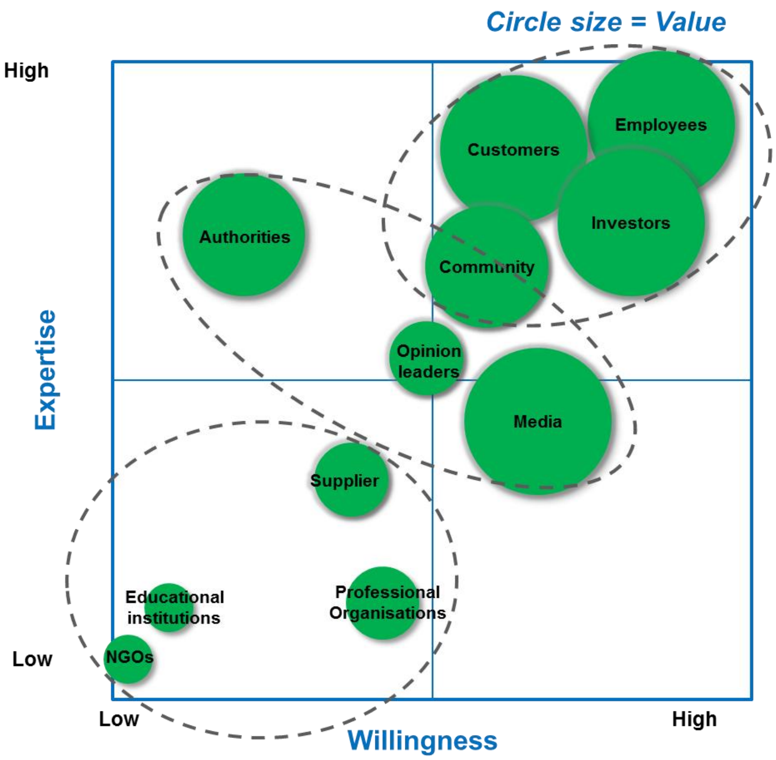


Figure 2 : Stakeholders Mapping

The Stakeholders mapping allows identifying 3 groups of stakeholders:

- A "**Priority Group"** composed of Employees, Investors, Customers and Community. These correspond to the stakeholders whose engagement is vital to reach the objectives of the Stakeholder Engagement Plan and Communication Strategy. These stakeholders will be the main targets of the approach.

- A "**Necessary Group**" composed of Opinion leaders, Authorities and Media. These correspond to the stakeholders that need to be involved for the success of the approach. These stakeholders could be used to support the purpose of the approach and/or to reach the priority stakeholders.
- A "**Non Priority Group**" composed of NGOs, Suppliers, Educational institutions and Professional Organizations that correspond to the stakeholders that could be included later on in the process and that could or not be involved depending on the resources available for the Plan.

3.4. Identification of issues related to priority stakeholders

3.4.1. Methodology

The purpose of this step is to list the main issues and area of concerns of the priority stakeholders that are material to the engagement objectives, asking the following questions:

- What are the issues for these priority stakeholders?
- Which issues do all stakeholders most frequently express?
- Are the real issues apparent and relevant to our engagement objectives?
- Which engagement are these stakeholders expecting from the Company?
- Which engagement is the Company expecting from these stakeholders?

3.4.2. Outcomes

The priority issues for each priority stakeholder are successively discussed in the next sections.

Priority issues for Employees

Priority issues for actual employees are not covered in detail in this report since relations between the Company and its employees are strongly regulated and constitute the area of the trade union.

Engagement and Communication methods specifically targeting the Company's employees should therefore be jointly elaborated by the Company and its personnel representatives.

It is however worth noticing that all initiatives aiming at raising awareness of the employees on the Company's activity, situation and strategy by improving the quality and the quantity of information provided to them are to be supported since employees' engagement is central to:

- Improve operational Performance of the Company since no improvement is possible without the involvement of all internal forces;
- Improve social acceptance of the Company's activity, project and tariff structure since employees are an effective and free communication to reach the population of Balti.

Priority issues for customers

The priority issues expressed by the Company's customers are reportedly the following:

- Reliability of the heat supply (lack of heating);
- Quality of the heat supply (adequate temperature – mostly temperature too low, and less frequently too hot);
- Accessibility and fairness of the tariffs (too expensive).

In order to have more detailed information on priority issues expressed by customers, **the Company should conduct regular customer satisfaction surveys**. The first one will give the reference level for the satisfaction rate, then the following surveys will illustrate the improvement.

Priority issues for financial investors

As international development Banks and funds pursue development objectives in their investment decisions, their priority issues are aligned with the two objectives of the present Stakeholder Engagement Plan and Communication strategy that is to say Operational improvement of the Company's Performance and Social acceptance of its activity, projects and tariff structure.

Priority issues for the Community

The term "Community" covers the entire local population, whether they are or not clients of the Company. It encompasses a broad range of different interests and issues. The more pregnant ones are usually the following:

- Limit the negative impact from Company's activity and projects: Indeed, the Company's activity and projects impact as all industrial activities and projects the population whether it is visual, acoustic, odorant or traffic obstructions;
- Provide employment opportunities to the population: Indeed, the Company is seen like all Companies as a potential source of employment opportunities.

In return the Company expects the following from the Community to reach its objectives:

- Support from the population;
- Provision of young educated candidates for employment within the Company.

4. Design of Engagement and Communication Plan

4.1. Adoption of Engagement and Communication Methods

4.1.1. Methodology

Appropriate engagement and communication methods should be defined for each stakeholder based on the stakeholders mapping outcomes. Four main engagement methods could be broadly defined:

- **The responding method**: The Company only provides information of interest for the stakeholder upon request.
- **The informing method:** The Company discloses information adapted to the expectations and priority issues of its stakeholders. The flow of information only goes one way from the Company to its stakeholders.
- **The communicating method**: The Company discloses information adapted to the expectations and priority issues of its stakeholders and answers to its requests. The flow of information only goes one way from the Company to its stakeholders but stakeholders can act on this flow and ask for more information.
- **The engaging method**: The Company and its stakeholders exchange information and adapt their behaviour and practices to each other expectations and priority issues.

4.1.2. Outcomes

The following table presents a summary of engagement and communication methods to be adopted for each stakeholder.

Stakeholder Group	Responsive	Informative	Communicative method	Engaging
Customers	✔	✔	✔	✔
Suppliers	✔			✔
Investors		✔	✔	
Authorities		✔		
Professional Organizations	✔			
Educational Institutions	✔			
NGOs	✔			

Opinion Leaders		✔	✔	
Media		✔	✔	
Community		✔	✔	

Table 5 : Summary of engagement and communication methods by stakeholder group

The rationale for the chosen method summarized above is presented below:

- Responsive methods will be adopted for "Non Priority Group" stakeholders.
- Informative methods will be adopted for all other stakeholders.
- Communicative methods will be adopted for all "Priority Group" and "Necessary Group" stakeholders except Authorities since their willingness to engage in non-contractual or non-regulatory relations with the Company are considered low.
- Engaging methods should be adopted for all priority stakeholders. However, given the resources constraints and the lack of experience of the Company in terms of stakeholders' engagement initiatives, engaging methods will be focused on Customers in a first step.

4.2. SELECTION OF RELEVANT ENGAGEMENT AND COMMUNICATION FORMATS

4.2.1. METHODOLOGY

The formats should be selected based on the engagement methods identified in the previous step and on the experience and resources of the Company in this matter.

The following table provides standard possible engagement and communication formats adapted to each engagement and communication method:

Method	Possible format
Engage	Partnerships Research collaboration Surveys Conferences
Communicate	Activity reports Social media / Chat rooms Regular face to face meetings

	Press Conferences Site visits Hotlines
Inform	Website Marketing campaign Informative messages Publications Newsletters News coverage
Respond	Meeting upon request Mails or phone calls upon requests

Table 6 : Possible engagement and communication formats

4.2.2. OUTCOMES

The engagement and communication formats selected for each Stakeholder are summarized in the table below:

Stakeholder Group	Answers upon requests	Web site	Marketing Campaigns	News letters	Social Media	Activity Reports	Site Visits	Press Conferences	Hotlines	Survey
Customers										
Suppliers										
Investors										
Authorities										
Professional Organizations										

Educational Institutions										
NGOs										
Opinion Leaders										
Media										
Community										

Table 7 : Selected Engagement and Communication Formats by Stakeholder

Some of these formats are already used by the Company. Additional initiatives are presented in the Action Plan to bridge the gap between the current situation and the table above.

4.3. Definition of Actions objectives

4.3.1. Methodology

The main messages to be delivered and the objectives of the actions implemented towards each target should also be properly defined and adapted to the Company's objectives and stakeholders' expectations.

4.3.2. Outcomes

The main objectives of the different actions to be implemented as part of the Plan are detailed in the figure below:

1st Objective

- **Support operational improvement of the Company's Performance**
  - Commercial: Improve the Company's image, the satisfaction of Client and the bills collection rate
  - Finance: Enhance communication with investors
  - Economic: Decrease client consumption to reduce gas operational expenses
  - HR: Attract talented students

2nd Objective

- **Improve social acceptance of the Company's activity, projects and tariff structure**
  - By improving general knowledge of the Company's activity
  - By improving information of the citizens on the impacts of the Company's projects
  - By explaining pedagogically the rationale of the tariff structure
  - By better managing stakeholders complaints (Clients, habitants, etc)

Figure 3 : Main objectives of the engagement Plan

5. Communication Action Plan Development

The ultimate phase of the Stakeholder Engagement Plan and Communication Strategy is the elaboration of an action plan that provides a detailed roadmap for action. This Action Plan presents the additional actions to be implemented by the Company to align with the Engagement and Communication Plan Design presented in the previous section. Actions and practices already undertaken by the Company are not included in this Action Plan.

The Action Plan is based on:

- A roadmap (assignment of a timetable and of people in charge for each actions);
- Detailed actions sheets for each action.

5.1. ROADMAP

The adopted Action Plan is articulated around a set of 8 actions.

- **Action n°1:** Hire or nominate a Communication and marketing officer
- **Action n°2:** Standardize the graphic chart
- **Action n°3:** Conduct a Client Satisfaction Survey
- **Action n°4:** Elaborate a Customer Relationship strategy
- **Action n°5:** Elaborate and disseminate activity report 2018
- **Action n°6:** Prepare and diffuse contents on the company's activity, projects and tariff structure
- **Action n°7:** Develop some simple KPIs (key Performance Indicators)

Each action is divided into several tasks. Each task is assigned to one or several people in charge within the Company and is given a timetable. Detailed action sheets have been established and are presented in the next paragraph.

The global roadmap is given in the table below:

ACTIONS	Person in charge	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.
ACTION 1: HIRE OR NOMINATE A COMMUNICATION AND MARKETING OFFICER													
Task 1.1: Create and fill a communication and marketing position	DRH			X	X	X							
Task 1.2: Prepare and implement a training plan for the communication officer (in case of internal staff mobility)	DRH						X	X	X				
Task 1.3 : Coordinate and supervise the implementation of the Communication strategy	Communication officer					X	X	X	X	X	X	X	X
ACTION 2: STANDARDIZE THE GRAPHIC CHART													
Task 2.1: Use of the Company's website graphic chart	Communication officer						X						
Task 2.2: Implementation of the graphic chart	Communication officer							X	X	X	X	X	X
ACTION 3: CONDUCT A CLIENT SATISFACTION SURVEY													
Task 3.1: Elaborate survey questionnaires	Director + Seureca			X									
Task 3.2: Contact specialised companies to receive quotations	Communication offcier				X								
Task 3.3: Launch a face to face survey	Specialised company					X							
Task 3.4: Analyze the results and identify area of improvements for the Company	Communication officer						X						
ACTION 4: ELABORATE A CUSTOMER RELATIONSHIP MANAGEMENT STRATEGY													
Task 4.1: Analysis of the contacts points	Seureca	X	X										
Task 4.2: Improve the customer relationship	Director + Seureca		X	X									
Task 4.3: Ask quotations for CRM software	Director + Seureca				X	X							
Task 4.4: Implementation of the CRM sofware	Director + sofware provider						X	X	X				
ACTION 5: ELABORATE AND DIFFUSE AN ACTIVITY REPORT 2018													
Task 5.1: Agree on a Summary	Director + Seureca				X								
Task 5.2: Collect necessary information and write the activity report	Direcor + Communication officer				X	X	X						
Task 5.3: Contract a graphic agency to format the report	Direcor + Communication officer							X					
Task 5.4: Publish the activity report on the Company's website	Communication officer								X				
Task 5.5: Send the Activity report to financers and other important stakeholders	Director + Communication officer									X			
ACTION 6: PREPARE AND DIFFUSE CONTENTS ON THE COMPANY'S ACTIVITY, PROJECTS AND TARIFF STRUCTURE													
Task 6.1: Elaborate pedagogic materials to present the Company's activity	Director + Communication officer			X	X	X	X						
Task 6.2: Elaborate pedagogic materials to present the Company's projects	Director + Communication officer			X	X	X	X						
Task 6.3: Elaborate pedagogic materials to present the Company's tariff structure	Director + Communication officer			X	X	X	X						
Task 6.4: Diffuse these materials to customers and publish these materials on the Company's website	Director + Communication officer						X	X	X	X	X	X	X
Task 6.5: Organize one or two sites visits per year (school children or students for example)	Director + Communication officer						X	X	X	X	X	X	X
ACTION 7: DEVELOP SOME SIMPLE KPIS (KEY PERFORMANCE INDICATORS)													
Task 7.1: Determine the success criteria	Director + Seureca			X									
Task 7.2: Create dashboard to track KPI	Director + communication officer				X	X	X	X	X	X	X	X	X
Task 7.3: Prepare the next action plan	Director + communication officer				X	X	X	X	X	X	X	X	X

5.2. Detailed Action Sheets

5.2.1. Action 1: Hire or nominate a Communication officer

Hire or nominate a Communication and marketing officer	
Objectives of the action	Ensure an effective implementation of this Communication Strategy
Description of the action	The Action is divided into 3 tasks: • ***Task 1.1: Create and fill a communication and position inside the marketing department*** CET-Nord SAhas to create a communication service inside the marketing department. The Company can either find someone from the Company or hire someone. A job description is proposed in Appendix 1. • ***Task 1.2: Prepare and implement a training plan for the communication officer (in case of internal staff mobility)*** In case of internal staff mobility, the employee who is going to occupy this position will have to develop skills in several domains. It is very important that this person is trained in the short and medium term. A Wordpress training should be envisaged, as it is the content management system used for the Company website. The job description will also enable to identify the domains where training is a priority. • ***Task 1.3: Coordinate and supervise the implementation of the Communication strategy*** The Communication officer is in charge of the adequate and timely implementation of the communication strategy. He/she bears the responsibility of the correct implementation of each action and reports any barriers encountered to the Director.

Person in charge: • **Task 1.1:** HR Manager • **Task 1.2:** HR Manager • **Task 1.3:** Communication officer	**Planning:** • **Task 1.1:** March – May 2021 • **Task 1.2:** June – Aug. 2021 • **Task 1.3:** From May 2021

Table 8 : Detailed Action Sheet n°1 – Hire or nominate a Communication and marketing officer

5.2.2. Action 2: Standardize the graphic chart

Standardize the graphic chart	
Objectives of the action	Have a visual identity. Be recognized by the stakeholders
Description of the action	The Action is divided into 2 tasks: • **Task 2.1: Use of the Company's website graphic chart** The graphical charter of the website can be used by the Company for all external communication and on all documents that leave the Company (invoices, header letters, press releases, etc.). The Company should contact the organisation that designed the website to get the graphic charter. The company shall select one logo from its graphic chart and stick to it as much as possible. • **Task 2.2: Implementation of the graphic chart** Progressive implementation of the graphic chart and logo: website, header letters, customer invoices, business premises…
Person in charge: • **Task 2.1:** Communication officer • **Task 2.2:** Communication officer	**Planning:** • **Task 2.1:** June 2021 • **Task 2.2:** From July 2021

Table 9 : Detailed Action Sheet n°2 – Standardize the graphic chart

5.2.3. Action 3: Conduct a Client Satisfaction Survey

Conduct a Client Satisfaction Survey	
Objectives of the action	• Assess the perceived quality of the service delivered by the Company and ways to improve it • Collect quantitative data on Customers' heat uses, habits and vulnerability to tariff increases
Description of the action	The Action is divided into 4 tasks: • ***Task 3.1: Elaborate survey questionnaires*** The elaboration of the survey questionnaires is the most important step of the process. Indeed, these questionnaires should be adapted to collect the information/opinion that could be processed by the Company to improve its operational performance. Four questionnaires are proposed by Seureca according to the customer segmentation: particular, private companies, public services, disconnected clients. These questionnaires are joined in Appendix 2. • **Task 3.2: Contact specialised companies to receive quotations** Companies specialised in satisfaction surveys or sociological laboratories should be contacted in order to receive some quotations. The scope of work is presented in Appendix 3. • ***Task 3.3: Launch a face to face survey*** A specialised organisation should be contracted to realize the survey. • ***Task 3.4: Analyse the results and identify area of***

	improvements for the Company The analysis of the results of the survey shall be conducted by Seureca. It will define the main axis of the strategy concerning the communication and the customer relationship.
Person in charge: • **Task 3.1:** Director • **Task 3.2:** Communication officer • **Task 3.3:** Specialised company • **Task 3.4:** Communication officer	**Planning:** • **Task 3.1:** Mar. 2021 • **Task 3.2:** Apr. 2021 • **Task 3.3:** May 2021 • **Task 3.4:** June 2021

Table 10 : Detailed Action Sheet n°3 - Conduct a Client Satisfaction Measurement Survey

5.2.4. Action 4: Elaborate a customer relationship management strategy

Elaborate a Customer Relationship Management strategy	
Objectives of the action	• Answer in a satisfactory way the expectations of customers • Better manage customer complaints
Description of the action	The Action is divided into 4 tasks: • ***Task 4.1: Analysis of the contacts points*** The analysis of the customer contact points of the Company concludes that there is attention for the customer. But this customer relationship does not answer to a real strategy and does not use information management systems (see section 1.1.1.3) • ***Task 4.2: Improve the customer relationship*** Without a satisfaction survey, the Company does not have

	much feedback on its customer relationship, but it should always be improved. Therefore, a Customer Relationship Management should be implemented. Customer relationship management (CRM) is an approach to managing a company's interaction with current and potential future customers. The CRM approach tries to analyse data about customers' history with a company, to improve business relationships with customers, specifically focusing on customer retention, and ultimately to drive sales growth. One important aspect of the CRM approach is the systems of CRM that compile information from a range of different communication channels, including a company's website, telephone, email, live chat, marketing materials, social media, and more. Through the CRM approach and the systems used to facilitate CRM, businesses learn more about their target audiences and how to better meet their needs. CRM software is a category of software that covers a broad set of applications designed to help businesses manage customer data and customer interaction, access business information, automate sales, marketing and customer support and also manage employee, vendor and partner relationships. CRM software has to be integrated with the customer management and billing system (CMS). The existing billing system is old and cannot meet all requirements needed for the Company to be an efficient and customer-oriented distribution company. As a result, CET-Nord SAneeds a new customer management system (CMS) to handle customer relationship management (CRM) and face new evolutions of the company with the implementation of new tools (like GIS and call centre software). The Director agreed that a new CMS should be implemented.

	• ***Task 4.3: Ask quotations for CMS*** The implementation of a new CMS is part of a more global project to modernize the Company and is essential for the improvement of the Customer relationship. Several quotations will be requested from companies offering this type of software. Functionalities of these software will have to be checked to ensure that all Company's needs are covered. • ***Task 4.4: Implementation of the CMS*** After studying the quotations, the management will choose to hold, or not, this solution. If yes, implementation of the CMS and training of the employees.
Person in charge: • **Task 4.1:** Communication officer • **Task 4.2:** Director • **Task 4.3:** Director • **Task 4.4:** Director + software provider	**Planning:** • **Task 4.1:** Jan. – Feb. 2021 • **Task 4.2:** Feb. – March 2021 • **Task 4.3:** April – May 2021 • **Task 4.4:** June – Aug. 2021

Table 11 : Detailed Action Sheet n°4 – Elaborate a customer relationship management strategy

5.2.5. Action 5: Elaborate and Diffuse an Activity Report 2020

Elaborate a Customer Relationship Management strategy	
Objectives of the action	Give the essential information onto the life of the company. Give the image of a transparent company.

Description of the action	The Action is divided in 5 tasks: ● ***Task 5.1: Agree on a Summary*** A summary will be proposed by Seureca to the Director for validation. This Summary will be based on international best practices in terms of Annual Activity reports. ● ***Task 5.2: Collect necessary information and write the activity report*** Necessary information on the Company Performance will be collected internally by interviewing all Head of Departments. The different reports transmitted to the authorities are an important source of information to exploit. The report will be written in both English and Moldovan and should be built around strong and simple messages. The activity report will be conceived to be useful and easy to read. ● ***Task 5.3: Contract a graphic agency to format the report*** A graphic Agency should be contracted to format the report in a professional and modern manner. ● ***Task 5.4: Publish the activity report on the Company's website*** The important content has to be used on various support by the Company: website sections, social networks, presentation in seminars or in animations… ● ***Task 5.5: Send the Activity report to financiers and other important stakeholders*** 20 to 50 hardback editions of the Activity report could be printed and sent to financers and a few other institutional stakeholders. Some stakeholders will prefer the digital form : media, NGOs, association, etc.

Person in charge:	Planning:
• **Task 5.1:** Director • **Task 5.2:** Director + Communication officer • **Task 5.3:** Director + Communication officer • **Task 5.4:** Communication officer • **Task 5.5:** Director + Communication officer	• **Task 5.1**: April 2021 • **Task 5.2**: April – June 2021 • **Task 5.3**: July 2021 • **Task 5.4**: August 2021 • **Task 5.5**: September 2021

Table 12 : Detailed Action Sheet n°5 – Elaborate and diffuse an activity report

5.2.6. Action 6: Prepare and Diffuse Contents on the Company's Activity, Projects and Tariff Structure

Elaborate a Customer Relationship Management strategy	
Objectives of the action	• Inform citizens on the role and responsibilities of the Company • Support the social acceptance of the ongoing projects and of the tariffs increase
Description of the action	The Action is divided in 5 tasks: • ***Task 6.1: Elaborate pedagogic materials to present the Company's activity*** As most citizens reportedly don't know the first thing of the activity of the Company, the diffusion of pedagogic material to explain the role and responsibility of the Company and the functioning of a district heating network is an important part of its stakeholder engagement process. Pedagogic documents could be elaborated to do so. These documents should be simple and graphic since they are intended to a non-specialist audience. Simple concepts could be explained by simple sketches such as: How do we produce heat? How do we

distribute heat? What are heat losses?

- ***Task 6.2: Elaborate pedagogic materials to present the Company's projects***

Pedagogic materials could also be elaborated to present the functioning of CHP Biomass systems as well as their different advantages in very simple terms.

Projects financed by EBRD should be presented, with their objectives and advantages.

- ***Task 6.3: Elaborate pedagogic materials to present the Company's tariff structure***

Clients' acceptance of the heat tariffs is a major stake for the Company both in terms of operational improvement (since tariff acceptance by clients is a prerequisite for improvement of the bill collection ratio) and social responsibility. Understanding of the tariff structure and calculation mechanisms should therefore be explained in a simple and transparent manner to customers.

In this aim, pedagogic materials should be developed to answer the following basic questions:

  - How is your bill calculated?
  - What do you pay when you pay your bill? For instance, give information such as "70% to pay for gas, 10 % to pay for salaries,10 % to pay for suppliers, 5% taxes, etc."
  - Why are heat tariffs increasing? This is also important to provide quantitative but simple information to clients to pedagogically explain the rationale for tariff increases.

- ***Task 6.4: Diffuse these materials to customers and publish these materials on the Company's website***

If printed on A4 or A5 paper, these pedagogic materials could be sent to customers together with their bills.

	• ***Task 6.5: Organize one or two sites visits per year (for school children or students for example)*** Using school children as a relay to diffuse knowledge in customers' households is a usual communication method. These could be done by organizing site visits for children or students. The pedagogic material elaborated could be used to explain basic concepts to children before and during the visits.
Person in charge: • **Task 6.1:** Director + Communication officer • **Task 6.2:** Director + Communication officer • **Task 6.3:** Director + Communication officer • **Task 6.4:** Director + Communication officer • **Task 6.5 :** Director + Communication officer • **Task 5.5:** Director + Communication officer	**Planning:** • **Task 6.1:** Mar. – Jun. 2021 • **Task 6.2:** Mar. – Jun. 2021 • **Task 6.3:** Mar. – Jun. 2021 • **Task 6.4:** From June 2021 • **Task 6.5:** From June 2021

Table 13 : Detailed Action Sheet n°6 - Diffuse Pedagogic Contents on the Company's Activities

5.2.7. Action 7: Develop some simple KPIs (Key Performance Indicators)

Develop some simple KPIs	
Objectives of the action	• Estimate the efficiency and the relevance of the actions • Adjust the actions according to results
Description of the action	The Action is divided in 3 tasks: • ***Task 7.1: Determine the success criteria*** For each of the 6 proposed actions, choose the success

	criteria (key performance indicators) which will determine that the action is successful. Ex: a communication officer has been hired or nominated in the planned date; the graphic chart has been spread in all Company's external documents; a first satisfaction survey has been conducted; decrease of the time for recording of the customer complaints; etc. ● ***Task 7.2: Create dashboard to track KPI*** The best way to track KPIs is to create and adjust dashboards according to the observed results. ● ***Task 7.3: Prepare the next action plan*** Use the results obtained to develop the actions to be set up next year.
Person in charge: ● **Task 7.1:** Director + Seureca ● **Task 7.2:** Director + communication officer ● **Task 7.3:** Director + communication officer	**Planning:** ● **Task 7.1:** March 2021 ● **Task 7.2:** From March 2021 ● **Task 7.3:** From March 2021

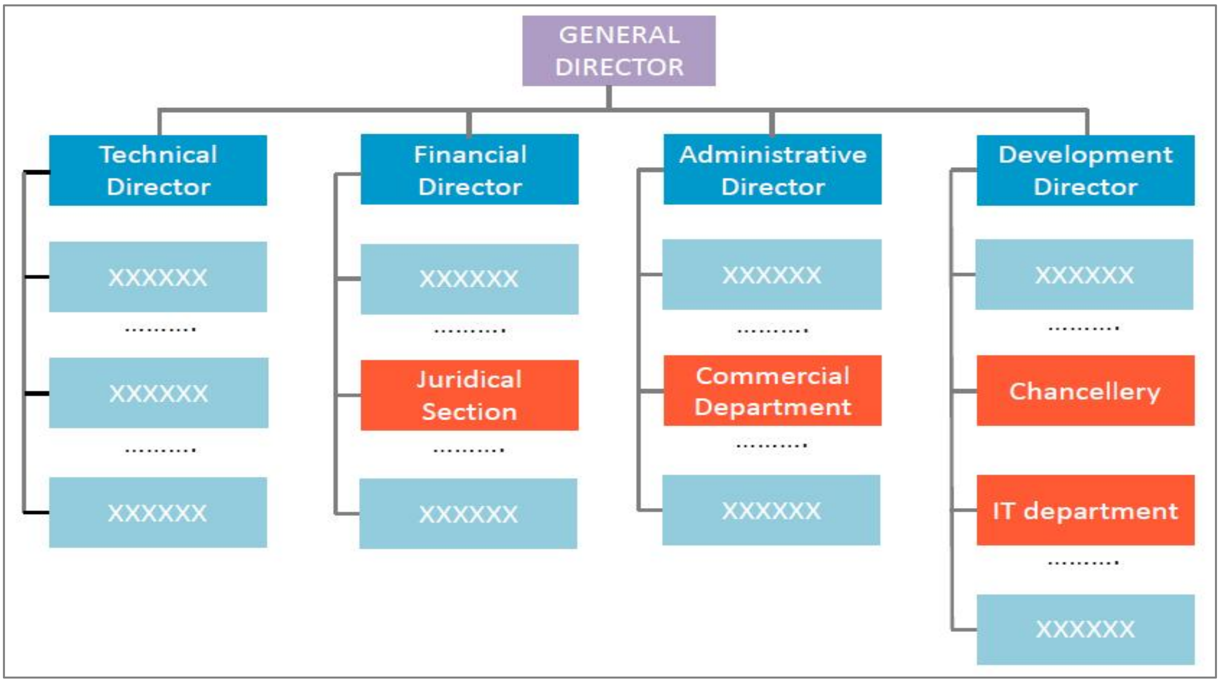
Table 14 : Detailed Action Sheet n°7 – Develop some simple KPI

6. Interaction with customers

6.1. Organization of the tasks

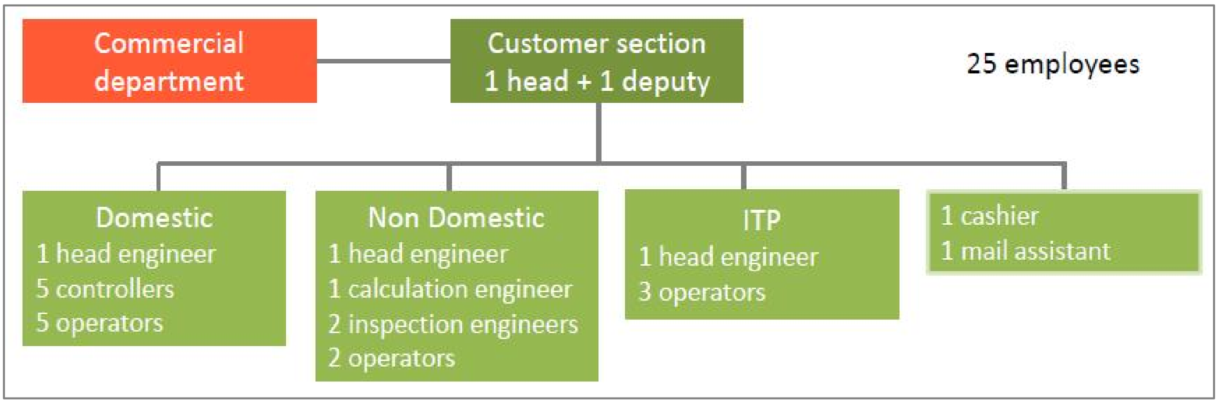
6.1.1. Existing organization

The services in charge of interactions with customers are indicated in the simplified organization chart of CET Nord that is given below:



Most of the tasks related to customers are placed under the responsibility of the **commercial department** which is placed under the administrative director and is composed of the customer section and the marketing section.

The **customer section** belongs to the commercial department, counts 25 employees and is directed by the section's head and its deputy. Its organization is given below:



Domestic unit

The domestic unit is directed by the head engineer and counts 11 employees.

The 5 controllers are in charge of the following tasks:

- Reading nearly 780 block meters every month;
- Making filed enquiries at the request of CET Nord or of the customers.

The 5 operators are in charge of the following:

- Data entry of the meter indexes;
- Production and control of the nearly 30,000 bills per month;
- Follow-up of billing and payments;
- Collection of unpaid bills;
- Treatment of customer’s requests and complaints at the reception desk;
- Treatment of customer’s requests and complaints on phone calls.

Non-domestic unit

The non-domestic unit is directed by the head engineer and counts 6 employees.

The calculation engineer is in charge of making energy balance and checking heat consumption of customers;

The 2 inspection engineers are in charge of the following tasks:

- Reading nearly 460 meters every month;
- Making filed enquiries at the request of CET Nord or of the customers.

The 2 operators are in charge of the following:

- Data entry of the meter indexes;
- Production and control of the bills;
- Follow-up of billing and payments;
- Collection of unpaid bills;
- Treatment of customer’s requests and complaints at the reception desk;
- Treatment of customer’s requests and complaints on phone calls.

ITP unit

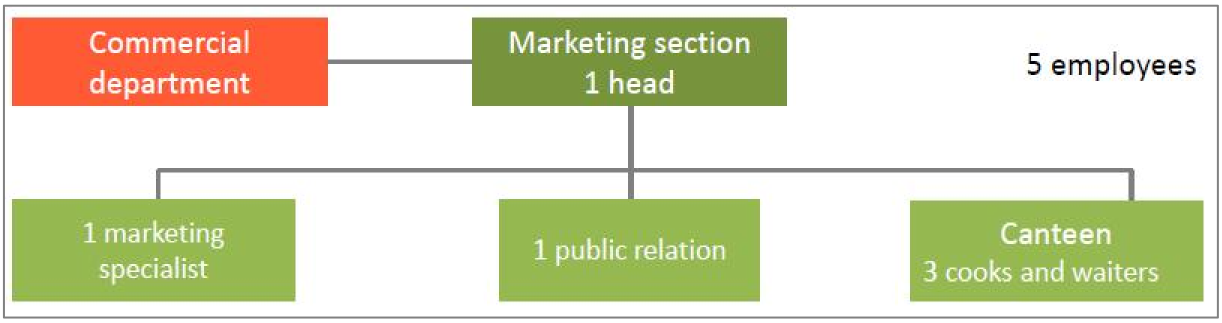
Nearly 130 ITPs have been installed in residential buildings under the first investment program financed by EBRD. In addition to regulating heat supply, the ITPs meter heat supply and transmit the data to CET Nord automatically. The ITP unit is in charge of collecting and treating these data that must be checked and entered in the IT system.

Other

1 cashier is in charge of collecting payments of the customers that pay their bills at the reception desk.

1 mail assistant is in charge of treating emails and letters sent by customers.to CET Nord.

The **marketing section** belongs to the commercial department, counts 6 employees and is directed by the section’s head. Its organization is given below:



The section is in charge of supporting the implementation of key projects through actions of marketing and communication. At present, the section is focused on the development of horizontal distribution in residential buildings.

The **juridical section** is placed under the financial director, is directed by the section's head and counts 6 employees i. The section is in charge of all legal affairs of CET Nord. Regarding commercial activity, the section is responsible of processing legal actions against customers that do not pay their bills. About 700 of such court cases were handled in 2020.

The **chancellery** is placed under the development director, is directed by the section's head and counts 4 employees. The section is in charge of secretary work, archive and reception and response of all letters sent to CET Nord by customers and other stakeholders.

The **IT department** is placed under the development director, is directed by the section's head and counts 5 employees. The section is in charge managing all IT systems of CET Nord. It is especially responsible of the 2 commercial systems and of the exchange of billing and payment data with banks.

6.1.2. KEY ISSUES AND RECOMMENDATIONS

The organization of the commercial department is quite rational and the number of employees is not excessive with regard to the tasks that must be carried out. The separation of tasks related to domestic and non-domestic customers is traditional and fully justified, and the existence of a service dedicated to ITP is necessary in order to implement this new technology in a satisfying manner. Improvement should however be considered in the areas described hereafter.

<u>Management of ITPs and individual meters</u>

In the next years, CET Nord should install many more ITPs and should develop strongly horizontal distribution and sanitary hot water. The impact will be very strong:

- Indexes of blocks meters in residential buildings with ITPs will be transmitted automatically, which will reduce the activity of the controllers;
- Thousands of individual heat and hot water meters will be installed in buildings with ITPS, and their indexes will also be transmitted automatically.

As a consequence, the on-site activity of meter reading will decrease strongly, while CET Nord will have to handle many more meters and indexes, most of them being transmitted automatically. It would therefore be logic to decrease the number of controllers, to reinforce the ITPs unit, and to integrate this unit in the domestic unit.

Collection procedure

Collection rate is high and does not raise any specific issue. It should however be noted processes related to unpaid bills are mostly manual and time-consuming, including sending of thousands reminders and processing nearly 700 court cases. Automated procedures should be introduced to improve productivity and consolidate collection level.

Contacts with customers

Contacts by customers to CET Nord (incoming contacts) consist in requests and complaints which are transmitted at the customer desk, or through phone calls (dedicated and unique number), email and letters. Their reception and treatment is almost fully centralized at the customer section. Yet, the treatment is completely manual which does not allow a proper follow-up, counting and calculation of repose time.

Contacts by CET Nord to customers (outgoing contacts) are mostly bills, reminders of payments and responses to requests and claims. Except for bills, the related processes are mostly manual and do not allow proper follow-up.

Controlling contacts with customers is a key issue that is developed in a dedicated section here below.

Commercial IT system

At present, there are 2 separate systems for domestic and non-domestic customers, which is obviously not optimal. In addition, billing rules cannot be handled by the very old system for non-domestic customers, and are therefore calculated by the system for domestic customers. As the system for domestic is more recent and more efficient, functionalities for non-domestic customers are progressively transferred on this system, such as billing.

Yet, the system for domestic customers is far from responding to the needs of CET Nord, in particular in what regards collection procedure and treatment of requests and complaints. In addition, the system is clearly not ready to handle the development of ITPs and horizontal distribution.

CET Nord should therefore upgrade the commercial systems as soon as possible. As upgrading the existing in-house system for domestic customers would require a lot of works and many resources that are not available at CET Nord for an uncertain result, it is strongly recommended to implement a system available on the market and specialized in district heating activities. Key functionalities of such system are presented in a dedicated section here below.

6.2. Management of customer contacts

6.2.1. Existing situation

Management of customer contacts, particularly requests and claims, is often disregarded, as companies are often focused on their own needs, at the detriment of the needs of their customers. Yet, this point is a central issue for a commercial company in charge of a municipal service that has thousands of customers and many other important stakeholders.

More attention is traditionally given to complaints, especially when they are transmitted by letter in a written form. Some follow-up is usually set-up to make sure that they are responded, even if detailed statistics are usually not available. However, requests other than complaints are considered as ordinary business that does not justify any special consideration. Yet, requests and complaints should receive the same level of attention as they are both key issues in handling relation with customers. This approach is justified by the following considerations:

- Customer complaints are not the only type of interactions with the customers; there are customer contacts consisting in requests for information or services;
- On the one hand, if these requests are not properly handled, they can afterwards escalate into complaints; on the other hand, it is important for the company to go one step ahead and find ways of providing specific information to the customers, in a pro-active and easy manner, avoiding the need for the customer to spend time and efforts to find such information or request it through the usual channels – by telephone or by coming to the company`s offices;
- In order to have a full view on the customers, it is essential to consider all type of contacts, not limited to complaints; this way, improvements actions can apply to all types of interactions, irrespective of the communication channel and nature of the customer request or complaint; the improvement can afterwards be monitored not only in terms of reduction of the complaints, but also in terms of reduction of the share of complaints from the total number of customer contacts;
- Improving the grievance redress mechanism is, of course, important, but it is limited to a reactive approach, which should be combined with a pro-active one, intended to a better handling of all types of customer interactions.

As said above, CET Nord receives requests and complaints through many different channels; Customer desk, phone calls, letters and emails. Letters and emails have been recorded and classified manually by the Chancellery since 2020. The account is given in the following table:

Letters and emails received by type - 2020

No indication	28	Bill calculation	17
Payment of debt	31	Modification of address	7
payment schedule	23	Repair	20
Disconnection	78	End of sequestration	15
Other	129	Insufficient heating	3
Request for disconnection	148	Change dispositive	7
Connection	141	Water leak	51
Project coordination	45	Request for disconnection certificate	101
Non-authorized disconnection	84	Request for suspension of proceeding:	12
Complete disconnection	109	Verification of heating system	15
Replacement of meter	5	New contract	3
Mistake on bill payment	4	Total	1 076

Received by letter	1 006
Received by email	70
Total	1 076

CET Nord receives approximately 4 letters and emails per working days, which is quite low. A response by email or letter is systematically sent and classified together with the incoming mail. The response time can therefore be calculated for each mail on request, but global statistics on response time are not available available,

Visits at the customer desk and phone calls which actually accounts for most of the requests and complaints, are not recorded in the commercial system, and no statistics are available.

This existing situation is clearly not satisfying because follow-up of requests and claims is based only on manual procedures. CET Nord cannot control that responses are sent within contractual delays. In addition, it is not possible to analyze the number and type of requests and claims. As a consequence, CET Nord cannot control the work load of employees and the expectations of the customers.

6.2.2. CLASSIFICATION OF CONTACTS

In order to have a complete view on customer expectations, all incoming and outgoing contacts must be carefully recorded and classified. The classification used by CET Nord for mail should be completed, as detailed in the following sections.

Classification by type of contact

This classification refers to the type of communication:

- Incoming contacts: are the contacts initiated by the customer towards the Company;
- Outgoing contacts: are the contacts initiated by the Company towards the customer.

It is important for CET Nord to monitor these two types of contacts and to develop also the second type: outgoing. This is the sign of a proactive attitude towards the customers, by providing them information on services, Company`s actions which may impact them or on which customers may find a specific interest. Also, outgoing contacts can be made in order to enhance the effectiveness of other processes, like the debt collection for example: reminder letters, phone calls to debtors.

Classification of incoming contacts

The classification of incoming contacts should be expanded on several levels:

- Level 1: requests and complaints

This classification is important, as it distinguishes between the customer contacts requiring information or services and the contacts which display a customer discontent about the company`s services.

- Level 2: Categories of requests and complaints

The requests and complaints can each of them be divided into main categories, as for example: requests about customer accounts, requests about invoices and payments, requests for technical services, requests about the heating services etc. / complaints about invoices, complaints about the heating service, complaints about hot water, complaints about meters etc.

- Level 3: Sub-categories of requests and complaints

This level is necessary, in case the types of contacts are very complex and the company wants to have a better level of detail. For example, the complaints about invoices can be divided into: complaint about not delivered invoice, complaint about the calculation of consumption, wrong data used in the invoice (e.g. wrong surface, wrong reading) etc.

This classification is also useful if the Company sets up a key performance indicator based on the percentage of complaints from the total number of contacts. The recommended target to start with is maximum 20% of complaints from the total number of contacts.

Classification by legitimacy of incoming complaints

This classification refers to the legitimate or not legitimate character of the complaint. A legitimate complaint is when the fact claimed by the customer represents an ascertained failure of the company to perform its obligations. The complaint is not legitimate when, although it expresses a dissatisfaction of the customer with regard to the Company, the fact on which the complaint is based does not represent a mistake made by the Company.

This classification is important for the Company to set up a key performance indicator based on the percentage of legitimate complaints from the total number of complaints.

Classification of outgoing contacts

As said above, outgoing contacts are mostly bills, reminders and responses to requests and claims. They should be recorded and classified by categories, such as incoming contacts.

Classification by communication channel

This classification serves in statistics on contacts by communication channels: number of contacts and percentage of contacts in the customer desk, by phone call, by letter, email and other online channels if any.

It is recommended to target at least 80% of the contacts through channels which provide immediate information to customers and involve minimum of effort for the clients: call centre and online channels.

6.2.3. Follow-up of contacts

When a customer addresses a request or a complaint, the case can be solved immediately, on the phone or during the visit in the customer desk, or it may require further investigation or actions to be performed by other departments.

In this case, the Company needs an effective way to monitor these actions, in order to ensure that the customer`s problem is solved and in what dead-line. Based on the types of customer contacts and on how they should be resolved, several flows can be considered:

- Contacts not requiring further actions

This is the case when the information the customer requires is provided by the customer service he addresses to, or the complaint is solved immediately.

- Contacts requiring further actions to be taken by the commercial department

These are, for example, the requests for opening or transferring of customer accounts, requests for update of customer information, requests for electronic invoices, complaints about wrong invoices which need correction etc.;

- Contacts requiring field actions

These are, for example, the requests for replacing or testing of the meters, or the complaints about the heating service or the hot water.

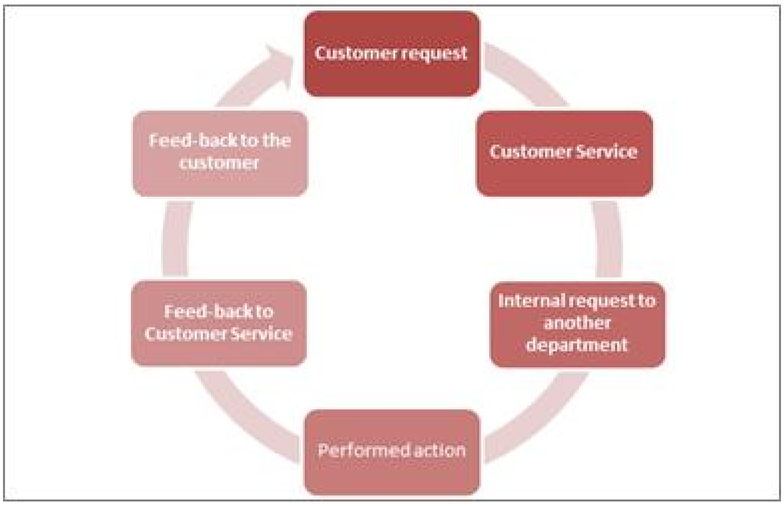
In all these cases, when actions need to be performed either in the commercial department, by another team than the one receiving the contact, or outside the commercial department, mostly in the operational department, it is important that the type of action and the deadline for performance be clearly established in the working procedures, in the form of a service level agreement.

It is important that the other departments develop a customer service approach and respond promptly to customers` requests and complaints which are sent to them for further action. Also, when other departments perform activities which impact the customers, the customer service should be informed, in order to transfer the information to the customers.

In this matter, the Company should develop both a proactive and reactive approach in order to respond to the requests of the quality with the best level of quality. The following graph gives an illustration of the proactive approach:

The objective is to anticipate the impact of the actions of the Company on the clients, and inform them before they have to ask.

The following graph gives an illustration of the reactive approach:



If the proactive approach does not apply, is not sufficient or has failed, the reactive approach is used in order to respond to the request of the customer efficiently. The Company shall make sure that the client has only one contact point in the Company, and that the involvement of separate services in the treatment of the request will be transparent for him.

6.3. IT COMMERCIAL SYSTEM

As mentioned earlier, efficient management of commercial tasks, including contacts with customers, requires a proper commercial system that is lacking today at CET Nord.

Such system manages the whole customer related processes: customer accounts, meters, reading, billing, payments and debt collection, and provides as well a unique platform for managing the customer interactions.

An additional tool which can be developed through an interface with the commercial system is the online interface with the customers, which will provide to customers an access to the relevant information about the consumptions, invoices, payments, on the company`s website and on mobile applications.

6.3.1. Customer interaction platform

The commercial system must have, in its standard version, besides the modules for contracts, devices, billing and collections, a platform for managing customer interactions.

Main requirements which should be considered with regard to this platform are given in the next sections.

Access to customer data

The system should comply with the following requirements:

- The customer should be easily identifiable, by name or parts of the name, address of the contract, address of the connection place, telephone number; identification by telephone number should also be automatically made by interface with the call centre software: when the number of the call is already registered in the system, the system should automatically display the full customer information on the screen;
- Once the customer is identified, the system should allow the visualisation of main customer data, as well as allow easy navigation in the screens containing information about the customer, his contract, type of services, parameters of the service, meters, readings, invoices, payments, signed payment agreements and their status etc.;
- The history of contacts should be visible from the main screen; by selecting any of the contacts, all the details of the contact should be displayed: date, type of contact – by different classifications, result of the contact, if follow-up actions were necessary, details of the follow-up actions;
- The history of invoices must be visible, not only as a list, but also as display of the document, in a printable format;
- The customer account should provide all information about issued invoices and payments, allocation of payments, calculated interest and final customer balance.

Recording and follow-up of contacts

The system should comply with the following requirements:

- The system must provide the possibility to enter customer contacts; the contact creation screen must provide the necessary fields to allow several types of classifications: incoming / outgoing, phone call / visit / letter / e-mail / web contact, classification as per subject of the contact with at least two levels of expansion, by categories and sub-categories;
- Incoming letters shall be scanned and recorded in the system, as well as emails;
- Additional information should be allowed to be entered, such as legitimate / not legitimate complaint, as well as free text for entering the details of the contact;
- Date of creation of the contact and the user must be stored in the system, as well as any changes performed on the contact;
- Additional system objects should be attached to the contact, like for example: payment agreement (if the contact was about the signing of a payment agreement), contract, work order or notification (in case the contact required follow-up contacts); this is necessary in order to have a full traceability on the actions performed in order to solve the customer`s request or complaint;
- The user should be able to launch from the main screen the creation of work orders and notifications, in case other departments need to perform specific actions;
- Other processes should be started from the platform: creation of a contract, termination of contract, making a payment agreement, ordering a service, processing of payments, entering of self-readings etc.

Workflows and user profiles

The system should comply with the following requirements:

- The system should allow the configuration of workflows: succession of tasks related to different stages of a process, which need to be performed in a certain order, by different departments or user profiles; once a task is completed, the system should automatically generate the next task corresponding to the next step in the process, for the user or group of users authorized to perform it;
- The customer interaction platform should allow the creation of different types of user profiles, since not all employees need access to all the information and the different actions to be started from the platform need to be performed by different user profiles (e.g. users in the call centre will not perform payments or payment agreements, which can be done from the same screen by the users from the customer service centre).

6.3.2. Communication platform

The modules should that should be integrated in the communication platform are presented in the next sections.

Call center software

In order to run the call centre, the Company will need to install a proper system which shall include the following functions:

- Automatic pick-up of the calls with pre-recorded message;
- Dispatch of the calls between the operators who are available;
- Indication of the waiting time for the calls on hold;
- Statistics on the number of calls addressed to the call centre, picked up and missed by the operators, duration of the calls, number of calls treated by each operator, etc;
- Automatic redirection of the calls to the emergency number outside business hours;
- Possibility of recording the calls;
- Possibility of realizing a satisfaction survey after the operator has hung up the line;
- Possibility of releasing a pre-recorded message before the call is passed to the operator;
- Possibility of calling automatically a group of selected customers to release a pre-recorded message.

The objective is to have extended business hours, and the capacity to resolve most requests on the phone in order to satisfy the clients and reduce the physical attendance at the customer desk.

Web site with online customer accounts

The online customer account should provide at least the following functionalities:

- Access based on username and password; first registration based on the entering of specific information, like customer number and number of an invoice;
- Visualization of the address of the consumption place, types of services provided;

- Visualization of data relevant for billing: surface, readings;
- History of invoices (12 or 24 months), with details of the invoice and possibility to display the PDF version;
- History of payments;
- Possibility to send online requests and complaints;
- Possibility to choose electronic invoice;
- Possibility to register for receiving SMS about planned service interruptions or other type of information.

This information shall be accessed by an interface with the customer information system.

Mobile application

The above functionalities can be made available also on mobile applications which are today much more popular than traditional websites.

In addition, the mobile application can be used for triggering different types of notifications: about issuing a new invoice, alert on approaching dead-line for payment of the invoice etc.

7. ANNEXES:

ANNEX 1: JOB DESCRIPTION FOR CET-NORD SA COMMUNICATION OFFICER

Responsibilities:

Responsibilities involve:

- Planning, developing and implementing with the management and the communication strategies;
- Communicating with colleagues and key spokespeople;
- Liaising with, and answering enquiries from media, other organizations, via telephone and email;
- Researching, writing and distributing press releases to targeted media;
- Collating and analyzing media coverage;
- Writing and editing in-house magazines, case studies, speeches, articles and annual reports;
- Preparing and supervising the production of publicity brochures, handouts, direct mail leaflets, promotional videos, photographs, films and multimedia programs;
- Organizing events including press conferences, exhibitions, open days and press tours;
- Maintaining and updating information on the company's website;
- Managing and updating information and engaging with users on social media sites such as Twitter and Facebook;
- Sourcing and managing speaking and sponsorship opportunities;
- Commissioning market research;
- Organising satisfaction surveys;
- Fostering community relations through events such as open days and through involvement in community initiatives;

Skills:

- excellent communication, interpersonal and writing skills;
- competence, flexibility and a willingness to learn;
- excellent organizational and time management skills with the ability to multitask;
- the ability to cope with pressure;
- creativity, imagination and initiative;

- good teamwork, analytical and problem-solving skills;
- business awareness and a good knowledge of current affairs.

Diploma and experience:

A communication and/or marketing degree will be appreciated. However, a degree in the following subjects may be helpful:

- business/management;
- Moldovan creative writing;
- politics;
- social sciences.

Work experience of about five years will be appreciated.

ANNEX 2: SATISFACTION SURVEY QUESTIONNAIRES

IDENTIFICATION ***Questionnaire number (do not fill)*** *: /___/___/___/*

DEPARTEMENT____/___/___/

COMMUNE ____/___/___/

DISTRICT ____/___/___/

NAME AND NUMBER OF THE STREET
____ /___/___/

NAME AND CODE OF THE INTERVIEWER ____/___/___/

DATE OF VISIT __/__/__/__/__/ 2021

START TIME H. /__/__/ M. /__/__/ END TIME : H. /__/__/ M. /__/__/

We are carrying out a satisfaction survey of the heating service for the consumers in Balti. Please answer the question most openly (questionnaire is anonymous).

Individual customers

SECTION A - QUESTIONS REGARDING YOUR DWELLING			
A1	How long have you been living in your dwelling?	*1. Less than 6 months* ☐ *2. More than 6 months* ☐	/___/
A2	Floor where your dwelling is located	…………	/___/___/
A3	What is the number of rooms in your dwelling (excluding kitchen, bathroom, toilets, terrace, etc.)?	…………	/___/___/
A4	What is the surface of your dwelling ?	…………	/___/___/___/
A5	a. What is the status of your dwelling? b. If rented, what is the amount of the rent	a. 1. *Owned* ☐ 2. *Rented* ☐ b. ……………………	/___/ /___/___/___/___/
A6	How many persons usually live in the dwelling? a. Adults male (above 15) b. Adults female (above 15) c. Children (3 to 15) d. Babies (below 3)	*a.* ………… *b.* ………… *c.* ………… *d.* …………	/___/ /___/ /___/ /___/
A7	How many people work in your dwelling? a. Adults male (above 15) b. Adults female (above 15)	*a.* ………… *b:* …………	/___/ /___/
A8	What is the profession of the head of household?	*1. Farmer* ☐ *2. Artisan, merchant, entrepreneur* ☐ *3. Senior executive/ Liberal professions* ☐ *4. Middle manager* ☐ *5. Employee* ☐ *6. Worker* ☐ *7. Pensioner* ☐ *8. Homemaker* ☐ *9. Student* ☐ *10. Unemployed* ☐ *11. Other* ☐	/___/

SECTION B : QUESTIONS REGARDING YOUR SATISFACTION OF THE HEATING SERVICE

		Very satisfied	Rather satisfied	Rather not satisfied	Not at all satisfied	
B1 to B10	**What is your satisfaction regarding:**					
	During the heating season:					
	1. The date of start and end	1	2	3	4	/___/
	2. The temperature of your apartment during **mild** temperature	1	2	3	4	/___/
	3. The temperature of your apartment during **very cold** temperature	1	2	3	4	/___/
	4. The continuity of the services (no interruption of heating)	1	2	3	4	/___/
	5. The capacity to respond to technical incidents promptly	1	2	3	4	/___/
	6. The capacity to respond to your claims promptly	1	2	3	4	/___/
	7. The price of heating	1	2	3	4	/___/
	All year:					
	8. The information provided to the customers	1	2	3	4	/___/
	9. Means of payment of your bills	1	2	3	4	/___/
	10. Globally	**1**	**2**	**3**	**4**	/___/

B11	Do you use additional heating appliances (electric fireplaces, ...) during the heating season?	*1. Never* □ *2. Sometimes* □ *3. Often* □ *4. Very often* □	/___/
B12	Do you open the window during the heating season because it is too hot in the apartment/building?	*1. Never* □ *2. Sometimes* □ *3. Often* □ *4. Very often* □	/___/
B13	a. Is your hot water supplied by CET-Nord?	*1. Yes* □ *2. No* □	/___/
	b. If NO, what is the system to provide Hot Water:	*1. Individual Gas Boiler* □ *2. Building Gas Boiler* □ *3. Electrical Boiler* □ *4. Other* □	/___/
	c. If "*Other*", specify	c. …………….………	/_texte_/

SECTION C : COMPARISON WITH OTHER COMMUNAL SERVICES						
		Very satisfied	Rather satisfied	Rather not satisfied	Not at all satisfied	
C1 to C5	**What is your satisfaction regarding:**					
	1. The electricity service	1	2	3	4	/___/
	2. The water/wastewater service	1	2	3	4	/___/
	3. The solid waste collection service	1	2	3	4	/___/
	4. Your property managing office	1	2	3	4	/___/
	5. The maintenance of the heating network of the building	1	2	3	4	/___/

SECTION D : YOUR WISHES REGARDING THE HEATING SERVICE			
D1	I would be happy if the heating system was better regulated because it was often too hot in my apartment during the heating season:	*1. I agree* ☐ *2. I disagree* ☐	/___/
D2	I would prefer to be billed according to my real consumption of heat rather than by the surface of my apartment:	*1. I agree* ☐ *2. I disagree* ☐	/___/
D3	a. I am ready to pay for the installation of valves in order to regulate the temperature in my apartment (it might be expensive for design reasons): b. If yes, How much ?	*1. I agree* ☐ *2. I disagree* ☐ ………………………	/___/ /__/__/__/__/
D4	a. I am ready to pay for the installation of heat insulation (exterior walls, windows…) in order to reduce my actual consumption and/or increase my comfort: b. If yes, How much ?	*1. I agree* ☐ *2. I disagree* ☐ ………………………	/___/ /__/__/__/__/
D5	Beyond what amount do you consider that your heat bill is too expensive:	………………………	/__/__/__/__/
D6	Below what amount do you consider that your heat bill is too cheap:	………………………	/__/__/__/__/
D7	Are you considering an alternative to central heating system? If yes, specify ………………………………………………………………………	………………………	/__/__/__/__/
D8	Range in order of relevance (1 being the most important) the improvements needed for the district heating service: 1. Lower prices 1 2 3 2. Duration of heating season 1 2 3 3. Ability to regulate temperature 1 2 3 If other improvements are needed, specify …………………………………………………………………		/___/ /___/ /___/ /_texte_/

	Comments from respondent :	______ ______ ______ ______ ______

THANKS FOR YOUR COOPERATION!

Private companies

Only Section A of the Individuals questionnaire has to be adapted:

SECTION A - QUESTIONS REGARDING YOUR COMMERCIAL PREMISE/OFFICE?			
A1	How long have you been using this commercial premise/office?	*1. Less than 6 months* □ *2. More than 6 months* □	/___/
A2	Floor where you commercial premise/office is located	… … … … …	/___/___/
A3	What is the number of rooms in your commercial premise/office?	… … … … …	/___/___/
A4	What is the surface of your commercial premise/office?	… … … … …	/___/___/___/
A5	a. What is the status of your commercial premise/office? b. If rented, what is the amount of the rent (UAH)	a. 1. *Owned* □ 2. *Rented* □ b. ……………………..UAH	/___/ /___/___/___/___/
A6	How many persons usually work in the commercial premise/office?	… … … … …	/___/
A7	How many people work in your dwelling? a. Adults male (above 15) b. Adults female (above 15)	*a. … … … … …* *b: … … … … …*	/___/ /___/

Public services

Only Sections A and C of the Individuals questionnaire have to be adapted:

SECTION A - QUESTIONS REGARDING YOUR BUILDING			
A1	Type of building If *Others*, specify	*1. Hospital* ☐ *2. School or kindergarden* ☐ *3.Office/ Adminisration* ☐ *4. Warehouse* ☐ *5. Library / Museums…* ☐ *6. Others* ☐ …………………………	/___/ /_texte_/
A2	What is the heated surface of your building?	………………	/___/___/___/___/
A3	How many persons usually work in the building?	………………	/___/
A4	How are you connected to the DH network (type of supply point)?	*1. Individual Heat Substation (PTI)* ☐ *2. Hydro-elevator* ☐ *3.Central Heat Substation (CTP)* ☐	/___/

SECTION C : COMPARISON WITH OTHER COMMUNAL SERVICES						
C1 to C3		Very satisfied	Rather satisfied	Rather not satisfied	Not at all satisfied	
	What is your satisfaction regarding:					
	1. The electricity service	1	2	3	4	/___/
	2. The water/wastewater service	1	2	3	4	/___/
	3. The solid waste collection service	1	2	3	4	/___/

Disconnected customers

SECTION A - QUESTIONS REGARDING YOUR DWELLING			
A1	How long have you been living in your dwelling?	*1. Less than 6 months* □ *2. More than 6 months* □	/___/
A2	Floor where your dwelling is located	…………	/___/___/
A3	What is the number of rooms in your dwelling (excluding kitchen, bathroom, toilets, terrace, etc.)?	…………	/___/___/
A4	What is the surface of your dwelling ?	…………	/___/___/___/
A5	c. What is the status of your dwelling? d. If rented, what is the amount of the rent	a. 1. *Owned* □ 2. *Rented* □ b. ……………………	/___/ /___/___/___/___/___/
A6	How many persons usually live in the dwelling? e. Adults male (above 15) f. Adults female (above 15) g. Children (3 to 15) h. Babies (below 3)	*a.* ………… *b.* ………… *c.* ………… *d.* …………	/___/ /___/ /___/ /___/
A7	How many people work in your dwelling? c. Adults male (above 15) d. Adults female (above 15)	*a.* ………… *b:* …………	/___/ /___/
A8	What is the profession of the head of household?	*1. Farmer* □ *2. Artisan, merchant, entrepreneur* □ *3. Senior executive/ Liberal professions* □ *4. Middle manager* □ *5. Employee* □ *6. Worker* □ *7. Pensioner* □ *8. Homemaker* □ *9. Student* □ *10. Unemployed* □ *11. Other* □	/___/

SECTION B: QUESTIONS REGARDING THE REASONS OF YOUR DISCONNECTION FROM THE HEATING SERVICE			
B1	Since when your dwelling has been disconnected from the heating service ?	Less than 5 years ☐ More than 5 years ☐	/___/
B2	What are the reasons why you disconnected your dwelling from the heating service?	Price of the service ☐ Quality of the service ☐	/___/
B3	Now, what is your overall satisfaction regarding your personal heating system?	Not at all satisfied ☐ Rather not satisfied ☐ Rather satisfied ☐ Very satisfied ☐	/___/
B4	a. What is the personal system you are using for heating your dwelling? b. If "Other", specify	1. Individual Gas Boiler ☐ 2. Electric Heaters ☐ 3. Electric Fireplace ☐ 4. Other ☐ b. ……………………	/___/___/___/ /_texte_/
B5	a. What is the personal system you are using for heating your hot water? b. If "Other", specify	1. Same Gas Boiler ☐ 2b. Building Gas Boiler ☐ 3: Electric Boiler ☐ 4. Other ☐ b. ……………………	/___/ /_texte_/
B6	What was the price of your installation ?	………………………UAH	/__/__/__/__/__/__/__/
B7	How much are you paying by month (electricity or gas)?	……………………UAH /month	/___/___/___/___/

SECTION C : QUESTIONS REGARDING YOUR SATISFACTION OF THE CENTRAL HEATING SERVICE

		Very satisfied	Rather satisfied	Rather not satisfied	Not at all satisfied	
C1 to C9	**What was your satisfaction regarding:**					
	During the heating season:					
	1. The date of start and end	1	2	3	4	/___/
	2. The temperature of your apartment during **mild** temperature	1	2	3	4	/___/
	3. The temperature of your apartment during **very cold** temperature	1	2	3	4	/___/
	4. The continuity of the services (no interruption of heating)	1	2	3	4	/___/
	5. The capacity to respond to technical incidents promptly	1	2	3	4	/___/
	6. The capacity to respond to your claims promptly	1	2	3	4	/___/
	7. The price of heating	1	2	3	4	/___/
	All year:					
	8. The information provided to the customers	1	2	3	4	/___/
	9. Means of payment of your bills	1	2	3	4	/___/
C10 and C11	10. **Now**, are you satisfied regarding the temperature of your apartment during the heating season?	1 2	3	4		/___/
	11. **Now**, are you satisfied regarding the price of heating?	1	2	3	4	/___/

SECTION D : COMPARISON WITH OTHER COMMUNAL SERVICES						
		Very satisfied	Rather satisfied	Rather not satisfied	Not at all satisfied	
D1 to D5	**What is your satisfaction regarding:**					
	1. The electricity service	1	2	3	4	/___/
	2. The water/wastewater service	1	2	3	4	/___/
	3. The solid waste collection service	1	2	3	4	/___/
	4. Your property managing office	1	2	3	4	/___/
	5. The maintenance of the heating network of the building	1	2	3	4	/___/

SECTION E : YOUR WISHES REGARDING THE HEATING SERVICE			
E1	Do you think that you can be interested to reconnect your dwelling to the heating service : IF NO, Go to QUESTION E6	*1. Yes* □ *2. No* □	/___/
E2	What can be the main reason to reconnect your dwelling to the heating service ?	*1. Price of the service* □ *2. Quality of the service* □	/___/
E3	I would be happy if the heating system was better regulated because it was often too hot in my apartment during the heating season:	*1. I agree* □ *2. I disagree* □	/___/
E4	I would prefer to be billed according to my real consumption of heat rather than by the surface of my apartment:	*1. I agree* □ *2. I disagree* □	/___/
E5	a. I am ready to pay for the installation of valves in order to regulate the temperature in my apartment (it might be expensive for design reasons): b. If yes, How much ?	*1. I agree* □ *2. I disagree* □ …………………………	/___/ /___/___/___/___/
E6	a. I am ready to pay for the installation of heat insulation (exterior walls, windows…) in order to reduce my actual consumption and/or increase my comfort: b. If yes, How much ?	*1. I agree* □ *2. I disagree* □ …………………………	/___/ /___/___/___/___/

E7	Beyond what amount do you consider that your heating bill is too expensive:	………………………	/__/__/__/__/
E8	Below what amount do you consider that your heating bill is too cheap:	………………………	/__/__/__/__/
E9	What improvements are needed most for the district heating service: 1. Lower prices 1 2 3 2. Duration of heating season 1 2 3 3. Ability to regulate temperature 1 2 3 If other improvements are needed, specify ……………………………………………………………………		/___/ /___/ /___/ /_texte_/
	Comments from respondent :	________ ________ ________ ________ ________	

ANNEX 3: REALISATION OF A CUSTOMER SATISFACTION SURVEY

Scope of the Services

The Services consist in performing a survey on customer satisfaction of District Heating Company services in Balti, Moldova.

Description of services

The Service Provider will be responsible for conducting a survey on customer satisfaction of District Heating Company services in the city of Balti. It covers the following tasks:

- Evaluate and test questions
- Print and disseminate the questionnaires
- Train and supervise interviewers
- Conduct face-to-face interviews
- Analysing the collected data

Number of respondents: *(to complete with CET-Nord SA)*

4 questionnaires: connected clients (…), non-connected clients (..), private companies (…), public services (…).

Period:

The interviews have to be made at the end of the heating season (tentatively: May 2021)

Respondents:

All contacts of the respondents will be provided by CET-Nord SA.

SEURECA

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Independent Project Accountability Mechanism (IPAM)

If efforts to address environmental, social or public disclosure concerns with the Client or the Bank are unsuccessful (e.g. through the Client's Project-level grievance mechanism or through direct engagement with Bank management), individuals and organisations may seek to address their concerns through the EBRD's Independent Project Accountability Mechanism (IPAM).

IPAM independently reviews Project issues that are believed to have caused (or to be likely to cause) harm. The purpose of the Mechanism is: to support dialogue between Project stakeholders to resolve environmental, social and public disclosure issues; to determine whether the Bank has complied with its Environmental and Social Policy or Project-specific provisions of its Access to Information Policy; and where applicable, to address any existing non-compliance with these policies, while preventing future non-compliance by the Bank.

Please visit the Independent Project Accountability Mechanism webpage to find out more about IPAM and its mandate; how to submit a Request for review; or contact IPAM via email ipam@ebrd.com to get guidance and more information on IPAM and how to submit a request