

**MOLDOVA SOCIAL INVESTMENT FUND**

**COMMUNITY**

**CAPACITY BUILDING HANDBOOK**

**Chisinau - 2004**

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## Training Programme Overview

### Introduction

### Programme 1 – Project Cycle Management – (For all FISM Components)

#### Unit 1 Promotion and Project Selection

Module 1.1 SIF Overview and Enhancing Participation in Community Organisations and Meetings (We could combine SIF overview with these general aspects of participation)

Module 1.2 Role of Local Public Bodies and NGOs in Organizing an Effective Meeting

Module 1.3 Role and Responsibilities of Implementing Agencies in Conducting Micro-Projects

#### Unit 2 Design and Procurement

Module 2.1 Strengthening Technical Design

Module 2.2 Procurement Procedures and Practices

#### Unit 3 Implementation, Operation and Maintenance

Module 3.1 Role of Local Inspectors in Implementing Micro Projects

Module 3.2 Strengthening Operations and Maintenance

Module 3.3 Managing Finances

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Unit 2 Monitoring and Redefining Existing Strategies and Plans

Unit 3 Design a Project Proposal, Resource Mobilization and Fundraising

Unit 4 Community Leadership

Programme 3 Small Town Development & Local Public Bodies (For Small Town Component)

Unit 1 Strategic Planning

Unit 2 Key Roles in Community Development and Sustainability

Unit 3 Financial Instruments for Community Development

Unit 4 Public Services Management

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Unit 8 Cost Control in Construction

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Unit 3. Improving Education Management

Unit 4. Participatory Training of Trainers

## 1 INTRODUCTION

### 1.1 What is Capacity Development?

Capacity development is both a means and an end for sustainable human development. It empowers people to realise their potential and encourages better use of capabilities. Sustainable capacity development entails promoting internal change to improve the operation of a project or programme as well as external change that will result in a more enabling policy environment. Capacity development is the process by which individuals, organisations, institutions and societies develop their abilities individually and collectively to analyse needs and identify problems, agree objectives and perform functions and actions in a more effective manner through continuous learning and change processes that make best use of people and resources.

A comprehensive programme of capacity development in FISM will require the adoption of a variety of approaches to the development of individual, group and organisational knowledge, competencies, skills and expertise. This will, in turn, involve the adoption of a variety of learning and development methods and approaches at different points in the FISM 2 programme, for different purposes and based upon different methods.

### 1.2 Capacity for whom?

For a long time, government in Moldova has been seen as the main source for development. This is no longer the case as the role of the State is changing throughout the world with a greater emphasis on harnessing the capacity and resources of civil society and the private sector as key partners in development. At the same time governments need to be assisted to redefine policies, create an enabling environment and decentralise services in order to be closer and more accountable to those they serve.

The approach to capacity development adopted in this handbook builds upon the existing range of capacity development processes and activities developed during FISM 1 aimed at primarily at changing the former reliance on State agencies and associated dependency mentality of communities by equipping them with knowledge, skills and confidence to embark on a process of community driven development. At the same time, the capacity development approach for FISM 2 will be designed to accommodate certain changes of emphasis in programme design (eg inclusion of small town component) as well renewed emphasis on improving scheme identification, prioritisation and planning along with more freedom for communities to manage funds directly.

In this context FISM needs to adopt a strategic approach to capacity development by first determining whose capacities should best be developed. In FISM 2, for example, it may in some cases be important to develop the capacities of local public administration to deliver services in a more cost effective and efficient manner whilst in other cases it may

be more important to develop their capacities to regulate and monitor new arrangements for service delivery by community groups. At the same time new partnerships should be identified among government, civil society and the private sector, and between these groups and external development partners to enable a more effective and sustainable holistic approach to capacity development.

### 1.3 Main Approaches to Capacity Development

There are a number of approaches to capacity building that will need to be combined under MSIF 2 in order to optimise the impact of capacity development on programme and project outcomes. The key approaches in MSIF 2 are summarised below:

#### ***Training***

Training is most efficient as a means of imparting a substantial amount of information in a relatively short period of time. Training in MSIF will be based upon the design and delivery of short modules involving practical case material and exercises designed to meet a clear learning objective and specific learning outcomes. Given Care will be taken in the design of all training programmes to ensure that they are based upon appropriate adult learning methods to enhance learning outcomes (see Adult Learning Section below).

#### ***Coaching***

Coaching is another aspect of capacity development that will be widely used during MSIF 2. Coaching provides an opportunity for individual or small group learning through discussion, guidance and interaction with project staff or trainers. There is a substantial on-going coaching activity within MSIF that takes place during project planning, implementation and monitoring visits undertaken by MSIF staff and trainers in follow-up visits. An important aspect of this component of capacity development is to ensure that project staff have been trained to impart information in a clear and simple manner and that they anticipate likely information needs and requirements prior to making field visits and site inspections.

#### ***On-the-job learning***

On-the-job learning is an extremely important aspect of capacity development in MSIF. One of the main instruments for on-the-job learning in MSIF 1 has been through facilitated project planning processes at community level such as the elaboration of the strategic plan where training in problem analysis and scheme prioritisation and selection is linked to the actual formulation of the strategic plan in selected performance villages under the CDD component.

#### ***Technical support***

The technical support component of the capacity building programme in MSIF relates to the development of understanding and skills on how to operate and implement MSIF

systems, procedures and processes. This is achieved through the development of key operational manuals and guidelines that have been produced in the form of handbooks for different stakeholders as well as specific technical guidance to stakeholder groups at each stage of the project cycle. This component of the capacity development programme will build upon the extensive TA and documentation already developed under MSIF 1 and may include new TA materials in the form of a handbook for Local Public Administration and Social Care Programmes.

### **Study Visits**

Study visits can provide an extremely effective means of capacity development through exposure to new and innovative approaches to a particular aspect of policy development or programme management. Study visits are a particularly useful way of building a constituency of enthusiastic change agents capable of initiating actions at local, regional or national level. An important lesson arising from study visits during MSIF 1 is that the success of such an approach depends on careful advance preparation and post visit debriefing with clear expectations about likely follow up actions. At the same time the choice of location is critical and care has to be taken to ensure that innovations and lessons are contained within a high level of contextual relevance in relation to Moldova.

## **1.4 FISM Combined Approach**

As can be seen from the above there is no single approach to capacity development that is likely to bring about the necessary changes in behaviour and action arising from new forms knowledge, competencies and skills. Rather, capacity development under FISM will aim to combine the various approaches in a logical and sequential manner where identified training programmes (see below) can provide the overall framework for capacity development that will be supported through selective **coaching** as a routine part of programme implementation and training follow. At the same time, selective **on-the-job learning activities** will be developed alongside the training modules for processes such as the elaboration of strategic plans at community and small town level. These capacity development activities will be complemented by on-going **technical assistance** to guide all operational and procedural aspects for stakeholders through the preparation and dissemination of manuals, handbooks and technical briefing notes as currently being developed. Finally, the capacity development programme will include selective **study visits** to promote practical innovation and policy reform.

The programme outlined in this handbook below has been designed in the light of the findings and recommendations on capacity development and training identified by the various FISM Working Groups of October 2003. Taking note of such recommendations it is proposed that the capacity development programme gives priority to **practical training oriented towards the replication of FISM procedures** and experience. The programme should, as far as possible, involve **all community actors** wherever possible to achieve better results. The programme recommends that **performance villages** may be used as **examples of good practice** and certain key individuals could be trained as

facilitators As noted by almost all groups capacity development. The programme will emphasise training and seminars in the field of **management of own financial resources** both for local public administration and communities (Beneficiary Associations) as well as how to mobilise additional revenue and **access alternative sources of funding**. Finally, as recommended in the working group meetings this handbook proposes a comprehensive training plan with defined modules and outline contents that can be applied to different communities and different components at different times depending upon the schedule of activities developed by the SIF office during the course of Phase 2 implementation.

## 1.5 Supporting Capacity Development

Whilst the above approaches to capacity development will combine to provide a sound basis for individual and group learning and development it should be noted that they are not necessarily sufficient to ensure that learning will always be put into practice. In order to realise the objectives of capacity development in MSIF it will be important to consider a number of external factors that have a significant impact on community capacity development.

Here, it will be important for MSIF facilitators and staff to identify and incorporate ways and means of ensuring:

- Sufficient opportunity for individuals and groups to participate in programme implementation and decision-making once they have received capacity development inputs and the level of clarity and understanding of their new roles and functions
- Adequacy of incentives for individuals and groups to apply new learning and skills to programme and project activities
- Emphasis on changing values and attitudes of individuals and groups towards inclusion and participation
- Empowerment of individuals and groups in relation to existing authority structures both formal and informal.

## 1.6 Enhancing Capacity Development

In addition to creating an appropriate environment for effective community capacity development through attention to the points listed above, it may also be useful to consider related inputs that will enhance overall capacity development under MSIF 2. These may include:

1. Improving community access to selective technical equipment and resources that will strengthen the application of new competencies, skills and expertise acquired through capacity development activities. This may include supporting the

development of simple planning tools at community level or the development of computer software for data integration and analysis at small town and district level.

2. Enhancing institutional relations by supporting initiatives that will enhance the level of understanding and cooperation between organisations, groups and individuals that interact for a common purpose.
3. Promoting an enabling environment for the operation of the state, civil society and the private sector through supportive policies, plans, legal frameworks and incentives that address social, political, economic and environmental priorities.

A broader, more complex view of capacity development is thus emerging. It goes far beyond training or systems and structural improvements of formal organisations. It means a society-based approach, building consensus around national goals and programmes, using existing capacities, focusing on people and incorporating characteristics of good governance, while taking the larger policy-related enabling environment into account and placing technical cooperation and official development assistance in a supportive role.

Unfavourable policy environments in many countries have not made it easy for sustainable capacity development. The challenges are formidable, and some remedies are clear. Good governance helps organisations function, free from undue politicisation. Participation and democratisation allow citizens and consumers to demand better performance and accountability from organisations that are supposed to serve them. Development of capacity must supplement and enhance national practices rather than replace them. As development organisations must focus on partnerships, facilitation and performance, individuals must be given incentives, information, resources and skills to carry out their work.

Capacity development has to work at different levels within a system and may involve turning many institution-building approaches upside-down, as the focus of capacity building may need to shift from developing local skills and competencies to national strategies to develop, sustain and properly use capacities already available in society. Except in situations of crisis and revolutionary change, developing capacities in government institutions from scratch becomes the least desirable option and other parts of society that can be further developed to address capacity shortcomings. Developing and using the potential of individuals, organisations and systems is central to sustainable human development.

## 1.7 Capacity Development and Change

Developing capacities also means that people (often working in groups, organisations and systems) have to change the way they do things and interact.

Change involves institutionalising participation and learning. For individuals, change is best introduced when they are fully involved in design, implementation and accountability. Over time, incremental capacities are built through on-the-job learning and skills development, improved access to information and formal and informal training. The right policy, cultural, organisational and incentive mix must allow this to continue over time, especially when technical cooperation ends.

Policy changes need leadership and commitment. Where major policies and institutions are involved, strong political commitment is required to introduce change. This usually means champions and leaders willing to take risks and help identify processes and new opportunities that can serve as entry points for change (planning processes, national and local elections, annual budget reviews, new crisis restructuring programmes, and so on). In some cases these people help consensus-building, clarify goals and develop national frameworks for change. It is important that these champions be legitimate national leaders-not created by donor-assisted programmes. Once identified, such people require resources, training and strategic technical support to bring about change.

For this reason the capacity development plan will include specific activities to work with central and local public administration to promote policy reform in key sectors of interest to SIF such as Labour and Social Protection, Education, Environment, Construction and Energy. Such support will include joint seminars and courses and special policy reform study visits. This approach contrasts with those that focus exclusively on the internal operations of programmes and organisations. This approach ignores the fact that these operations are linked to processes and systems external to the organisation.

Change also means uncertainty. The process of change is often complex and unpredictable. Economic, social, political, cultural and psychological factors can all affect the momentum and direction of organizational and individual change. The impact of the external sector, particular trade links and donor conduct can exacerbate the uncertainty. Thus change has degrees of risk and ambiguous outcomes that need to be factored into all capacity development programmes. Flexibility, continuous learning and feedback, adequate timing and managed expectations will all be key factors in ensuring the success of capacity development in FISM 2.

The nature and scope of the capacity development plan described below for FISM 2 is designed to bring about change at three levels. This requires the overall programme to be based on a hierarchy of interrelated objectives that reinforce the kinds of change that are fundamental to the success of FISM.

These may be summarised as:

1. **Policy context** - capacity requirements at the highest level address the needs of the larger systems including policies; strategies; legislation; and capabilities to coordinate, manage changes and implement programmes. The capacity

development programme emphasises the importance of policy reform in areas such as the harmonisation and application of environmental standards, energy conservation, special needs education, integration policies for disability care.

2. **Organisational context** – capacity requirements at the intermediate level address ways of improving the effectiveness of formal organizations (Local Public Administration, Care Homes, Beneficiary Associations, Implementing Agencies etc) and informal groups (Community Focus Groups, Community Meetings etc). Key capacity requirements at the formal organisational level include the ability to formulate a vision and mission, strategy, plan and competencies to perform specific functions and processes. Key requirements at the formal/ informal group level (such as for community groups) include capacities to organise, build consensus, implement, learn and evaluate in a participatory manner.
3. **Individual context** - capacity requirements at the individual level are based on continuous and incremental learning, formal and informal training and skills development. Team-building exercises and other interactive methods also help individuals to increase their capabilities.

## 1.8 Capacity for Local Public Administration

At each level above it will be important to consider the extent to which capacity development programmes and approaches address the following attributes of good governance for local public administration

- Responsive-to the needs of people and stakeholders.
- Participatory-all men and women affected should have a voice in decision making throughout the process.
- Transparent-built on the free flow of information.
- Equitable-all men and women have equal access to opportunities and assets.
- Accountable-decision makers in government, the private sector and civil society are accountable to the public as well as to institutional stakeholders.
- Consensus-oriented-differing interests are mediated on what is in the best interest of the whole group.
- Effective and efficient-individuals, processes and institutions produce results that meet those needs, while making the best use of resources.
- Strategic-based on long-term societal vision and reflecting analysis of full range of opportunities and strengths.

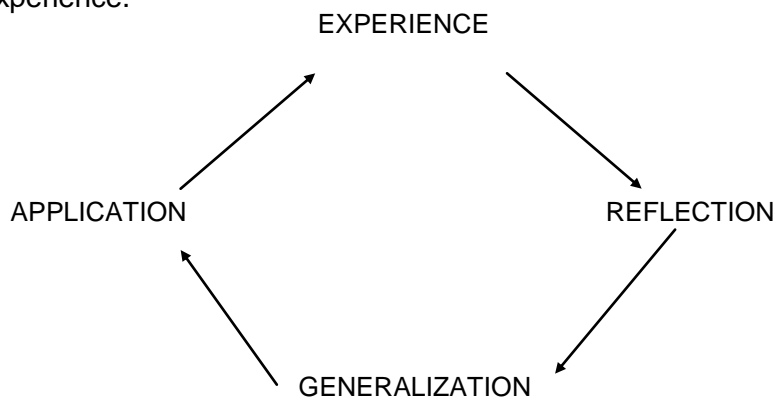
All these attributes are core characteristics of good governance and should be incorporated into all programme design features.

## 1.9 Adult Learning and Training Methods

Training within FISM 2 should as far as possible be based upon adult learning methods that emphasise the importance of experiential learning approaches that provide a powerful source of learning by relating training methods to the three main stages of how adults process experience:

- a) Systematic reflection (review of events)
- b) Generalization (what does it mean)
- c) Application (the next steps)

Here, reflection, generalization, and applications are also referred to as the ‘processing’ of experience.



This combined with the element of continuity makes this approach a powerful adult-centred learning/training methodology.

### 1.9.1 Enhancing Experiential Training Impact

1. Generally, experiential activities should follow a structured pattern of presentation and case studies. However, it is not necessary to adhere to this order throughout the program. Debriefing sessions without explicit attention to the different phases of the experiential learning cycle may not be sufficient.
2. Start with low-risk activities and then move to high-risk events. It is important to help participants feel comfortable before throwing them in high involvement and high risk activities.
3. Experiential activities could be out-door as well as in-door.

4. The training partners should have a good sense of all the sessions. This will allow smooth transitions and strong linkages between sessions to be delivered by the two organizations.

### **1.9.2 Training Delivery Methods**

The capacity development programme will adopt a variety of training delivery methods that may be used as part for performance improvement in local government. These will be considered separately in supplementary papers.

## 2 PROGRAMME 1 – PROJECT CYCLE MANAGEMENT – (FOR ALL FISM COMPONENTS)

### 2.1 Unit 1 Promotion and Project Selection

#### 2.1.1 P1 Module 1.1: Enhancing Participation in Community Organisation and Meetings

**Objectives:** To enhance understanding of participation in community organisation and meetings and in the application of this to project cycle management.

**Structure:** This module begins by familiarising the community with the basic principles of community participation (session 1) and project cycle management (session 2) and then shows how participation can be used at each stage of the project cycle to enhance the overall effectiveness of plan implementation.

**Content:** Session 1: Community Organisation and Participation

- What is a community? Classification by people & structures
- Community organisation
- Role and importance of participation
- Key stakeholders in community development

Session 2: Enhancing Effectiveness of Meetings

- How to organising an effective meeting
- Assembly composition, agenda and management
- How to enhance participation in meetings

Session 3: Participatory Project Cycle Management

- Stages of the project cycle
- Introduction to the logframe (goals, purpose, activities, inputs)
- Enhancing participation in planning and implementation
- Participatory monitoring and evaluation

**Target:** Community leaders, Local Public Administration Officials, NGOs and selective community members

**Duration:** One day workshop

**Methods:** Short presentations and group exercises to include stakeholder analysis, logframe analysis and role play,

### 2.1.2 **P1 Module 1.2 : The Role of Local Public Bodies and NGOs in Organizing an Effective Meeting and Identifying Micro-Project Applications**

**Objectives:** To familiarise Mayors, officials from Local Public Bodies, NGOs and community leaders with SIF programme objectives and process for identification and selection of micro-projects including how to organise an effective community meeting.

**Structure:** This workshop is based on 3 (one hour) sessions. The first session explains SIF objectives and the benefits of collaboration, the second focuses on the process of micro-project identification and selection and the third session deals with how to organise effective community meeting/s to facilitate project identification, selection and approval.

**Content:** Session 1: Collaboration with Social Investment Fund

- Social Investment Fund objectives and procedures
- Types of collaboration and implications for stakeholders
- Benefits of collaboration and intended impacts

Session 2: Micro-project Identification and Selection

- Project identification
- Selection criteria and ranking
- Project appraisal and approval

Session 3: Organising an Effective Community Meeting

- Requirements of a valid general assembly
- Issues for assembly discussion and preparation of agenda
- Ways to enhance participation in discussion and decision-making

**Target:** Mayors and officials from Local Public Bodies, NGOs and community leaders

**Duration:** Half day – one day Seminar (depending on previous exposure)

**Methods:** Short presentations and question and answer discussions

### 2.1.3 **P1 Module 1.3 : The Role and Responsibilities of Implementing Agencies in Conducting FISM Micro-Projects**

**Objectives:** To understand the concept, role and responsibilities of Implementing Agencies in the execution of micro-project works and in contributing to post implementation sustainability.

**Structure:** Half day workshop based on 3 short sessions designed to explore the concept, role and responsibilities of user associations in micro-project implementation and sustainability. Session one focuses on the concept and composition of the IA, session 2 examines the role of the IA in relation to the project cycle and finally session three identifies the role of IAs in ensuring post implementation sustainability.

**Content:** Session 1: Concept of Implementing Agencies

- IA as a means of structured participation
- Composition of IA
- Management of IA

Session 2: Role of Implementing Agencies in Project Cycle

- Procurement, design and implementation
- Contract monitoring
- Quality assurance

Session 3: Micro-Project Sustainability

- Issues of sustainability
- O&M management
- Establishing users associations

**Target:** Community leaders, local public officials and other stakeholders concerned with micro-project implementation and maintenance

**Duration:** Half day workshop (9.30am-12.30pm)

**Methods:** Short presentations and question and answer discussions

## 2.2 Unit 2: Design and Procurement

### 2.2.1 P1 Module 2.1 : *Strengthening Technical Design*

**Objectives:** To enhance community leader's, BA's and local administration official's understanding of technical design options for micro projects to increase the effectiveness of system specifications, function and durability.

**Structure:** This module will begin by examining how to prepare a specimen ToR including the definition of scope of work, tasks and deliverables. The second session will examine systems design issues by sector (heating, water, roads etc) and the final session will focus on specific design options and specifications by sector.

**Content:** Session 1: Formulation of ToRs for Technical Design

- How to prepare and structure ToRs
- Defining objectives and scope of work
- Specifications of tasks and duties
- Identifying outputs and deliverables
- Defining required experience and duration

Session 2: Key Issues in System Design

- Buildings design
- Water treatment and distribution
- Heating systems
- Roads and drainage

Session 3: Design Options and Specifications

- Buildings and energy conservation
- Water treatment and distribution systems
- Heating systems and options
- Roads and drains

**Target:** Community leaders and senior representatives of local public administration, technical personnel and local inspectors

**Duration:** One day seminar

**Methods:** Short presentations, discussion, technical exercise. The workshop could include a study visit/s to observe an effective operations and maintenance process

## 2.2.2 P1 Module 2.2 Understanding Procurement Procedures and Practices

**Objectives:** The objective of this course is to develop a better understanding of sound procurement procedures and systems to ensure all procurement of goods, works and services is carried out in an effective, timely and transparent manner and that final outputs of these goods, works or services are accomplished as intended in the design.

**Structure:** This course will begin with an introduction to the main issues and components of associated with civil works procurement including registration, prequalification and tendering. The second module will examine methods and criteria for the assessment of procurement needs and the third module will aim to build skills and expertise in bid evaluation, negotiation and quality control through practical exercises

**Content:** Module 1 Civil Works Contracts

- Overview of procedures for appointing contractors including registration; grading; prequalification; tendering, evaluation, negotiation and approval process; development of specifications and bills of quantity (BoQ)
- Management procedures including supervision and quality assurance and municipal capacity to effectively manage construction;

Module 2 Assessment of Detailed Procurement Needs

- How to determine scope of community contracting
- Criteria for deciding on contracting options
- Methods to assist in use of consultants services for i) detailed design of project components; ii) construction supervision; and iii) quality assurance.

Module 3 Evaluation, Negotiation and Selection Process

- Specifications, bills of quantity, registration and prequalification of contractors
- Bid evaluation criteria
- Negotiation techniques
- Types of contracts and methods of payment
- Quality assurance

**Target:** Community leaders, Beneficiary Associations and Project Implementation Committees, staff of Local Public Administration

**Duration:** 1 - 2 workshop depending on whether to adopt practical role and play methods for module 3

**Methods:** Presentations, exercises based on documentation analysis and feedback, role play and group exercises on contract evaluation and negotiation techniques

## 2.3 Unit 3: Implementation, Operation and Maintenance

### 2.3.1 P1 Module 3.1: The Role of Local Inspectors in Implementing Micro-Project Applications

**Objectives:** To familiarise local inspectors, community leaders and local public administration officials on the role, responsibilities and procedures governing the work of micro project inspectors for SIF 2.

**Structure:** This half day workshop is based on 3 (one hour) sessions. The first session explains SIF implementation procedures and is followed by the specific role and responsibilities of inspectors and finally the importance of collaboration with other agencies and stakeholders for effective inspection.

**Content:** Session 1: Implementation Procedures for SIF 2

- Project procedures & systems
- Project documentation & legality
- Discussion – question and answers

Session 2: Role and Responsibilities of Inspectors

- Inspection roles and responsibilities
- Monitoring & Reporting (amount & quality of works)
- Completion and payments
- Discussion – question and answers

Session 3: Stakeholder Collaboration (local administration, BAs & community)

- Enhancing collaboration
- Social aspects of implementation
- Ensuring transparency
- Discussion – question and answers

**Target:** Local inspectors, community leaders and representatives of local public administration

**Duration:** Half day seminar

**Methods:** Short presentations and discussions – question and answer

### 2.3.2 P1 Module 3.2 : Strengthening Operations and Maintenance Management for Improved Sustainability

**Objectives:** To enhance community leader's, BA's and local administration official's understanding of the importance of operations and maintenance activity and budgeting to improve the sustainability of micro-projects.

**Structure:** This workshop is based on 3 inter related sessions beginning with an introduction to the role and importance of effective maintenance of assets and facilities created under SIF. The second session provides an understanding of the concept of planned preventive maintenance and the final session examines specific technical issues of maintenance in relation to different assets and equipment.

**Content:** Session 1: O&M Awareness and Information

- Importance of good operations and maintenance
- O&M criteria, actions and indicators
- Preparation of asset inventories and condition reports including methods for identification & updating maps and assessments of use, condition and life expectancy

Session 2: Planned Preventive Maintenance

- Maintenance programming and scheduling
- Fixing of O&M responsibilities
- Partnerships arrangements for O&M
- O&M budgeting
- Options for technical support

Session 3: Maintenance Techniques

- Buildings maintenance
- Water distribution network
- Water treatment plants
- Heating systems
- Roads

**Target:** Community leaders and senior representatives of local public administration, technical personnel and local inspectors

**Duration:** Half to one day seminar

**Methods:** Short presentations, discussion, technical exercise. The workshop could include a study visit/s to observe an effective operations and maintenance process

### 2.3.3 P1 Module 3.3: Financial Management for Beneficiaries' Communities

**Objectives:** To train the financial staff of mayoralities and implementing agencies/beneficiaries' associations within the beneficiaries' communities in financial procedures to be followed in the process of preparing, contracting, implementing and maintaining the public assets under the MSIF 2 terms of granting in order to provide timely, reliable, and useful information for accountability and decision-making in the frame of contract between beneficiary community and MSIF 2 executive body.

Application of financial procedures in achieving the objectives of MSIF2 subprojects require some certain minimum of procedural requirements to MP/CDD/NICBCS projects to ensure accurate data recording and to be subject to a satisfactory control and audit.

To inform all concerned grant beneficiaries and the people working in partnership with them and with MSIF about the arrangements of the financial management during MSIF2 project implementation. The detailed information on it required for MP/CDD/NICBCS in order to utilize the resources with due care to accountability and transparency are given in details in Community Handbook.

Implementing Agencies (IA) for communities under Microprojects (MP), Community-Based Organisations (CBO) under Community-Driven Development (CDD) projects, Non-Governmental Organisations (NGO) for communities under New and Innovative Community-Based Social Care Services (NICBCS),

**Structure:** This programme consists from 3 modules each module ensuring the knowledge transfer and skills development of local beneficiaries for managing finances in the process of preparing, contracting, implementing and post implementation maintaining .of public assets created under MSIF granting contract. Each module addresses the main issues important for the community project cycle: planning, budgeting, accounting, financial reporting, internal control and community auditing.

**Content: Module 1: Planning and Budgeting. Sources of Funding. Contracting<sup>1</sup>**

Session 1: Planning and Budgeting

- Terms and conditions of applying to MSIF funds
- Preparation of MP plan and MP budget

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<sup>1</sup> The information on specific topics will be provided to target audience in concordance with the type of project eligible for application

- Preparation of Strategic and Annual Work Plans for CDD/NICBCS projects
- Preparation of estimates for CDD/NICBCS project budget
- LPA and community roles in planning and budgeting of CDD/NICBCS projects
- MSIF role in planning and budgeting of CDD/NICBCS projects

#### Session 2: Sources of Funding

- Specific terms and conditions of funding for MP, CDD and NICBCS projects
- Specific terms and conditions of community contribution for MP, CDD and NICBCS projects
- Procedures of community contribution fundraising
- Internal control system for community contribution fundraising and using
- Specific terms and conditions to the eligibility of costs

#### Session 3: Contracting System

- Requirements for Framework Agreement with IA for MP
- Requirements for Sub-Grant Agreement with CBO/NGO for CDD/NICBCS projects
- Financial responsibilities imposed by Framework and Sub-Grant Agreements

### **Module 2: Managing Finances at Implementation Phase**

#### Session 2: Financial Management Information System (MIS)

- Implementing and maintaining an accounting system
- Budget and commitment system
- Links between the accountability system and MIS
- Chart of accounts
- Administrating bank accounts
- Cash payments management
- Supporting documents for payments according to the type of MSIF project
- Bookkeeping system for different types of MSIF project

#### Session 3: Financial Reporting

- Preparation the financial reports according to types of MSIF project
- IA monthly reports on cost variance, contract commitment, MP progress report
- IA final reports on MP implementation
- CBO/NGO monthly reports on statement of sources and uses of funds, cost variance, contract commitment, sub-project progress report
- CBO/NGO final reports on CDD/NICBCS project implementation

- Reporting the financial results at the community meeting

#### Session 3: Audit and Internal Control System

- Financial accountability and transparency of MSIF projects
- Terms and conditions of audit system for MSIF projects
- Design and implement internal control system to ensure safekeeping of assets
- MP and Sub-Grant Closure

### **Module 3: Legal and Financial Aspects of Public Assets Maintenance**

#### Session 1: Legal Status of Public Assets

- LPA, Beneficiary Associations and community responsibility on public assets maintenance
- How to determine the appropriate legal status for public assets maintenance?
- Direct and indirect forms of public assets administration and its legal and administrative consequences

#### Session 2: Financial Aspects of Public Assets Maintenance

- Business plan elaboration for efficient functioning of public assets
- Establishing the maintenance indicators and its financial value
- Cost control and cost recovery
- Maintenance indicators measurement
- Memorandum of agreement with beneficiaries
- Sustainability plan for public assets management

**Target:** Mayor, vicemayor, financial public officer, accountant, representatives of implementing agency and beneficiaries association responsible for general and financial management in the frame of contract relationship with MSIF 2 executive body.

**Duration:** Three one day workshops

**Methods:** Short presentations, questions-answers, case-studies, critical incidents, teamwork, presentation and discussion of the teamwork results, demonstration.

## 2.4 P1 Unit 4: Participatory Monitoring and Evaluation

**Objectives:** To enhance understanding of community participation and skill in application of participatory techniques for MSIF monitoring and evaluation.

**Structure:** This module begins by familiarising the community with the basic principles of community participation and project cycle management (session 1), concepts of conventional and participatory monitoring and evaluation (session 2), requirements for MSIF PM&E (session 3) and then illustrates (with practical exercises in the field) techniques for participatory appraisal and M&E.

**Content:** Session 1: Community Participation & the MSIF project cycle

- Review of MSIF project cycle
- Why adopt community participation in the project cycle
- Key stakeholders in community development

Session 2: Conventional and Participatory Monitoring & Evaluation

- M&E and the project cycle
- Why is M&E needed
- Conventional M&E
- Participatory M&E
- Qualitative and quantitative data (use of M&E data for analysis & reporting)

Session 3: MSIF Participatory Monitoring & Evaluation

- Information needs
- Draft PM&E Manual requirements
- Participatory Rapid Appraisal (PRA) concepts
- PRA techniques (transect walk, seasonal calendar, social mapping, wealth/well-being ranking, Venn diagram)

Session 4: Field Exercise (PRA techniques)

**Target:** MSIF staff, intermediary NGOs, community leaders, Local Public Administration Officials, NGOs, Implementing Agencies and Local Supervisors

**Duration:** One day workshop, plus 1 day field exercise

**Methods:** Short presentations, video, group exercises and practical application

### 3 PROGRAMME 2 – COMMUNITY DRIVEN DEVELOPMENT AND COMMUNITY MANAGEMENT (FOR CDD MICRO-PROJECTS)

#### 3.1 Unit 1: Elaborated Strategic Plan

**Objectives:** To support the local governments and community members to analyse the situation, establish the future perspectives and elaborate the strategic plan of the community development for next 5 years and action plan for one year involving the main local stakeholders and important actors into the process of participatory planning.

**Structure:** The programme is developed for main community stakeholders and actors which actively are involved in the planning process for their communities. The programme consists of 3 components: preplanning activities, planning workshop and post planning activities. Different methods (training, facilitation, mentoring, public hearing) are used in the frame of each component aiming the participatory approach to strategic plan elaboration, discussion and approval.

**Content:** Component 1: Preplanning activities

- General information about strategic planning process
- Determine the collaboration format with community leadership
- Planning context analysis and establishing focus groups
- Creation and consulting the community committee for preparing strategic planning process
- Focus groups discussions for identifying community needs and necessities
- Recording the results of focus groups discussions
- Creating the community planning group for planning workshop
- Community situation analysis and community profile elaboration<sup>2</sup>

Component 2: Planning workshop<sup>3</sup>

Session 1: Community Vision

- General introduction to strategic planning process
- Local context of strategic planning process
- Presentation of the community profile
- Overview of community development context
- Presentations and debates of focus groups discussions' results
- Creation the vision and formulation of the objectives

<sup>2</sup> The analysis is done by community planning team

<sup>3</sup> The work is done in 4 - 6 small groups, each group working for all domains of community development

### Session 2: Contradictions' Identification

- Problems and obstacles identification<sup>4</sup>
- Local stakeholders force field analysis
- SWOT analysis: strong and weak points, opportunities and threats

### Session 3: Strategic Directions of Community Development

- Solutions/actions identification to over pass the main obstacles
- Solutions/actions compilation according to the strategic directions
- Working groups creation for each strategic direction<sup>5</sup>
- Action planning for each strategic direction<sup>6</sup>
- Local resources analysis for strategic plan implementation
- External resources analysis for strategic plan implementation

### Session 4: Action Plan Elaboration<sup>7</sup>

- Elaboration of 5 years' Action Plans for each strategic direction
- Elaboration of financial component of 5 years' Action Plan
- Presentation of elaborated 5 years' Action Plans
- Elaboration of first year Action Plan
- Elaboration of the financial component of first year Action Plan
- Presentation of elaborated first year Action Plan
- Schedule for strategic plan community discussion, modification and approval

### Component 3: Post planning activities

- Strategic plan discussions in different community organisations and groups and collection of the suggestions and proposals
- Facilitation of the community public hearing for strategic plan discussion<sup>8</sup>
- Modification of the community strategic plan<sup>9</sup>
- Strategic plan approval<sup>10</sup>

**Target:** Mayor, public officers, councillors, the heads of local social services: school, hospital, health centre, library, kindergarten, palace/house of culture etc., social workers, local entrepreneurs, NGOs and CBOs members, other formal and informal local leaders.

**Duration:** Component 1: one day facilitation work  
Component 2: four - five days workshop

<sup>4</sup> The problems and obstacles in the way of vision and objectives realisation

<sup>5</sup> Working group represents the group of community leaders which will implement the specific actions

<sup>6</sup> Is done by working groups

<sup>7</sup> Is done by working groups

<sup>8</sup> To be held at the general community meeting

<sup>9</sup> If necessary

<sup>10</sup> Strategic plan is approved at local council special meeting

Component 3: one – two days facilitation and mentoring work

**Methods:** Focus groups' discussions, short presentations, brainstorming, nominal group technique, working groups' discussions, action planning, budgeting. As a tool of knowledge and skills transfer presentation of success stories and "learning by doing" methods are mostly used.

**Supplier:** The National Assistance and Information Centre for NGOs in Moldova "CONTACT" delivered the programme to 41 local communities in the period of April, 2002 – March, 2004, including 30 villages in the frame of agreement with Social Investment Fund 1.

### 3.2 Unit 2: Monitoring and Redefining Existing Strategies and Plans

**Objectives:** To support the local communities to sustain in the development efforts and assist them in redefining the existing strategies and plans and to facilitate the elaboration of budget plan for second year of strategic plan implementation involving the main local stakeholders and important actors into participatory planning process.

**Structure:** This programme is developed for redefining the strategic and budget plans involving the main stakeholders and important actors in the planning process for their communities. The programme consists of 3 components: preplanning activities, planning workshop and post planning training and facilitation activities. Two approaches are used for redefining existing strategies and plans depend on the situation in the community. First approach is applied in case of the mayor reelection and majority of the community planning team changed. Second approach is applied in case of no changes in the mayoralty and the maintaining same component of community planning team. Different methods (training, facilitation, mentoring, public hearing, monitoring) are used in the frame of each component aiming the strategic plan elaboration, budgeting, approval and implementation monitoring.

**Content:** Component 1: Preplanning activities

Approach 1:<sup>11</sup>

- Designing and disseminating the questionnaires for reevaluation of the situation
- Selection focus groups and focus groups' discussions
- Reevaluation of economic and social situation in the community
- Consulting new elected LPA<sup>12</sup> regarding their role in planning process
- Defining the community contribution in strategic planning process
- Redefining the community profile
- Creation of a new local planning team

Approach 2:<sup>13</sup>

- Revaluation of economic and social situation in the community
- Redefining the community profile

Component 2: Planning workshop

Approach 1:

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<sup>11</sup> Approach is applied in case of reelection of the mayor and the majority of the community planning team changed

<sup>12</sup> Local Public Administration

<sup>13</sup> Approach is applied in case of no changes in the mayoralty and the same component of the community planning team

Session 1: Strategic planning for local communities

- The role of strategic planning in community development
- Participatory approach in strategic planning process
- Redefining the community values
- Reevaluation of community mission statement

Session 2: Situation Analysis

- External and internal actors analysis
- SWOT analysis: strong and weak points, opportunities and threats
- Compiling the results of situation analysis and community profile

Session 4: Strategic Planning Process

- Identifying the strategic issues
- Defining, analysing and prioritising the community problems
- Determining the goals, objectives and strategies
- Presentation of elaborated goals, objectives and strategies

Session 4: Action plan elaboration

- Elaboration of action plan
- Presentation of elaborated action plan
- Planning process evaluation

Approach 2:

Session 1: Report on Progress. Situation Analysis

- Reporting on progress of strategic plan implementation
- Redefining the community values
- Reevaluation of community mission statement
- External and internal actors analysis
- SWOT analysis: strong and weak points, opportunities and threats
- Compiling the results of situation analysis and community profile

Session 2: Strategic Planning Process

- Redefining the strategic issues
- Redefining, analysing and prioritising the community problems
- Determining the goals, objectives and strategies
- Presentation of elaborated goals, objectives and strategies

Session 3: Action plan elaboration

- Elaboration of action plan
- Elaboration of budget plan <sup>14</sup>
- Presentation of elaborated action and budget plans
- Planning process evaluation

### Component 3: Post planning training and facilitation activities

#### Approach 1:

##### Module 1: Organisation of Public Hearing

- The democracy and citizens' participation
- The role, purpose and process of public hearing
- How to prepare public hearing
- Working with information before and in the process of public hearing
- Public dialogue and rules for efficient communication during public hearing
- Planning the activities for public hearing
- Public hearing simulation

##### Module 2: Budget Plan Elaboration <sup>15</sup>

- What kind of budget to use?
- Basic indicators of local budget
- Revenue structure and its evaluation
- Expenditure structure and its evaluation
- Action cost estimation for first year of implementation
- Planned actions prioritization
- Budget plan elaboration for first year of implementation

##### Strategic plan approval activities

- Supporting the LPA in the public hearing organisation
- Facilitation of the public hearing process
- Facilitation of strategic plan modification
- Assisting LPA on strategic plan approval <sup>16</sup>
- Monitoring the strategic plan implementation <sup>17</sup>

#### Approach 2:

##### Strategic plan approval activities

- Supporting the LPA in the public hearing organisation
- Facilitation of the public hearing process
- Facilitation of strategic plan modification
- Assisting LPA on strategic plan approval
- Monitoring the strategic plan implementation <sup>18</sup>

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<sup>14</sup> Budget plan is elaborated for next financial year

<sup>15</sup> Budget plan is elaborated for first financial year

<sup>16</sup> Strategic plan is approved at local council special meeting

<sup>17</sup> The monitoring is done once per trimester during 6 -12 months

<sup>18</sup> The monitoring is done once per trimester during 6 -12 months

- Target:** Mayor, public officers, councillors, the heads of local social services (school, hospital, health centre, library, kindergarten, palace/house of culture etc.), local entrepreneurs, NGOs and CBOs members, other formal and informal local leaders.
- Duration:** Component 1: one day facilitation work  
Component 2: two - three days workshop  
Component 3: Approach 1: one and two days workshops one - two days of facilitation and monitoring work  
Approach 2: one - two days of facilitation and monitoring work
- Methods:** Focus groups' discussions, short presentations, working groups' planning work, action planning, budgeting, reporting. As a tool of knowledge and skills transfer "learning by doing" method is used mostly.
- Supplier:** Association of Mayors and Local Communities of Moldova delivered the programme component regarding redefining strategic plan to 23 local communities in the period of September, 2003 - January, 2004 and budget plan elaboration to 11 local communities in the period of July – September, 2003 under Local Government Reform Project financed by USAID

### 3.3 Unit 3: Design a Project Proposal, Resource Mobilisation and Fundraising (under preparation)

**Objectives:** To support the community members to assess their needs, identify new resources, design a community project and apply modern techniques of fundraising for resource mobilization.

**Structure:** This module is developed for local leaders, NGOs and CBOs members for introducing them in project proposal concept, as an investment tool for a variety of different actions necessary for community empowerment, and project design techniques, as well as modern methods of resource mobilization and fundraising.

**Content:** Session 1: Local resources mobilization

- Resource acquisition: financial and non-financial, cash and in kind resources
- Methods of seeking resources for community based projects
- Types of community cost recovery

Session 2: Project Proposal as an Investment Tool for Community

Building and Empowerment:

- Project cycle and project proposal components
- Needs assessment and problem statement
- Defining goal, objectives and methods of project implementation
- Elaboration of the action plan and the budget
- Elaboration of monitoring and evaluation plan
- Beneficiaries, expected results and project sustainability
- Techniques of effective proposal writing

Session 3: Fundraising

- Principles of fund raising
- Types and sources of funds
- The profession of fundraising: skills and techniques
- The nature of rural and urban donors
- Public fundraising events
- The progress report: calculating and recording project inputs

**Target:** Local leaders, representatives of local public administration, local NGOs and CBOs members

**Duration:** One and half day workshop

**Methods:** Short presentations, discussions, group exercises, action planning. As a tool of knowledge and skills transfer a home task for community project design will be proposed to participants.

### 3.3.1 P2 Unit 4 : Community Leadership

**Objectives:** To build leadership skills for community leaders or officers in local public administration in order to enhance the effectiveness of micro-project planning management and sustainability.

**Structure:** This module begins by examining the main dimensions and attributes of effective leadership. The second module aims to help participants obtain core leadership skills and the final module examines a range of leadership styles that may be adopted in different situations and contexts.

**Content:** Session 1: Dimensions of Effective Leadership

- Vision and values
- Team Building
- Decisiveness
- Empowerment
- Inspiration
- Innovation and challenge

Sessions 2: Leadership Skills

- Leadership and decision making
- Delegation and motivation
- Creating a positive atmosphere, non financial incentives
- Dispute and conflict resolution

Sessions 3: Leadership Styles

- Charismatic
- Authoritarian
- Participative
- Collective
- Self and mutual criticism

**Target:** Community leaders and senior staff in local public administration and NGOs.

**Duration:** 1 day programme

**Methods:** Short presentations, group work and observation role-play, discussion and casework

## 4 PROGRAMME 3 – SMALL TOWN DEVELOPMENT AND LOCAL PUBLIC BODIES

### 4.1 P3 Unit 1: Integrated Approach to Strategic Planning

**Objectives:** To support the local government and community members to analyse the situation, establish the future perspectives, elaborate the strategic plan of the community development for 3-5 years and the budget plan for first year of implementation through implication of the main local stakeholders into the process of participatory planning and monitoring.

**Structure:** This programme is developed for facilitating the integrated approach to the process of preparation, elaboration, approval and monitoring the implementation of the community strategic plan in order to support local communities in their development efforts through participation of the main stakeholders and other actors in the planning process for their communities. The programme consists of 3 components: preplanning activities, planning workshop and post planning training and facilitation activities. Different methods (training, facilitation, mentoring, public hearing, monitoring) are used in the frame of each component aiming the strategic plan elaboration, budgeting, approval and implementation monitoring.

**Content:** Component 1: Preplanning activities

- Designing and disseminating the questionnaires for scanning the situation
- Selection focus groups and focus groups' discussions
- Scanning the community situation and elaborating the draft of community profile
- Roundtable discussion on vision, role of LPA<sup>1</sup> and community contribution in strategic planning process
- Finalizing the community profile
- Creation of local planning team

Component 2: Planning workshop

Session 1: Strategic planning for local communities

- The scope and objectives of strategic planning for local communities
- Participatory process of strategic planning

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<sup>1</sup> Local Public Administration

- Strategic planning workshop in the context of strategic planning process

#### Session 2: Mission and Values

- Elaboration of community mission statement
- Defining the community values

#### Session 3: Situation Analysis

- Stakeholders analysis
- SWOT analysis: strong and weak points, opportunities and threats
- Integrating the results of situation analysis and community profile

#### Session 4: Strategic Planning Process

- Identifying the strategic issues
- Defining, analysing and prioritising the community problems
- Determining the goals and objectives
- Elaboration of action plan

#### Session 5: Performance Indicators Measure

- Presentation of elaborated strategic plan
- Establishing the set of performance indicators
- Planning process evaluation

#### Component 3: Post planning training and facilitation activities

##### Module 1: Organisation of Public Hearing

- The democracy and citizens' participation
- The role, purpose and process of public hearing
- How to prepare public hearing
- Working with information before and in the process of public hearing
- Public dialogue and rules for efficient communication during public hearing
- Planning the activities for public hearing
- Public hearing simulation

##### Module 2: Budget Plan Elaboration<sup>2</sup>

- What kind of budget to use?
- Basic indicators of local budget
- Revenue structure and its evaluation
- Expenditure structure and its evaluation

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<sup>2</sup> Budget plan is elaborated for first financial year

- Action cost estimation for first year of implementation
- Planned actions prioritization
- Budget plan elaboration and presentation

Strategic plan approval activities

- Supporting the LPA in the public hearing organisation
- Facilitation of the public hearing process
- Facilitation of strategic plan modification
- Assisting LPA in strategic plan approval<sup>3</sup>
- Monitoring the strategic plan implementation<sup>4</sup>

**Target:** Mayor, public officers, councillors, leadership of local social institutions: school, hospital, health centre, library, kindergarten, palace/house of culture etc., social workers, local entrepreneurs, NGOs and CBOs members, other formal and informal local leaders.

**Duration:** Component 1: one-two days of facilitation work  
Component 2: five days workshop  
Component 3: one and two days workshops  
one - two days of facilitation and monitoring work

**Methods:** Focus groups' discussions, short presentations, groups' work, brainstorming, nominal group technique, action planning, budgeting, reporting. As a tool of knowledge and skills transfer "learning by doing" method is mostly used.

**Supplier:** Association of Mayors and Local Communities of Moldova delivered the programme to 28 local communities in the period of September – October 2001, April-September 2002, July-September 2003 under Local Government Reform Project financed by USAID

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<sup>3</sup> Budget plan is elaborated for first financial year

<sup>3</sup> Strategic plan is approved at local council special meeting

<sup>4</sup> The monitoring is done once per trimester during 6 -12 months

## 4.2 P3 Unit 2: Social Partnership for Community Building

**Objectives:** To familiarise representatives of Local Public Administration, NGOs and community leaders and local entrepreneurs with the concept of civil society and social partnership to identify the opportunities for internal and external actors/stakeholders' collaboration and cooperation in the process of community building and development.

**Structure:** This module is developed for community leaders, representing all sectors: Local Public Administration, voluntary organisations' (NGOs, CBOs, grassroots, street committees etc.), local business, as well as community groups: women, youth, elder people for introducing them in opportunities and main approaches to partnership for implementing community based projects and resource mobilization.

**Content:** Session 1: Social partnership as volunteer cooperation

- What is the social partnership?
- Main types of partnership.
- Steps for establishing a partnership
- Principles of successful partnership

Session 2: Voluntary organisations' role in the community development

- Voluntary organizations: legal framework, types, working methods
- The main approaches in interaction of voluntary organizations with other sectors
- The partnership with local public administration: contributions and benefits
- The forms of partnership between voluntary organizations and business

Session 3: Cooperation between local authorities, local entrepreneurs and voluntary organisations in community building and empowerment

- The role of economic sector and local business in community development
- The types of support and partnership in the process of community development
- The matrix of collaboration between main community stakeholders

- The opportunities for intercommunal cooperation and partnership

**Target:** Elected and appointed officials, local entrepreneurs, members of community voluntary organisations, leadership of social institutions: school, health center, library, kindergarten, house of culture etc.

**Duration:** Variant 1: Half day - one day workshop  
Variant 2: 3 days workshop

**Methods:** Short presentations, discussions, case+studies, success stories. As an instrument of practical application work on joint projects.

**Supplier:** The National Assistance and Information Centre for NGOs in Moldova "CONTACT" delivered 10 training courses, including 3 of them for about 200 participants, in the frame of agreement with Social Investment Fund 1.

### 4.3 P3 Unit 3: Financial Instruments for Community Development (to follow)

**Objectives:** To provide the knowledge to mayoralty and district councils leadership and public officers in charge and to equip them with the series of financial instruments, such as Capital Programming, Cost Construction Management and Debt Management useful for further development of the beneficiary communities.

**Structure:** This programme contains 3 modules each of them providing the knowledge and developing skills in the specific domains of Capital Programming, Cost Construction Management and Debt Management. Each module is an optional training course that might be useful for developing communities under the Performance Contract and especially for small towns with expanded socio-economic infrastructure.

**Content: Module 1: Capital Programming**

Session 1: Capital Program System for LPA

- Why establish a capital program?
- Benefits of capital programming
- Types of capital improvement projects: new and expanded facilities, rehabilitation, replacement and repair of existing facilities, equipment for public improvements, major equipment
- Methods of financing capital improvement projects

Session 2: Capital Program Process

- Steps of capital program process
- Development of capital budget policy and objectives
- Infrastructure condition analysis
- Analysis of the financial capacity of LPA
- Preparation, review and prioritization of capital project requests
- Evaluation of financing options
- Preparation and adoption of capital program and budget
- Implementation and monitoring of capital budget:

Session 3: Planning, Controlling and Monitoring System

- Project management responsibility
- Quality assurance based on inspection and testing
- Project scheduling: planning and evaluation techniques
- Financial controls at design and construction phases
- Project reporting: status, progress and completion reports
- Public information and citizen participation

#### Session 4: Obstacles in implementing capital programs

- Political resistance
- Staff resistance
- Financial barriers
- Information barriers

**4.4 P3 Unit 4: Public Services Management (to follow)**

**4.5 P3 Unit 5: Building Community Consensus (to follow)**

## 4.6 P3 Unit 6: Communication Strategy

**Objectives:** To improve MSIF staff and facilitators understanding of different communication methods and techniques that will contribute to the development of communication skills and expertise at community level.

**Structure:** This 2 day course will provide participants with exposure to the main principles, forms and methods of communication as well as different influencing strategies. The second day of the course will be devoted to communication skills and will focus on how to make presentations and conduct interviews through different forms of media.

**Content:** Module 1: Principles of Communication

### Session 1: Introduction to Communication

- What is communication
- How do we communicate?
- Types of communication (one way/ two way)
- What is a communication strategy

### Session 2: Influencing Strategies

- How to influence opinion formers
- What to convey and how to convey it
- Making best use of information centres
- Communication resources

Finalisation of presentation and interview assignments for day 2

### Module 2: Communication Skills

#### Session 1: Making Presentations

- Making presentations
- Radio presentations
- TV presentations

#### Session 2: Conducting Interviews

- How to be interviewed
- Working with journalists
- Radio interview
- TV interview

**Target:** MSIF staff and facilitators, community leaders and representatives from local public administration.

**Duration:** Two day workshops

**Methods:** Short presentations, group and individual exercises, radio and TV simulation.

#### 4.7 P3 Unit 7: Planning Investments and Debt Management (to follow)

**Objectives:** To provide the knowledge to mayoralty and district councils leadership and public officers in charge and to equip them with the series of financial instruments, such as Capital Programming, Cost Construction Management and Debt Management useful for further development of the beneficiary communities.

**Structure:** This programme contains 3 modules each of them providing the knowledge and developing skills in the specific domains of Capital Programming, Cost Construction Management and Debt Management. Each module is an optional training course that might be useful for developing communities under the Performance Contract and especially for small towns with expanded socio-economic infrastructure.

#### Module 2: Debt Management as Tool of Capital Programming

##### Session 1: Establishing the Effective Debt Management Policy

- Debt management as part of capital investment program
- Policy framework for capital investments
- Debt management policy

##### Session 2: Key Issues of Debt Management

- Analysis of potential financing sources
- Methods of financing capital improvements
- Legal requirements and procedures

##### Session 3: Long-term financing

- Acceptable level of long-term debt
- Types of projects based on long-term debt
- Sources of long-term financing
- Other country models of long-term financing
- Decision methods on debt form

**Target:** Mayor, vicemayor, financial public officer, head of construction department at district level, architect, local state inspector in construction,

representatives of construction and communal services' committee of communal/city and district councils, other interested public officers from mayoralty and district council.

**Duration:** Three one day workshops

**Methods:** Short presentations, questions-answers, case-studies, critical incidents, teamwork, presentation and discussion of the teamwork results, demonstration, consultation.

## 4.8 P3 Unit 8: Cost Control on Construction

**Objectives:** To provide the knowledge to mayoralty and district councils leadership and public officers in charge and to equip them with the series of financial instruments, such as Capital Programming, Cost Construction Management and Debt Management useful for further development of the beneficiary communities.

**Structure:** This programme contains 3 modules each of them providing the knowledge and developing skills in the specific domains of Capital Programming, Cost Construction Management and Debt Management. Each module is an optional training course that might be useful for developing communities under the Performance Contract and especially for small towns with expanded socio-economic infrastructure.

### Module 3: Cost Construction Management

#### Session 1: Introduction

- Procedures for cost management
- Understanding the project cycle
- The cost of ownership

#### Session 2: Planning phase

- Real estate analysis
- Project budget
- Cash flow analysis
- Projects delivery systems

#### Session 3: Design phase

- Cost planning and estimating
- Introduction to life cycle costing
- Introduction to value management

#### Session 4: Construction phase

- Contract award
- Management structures
- Objectives, roles and responsibilities of participants
- Effective cost control procedures
- Final cost control analysis

**Target:** Mayor, vicemayor, financial public officer, head of construction department at district level, architect, local state inspector in construction, representatives of construction and communal services' committee of communal/city and district councils, other interested public officers from mayoralty and district council.

**Duration:** Three one day workshops

**Methods:** Short presentations, questions-answers, case-studies, critical incidents, teamwork, presentation and discussion of the teamwork results, demonstration, consultation.

## 4.9 P3 Unit 9: Creating Networks of Beneficiary Communities

**Objectives:** To assist in better understanding of networking processes and opportunities in order to enhance the exchange of the information, knowledge and experience and to increase NGOs' role in community capacity building at a community/small town, regional and national levels. To support the development of community networks at local, regional (North, Centre and South) and national level.

**Structure:** These two one day workshops are developed for community leaders active in the process of implementation MSIF projects to offer them the possibility for meeting and exchange the information, knowledge and experience and establishing the ways of efforts cooperation for further exploration of development opportunities among existing community-networks and supporting the creation of new networks of communities and small towns at local, regional and national level. The effective mechanism for transferring own and assimilating others' experience is crucial for community networks capacity building.

**Content:** Module 1: Networking for community building and development

Session 1: The concept and basic principles of networking

- What is networking?
- Basic principles for community networks
- Types of community networks
- Services provided by community networks

Session 2: Networking as development tool for beneficiary community- members

- Creation of community networking supporting schemes:
- Organization of information centers and information flows towards communities
- Promotion of success models in identifying and solving community problems
- Multiplication of best practices in community development
- Social monitoring as an instrument of measuring the performances
- Legal status of the community networks and their bodies
- Creation and development of community organizations (information centres, community foundations, beneficiary associations etc.)

## Module 2: Sustainable Development of Community Networks

### Session 1: Strategic Planning Process for Community Networks

- How to create initiative groups in the community-members
- Investigation of general environment for networking
- Formulating the mission of Community Network:
- Elaborating the strategic plan
- Determining the fundraising strategy
- Monitoring, evaluation and reporting on Community Networking progress
- Redefining Community Network strategy

### Session 2: Networking as a tool for regional development

- Creation and development of regional and national alliances of various interest group associations
- Creation of informal debates forum with the participation of regional NGOs
- Development of networking skills among the regional NGOs
- Creation of electronic networks of developing communities
- Collaboration with similar networks in CEE and NIS countries

**Target:** Community leaders, leadership of beneficiary associations and community voluntary organisations, representatives of local and regional public administration, representatives of regional and national resource organisations

**Duration:** Two one days workshops

**Methods:** Short presentations, demonstrations, guided discussions, questions/answers, success stories. Dissemination of the bulletins, leaflets and other materials among regional and intercommunity networks, study tours.

**4.10 P3 Unit 10: Risk Evaluation and Sustainability (to follow)**

## 5 PROGRAMME 4 – SOCIAL CARE PROJECTS (FOR SOCIAL CARE COMPONENT)

### 5.1 P4 Unit 1 : Training in Social Care Management

**Objectives:** To enhance management competencies and skills for directors and deputy directors of social care centres in planning, administration, human resource development and financial management.

**Structure:** This module begins by familiarising the community with the basic principles of community participation (session 1) and project cycle management (session 2) and then shows how participation can be used at each stage of the project cycle to enhance the overall effectiveness of plan implementation.

**Content:** Module 1: Principles of Management

- Strategic planning
- Strengthening client relations
- Finance for non financial managers
- Management of internal processes & systems
- Staff Management – recruitment, supervision and development

Module 2: Leadership and Motivation

- Leadership and decision making
- Delegation, motivation and team building
- Creating a positive atmosphere, non financial incentives
- Dispute and conflict resolution

Module 3: Role of the Social Care Manager

- Roles and responsibilities of team members
- Utilisation of staff and assignment of duties
- Monitoring, educating and supporting care workers
- Outreach management with parents and families

Module 4: Care Policy, Procedures and Systems

- Application of social care policy and law
- Procedure for referrals and pre-admission assessments
- Admissions, care planning, case reviewing and discharges
- Identification and reporting of child abuse (physical, emotional and sexual)
- Care of abuse victims and outreach strategies

**Target:** Community leaders and representative cross-section of community members including women, elderly, youth, business community, NGOs

**Duration:** 8 day programme (2 x 2 day Modules)

**Methods:** Short presentations, group and individual exercises, brainstorming, role-play, discussion and casework

## 5.2 P4 Unit 2 : Training Course on Care for Children with Learning Disabilities

**Objective:** To provide care workers and managers with a better understanding of child learning disabilities and basic knowledge and orientation on appropriate care strategies and work methods

**Structure:** This unit is based on 4 interdependent modules. The first module aims to understand child development and disability including the legislative framework. The second module focuses on problems arising from disability and appropriate responses including working with families. The third module provides a more technical understanding of diagnosis linked to counselling and normalisation and integration strategies whilst the last module consolidates learning through practical casework.

**Content:** Module 1: Understanding Disability

- Introduction to child development and child psychology
- How to categorise and structure learning disabilities
- Care needs and responses for children and adults with learning difficulties
- Legislative framework on learning disability and child rights

Module 2: Problems, Responses and Support

- Psychological, behavioural, social and psychiatric problems arising from learning disability
- Strategies for addressing recurring problems in relation to trauma, crisis, violence, sexuality
- Family support and parental training

Module 3: Diagnosis, Counselling and Normalisation

- Understanding medical diagnosis of learning disability
- Motoric impairment, physiotherapy and cerebral palsy
- Case instruction and counselling techniques
- Normalisation and integration strategies

Module 4: Practical Casework

- Case documentation
- Assessment of children with learning disabilities
- Practical client case exercises and application of new perspectives and methods

**Outcome:** Enhanced understanding of causes and effects of learning disability and improved competency to assess disability and

implement appropriate care regimes including better care methods and techniques, family support systems and improved integration into the community.

**Target:** Care managers, care workers, NGO and volunteers working with children with learning disability. Each course for around 25 participants

**Duration:** 8 days (2 x 2 day modules)

**Methods:** Short presentations, group and individual exercises, brainstorming, role-play, discussion and casework

### 5.3 P4 Unit 3: Training Course on Children and Families with Social Difficulties

**Objective:** To provide social workers and managers with a sound understanding of issues relating to vulnerability and social care including assessment of child and family needs, identification of problems and communication, intervention and family support strategies

**Structure:** This unit is based on 4 interdependent modules. The first module is concerned with understanding key issues of vulnerability and exclusion along with related legislation and rights. The second and third modules are concerned with the diagnosis and care of children and families with difficulties, including issues of abuse and appropriate support strategies. The final module aims to consolidate new techniques with practical casework and the application of new techniques.

**Content:** Module 1: Understanding Social Vulnerability

- Comparative context of social vulnerability in Moldova
- Legislative framework on social care
- Child rights and children and families at risk

Module 3: Diagnosing and Managing Care Needs

- Development psychology (psychodynamic and cognitive framework)
- Behavioural issues and cognitive distortions
- Referrals, assessment and support strategies
- Methods of communication with children and families

Module 2: Child Abuse and Support Strategies

- Issues of physical, sexual and emotional abuse
- Categorisation of children at risk
- Support strategies and approaches
- Ethics, values and self awareness in social work

Module 4: Practical Casework

- Case documentation
- Practical client case exercises
- Application of new perspectives and methods

**Outcome:** Enhanced understanding of social difficulties, vulnerability and improved competency to identify children and families at risk, improved assessment and interviewing techniques and enhanced

social care and support strategies for children and families within the community.

**Target:** Social workers, managers, NGO staff and volunteers for around 25 participants

**Duration:** 8 days (2 x 2 day modules)

**Methods:** Short presentations, group and individual exercises, brainstorming, role-play, discussion and casework

## 6 PROGRAMME 5 – CENTRAL GOVERNMENT AND POLICY ADVOCACY COURSES/STUDY TOURS (FOR LOCAL AND CENTRAL GOVERNMENT)

### 6.1 P5 Unit 1: Energy Management for Municipalities

**Objectives:** To improve the knowledge, skills and capacity of municipalities to assume statutory responsibility for the efficient and effective management of heating and energy utilities and to help develop an appropriate institutional framework for financing and delivery of heat and energy services.

**Structure:** This 3 day training course will first examine the concept of energy strategies and will link this with data base management and planning system. The course will go on to examine energy planning and investment prioritization with the final day devoted to alternative energy saving techniques for different utilities focusing on public water supply, heating and street lighting.

**Content:** Module 1: Energy Strategies and Programmes

- Formulating and drafting energy strategies
- Programme planning, budgeting and record keeping
- Data base management and software support
- Reporting

Module 2: Energy Planning

- Drafting medium term municipal energy plans
- Comparing energy investment and supply costs
- Prioritization of investment options
- Ensuring predictability of supply

Module 3: Efficient Energy Management

- Reduction of water losses, leak detection, theft and waste
- Optimising heat supply and consumption
- Efficient street lighting and automatic timing
- Energy audits and energy saving measures
- Charging, billing and collection

**Target:** Municipal staff, SIF staff, and NGOs

**Duration:** Three day course (day 3 mostly practical and feedback)

**Methods:** Short presentations, demonstration, group and individual exercises & simulation

## 6.2 P5 Unit 4: Participatory Training of Trainers (ToT)

**Objectives:** To improve the expertise of SIF facilitators, adult educators and community organizers in learner centred participatory training methods and techniques that will enhance adult learning in all aspects of community development.

**Structure:** The course is based on a 3 day modular structure. Day 1 will cover the principles of adult learning and experiential training techniques. Day 2 will examine how to assess training needs, identify learner objectives and design a training session. Day 3 will include a practical exercise, evaluation techniques and self directed learning.

**Content:** Module 1: Experiential Training Techniques

- Characteristics of adult learning & learning styles
- Application of experiential learning
- Training techniques 1 - presentation, demonstration, case study
- Training techniques 2 - role play, simulation, small group discussion
- Facilitation skills

Module 2 Training Needs and Training Design

- How to conduct needs assessment?
- How to identify training needs of a specific group?
- Writing learner objectives
- Designing a training session

Preparation for practical exercise in Module 3

- Module 3: Practical Skills and Self-Directed Learning
- Training facilitation practical (implementation of selected design)
- Evaluation of training
- Self-directed learning

**Target:** MSIF staff and facilitators, government and NGO trainers, community organizers

**Duration:** Three day course (day 3 mostly practical and feedback)

**Methods:** Short presentations, demonstration, group and individual exercises & simulation