

# BEST PRACTICE PROGRAMME



for Local Authorities in Moldova



# ***“Working together for excellence in local government”*** **2008**

***Information about the programme and Open Days***

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Should you be interested in participation in the Best Practice Programme, please send back the fulfilled application form before **May 14, 2008**

# Foreword



« The Best Practice Programme represents one of the most efficient opportunities of promotion of successful activities carried out by local public authorities. The identification and recognition of innovative, special means of providing services contributes to the increase of standards and perfect management of the local public administration. The program provides the participants the possibility to share the best achievements by means of different dissemination tools, it develops and promotes opportunities, governing abilities at a local level which have an important impact on the community. Only by concluding some durable partnerships and strong cooperation, the modernization will be possible and the performance of local governing structures from the Republic of Moldova will increase. »

Valentin GUZNAC, Minister of Local Public Administration of Moldova

« There are local authorities in every country that achieve the highest standards in some aspects of their work. This best practice can and should be identified and shared with other local authorities. Learning from each other, rather than from an external expert, is indeed a best practice methodology.

The Centre of Expertise for local government reform has helped local authorities in six countries (Albania, Bosnia and Herzegovina, Croatia, Moldova, the Russian Federation and Serbia) to implement the Best Practice Programme. The success of its 2006 round in Moldova was outstanding and highly appreciated. We hope that this programme will raise even more interest in 2007 and that it will become a permanent way of improving local authorities' action in Moldova. »

Giovanni DI STASI, Head of the Centre of Expertise for Local Government Reform, Council of Europe

## What is Best Practice Programme?

The Best Practice Programme for Local Authorities in Moldova (BPP) has been initiated by

the Council of Europe in 2005 in co-operation with local government Associations, central Government, the USAID Local Government Reform Project and other stakeholders. It is aimed at identifying, publicly recognizing and disseminating of best practices among local authorities in Moldova.



Mayors participating at BPP National Awards Ceremony in November 2007

The Best Practice Programme is designed to recognize local authorities that have successfully initiated and implemented a best practice – a successful initiative or model project in a key area of local authorities' activity that has had a significant impact on their community.

Local authorities with outstanding best practices will be awarded with Best Practice Status for a period of one year. In becoming a Best Practice Authority, the local authority will be provided with support in order to share the best practice with the wider local government community.

The dissemination of the best practice will be achieved through activities like: **national events** for each service, at which the Best Practice local authorities will present their best practice to other interested municipalities, followed by **individual dissemination activities** developed by each Best Practice Authority. These activities will include **open days, study visits**, etc. Best Practice local authorities will be invited to participate in **training programmes** in the selected field to help them learn how to disseminate their best practices to other local authorities.

The Best Practice authorities will also produce **dissemination materials** on their best practice, including **brochures** and publications on Internet.



# THE SUPPORT TO THE BEST PRACTICE PROGRAMME



First Steering Group Meeting in October 2007

The project is funded by Council of Europe, Institute for Development and Social Initiatives (IDIS) "Viitorul" ensures the administrative support and logistical framework for the BPP.

Besides these institutions, BPP is implemented with the help of a Steering Group, composed of representatives of Ministry of Local Public Administration of Moldova, local government

associations, mayors, NGO's working in local government field, Soros Foundation-Moldova, Sida and other donors representatives.

The Steering Group has the role of monitoring and evaluating the successful implementation of the programme, and of controlling the evaluation and selection of the best practice examples.

## WHAT ARE THE OBJECTIVES OF THE BEST PRACTICE PROGRAMME IN MOLDOVA?

- *To raise standards in local government by identifying and recognising innovative and excellent practices in service delivery by local authorities;*
- *To acknowledge and reward the best performing local authorities in key areas of local government work and to help them act as centres of excellence from which other authorities can learn;*
- *To develop better public services, higher standards of service delivery and improved local government management;*
- *To promote innovations in various areas of local government responsibilities;*
- *To help local governments learn from each other and develop work relationships among them.*
- *To share ideas among central government institutions about how they might encourage good management practices in local government;*
- *To contribute to the creation of strong civil society through the promotion of effective democratic local government.*

## 2008 THEMES AND CRITERIA

The applications for the best practice status-2008 could be submitted in one of the following themes:

1. **MODERNISATION OF LOCAL PUBLIC MANAGEMENT**
2. **PUBLIC ETHICS AND TRANSPARENCY**
3. **PARTICIPATION AND COMMUNITY PARTNERSHIPS**

### I. MODERNISATION OF LOCAL PUBLIC MANAGEMENT

Administration, from the local public authorities' perspective, is more than just management. They participate in the decision making process even before the beginning of an administrative process, and their work continues after the end of this process. Local public authorities identify the priority needs, participate at strategy elaboration, at identification of specific public services, at costs evaluation and funds identifying, analysing the citizen co-participation rate and contribute directly to improve the process and the performances.



Mayors participating at Steering Group Meeting

*Examples of outcomes local authorities should use while describing their practices:*

- Training of public officials and elected representatives
- Performance and standards in LPA activity
- Decision making processes quality
- Performance management system
- New public services
- Modern information technologies use
- Public ethics
- Internal regulations
- Public relations etc.

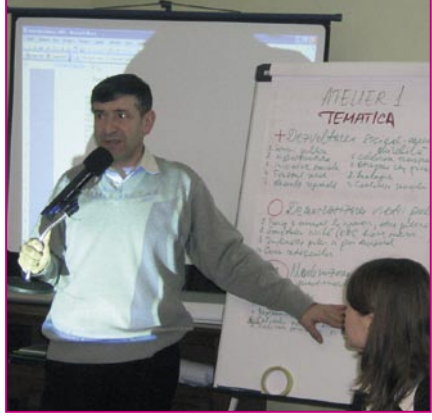
*Best practice addressing this topic will provide concrete examples of improvement of public management at local level, of administration and control mechanisms oriented towards better decision making process, oriented towards community benefit.*



## II. PUBLIC ETHICS AND TRANSPARENCY

Public trust is one of the basic pillars of modern democracy. Without massive trust in the integrity of those who represent them and of those who provide public services from the part of electors, democratic institutions will fail. Market economies cannot prosper when public authorities support non-devoted competition. The power cannot be delegated efficiently to the local public authorities if they work only in their own interests. To conclude with, democracy will fail in the societies where reasonable standards of ethic behaviour are not maintained in all public life fields; as a result, the population will become more vulnerable and poorer.

Good practices in this context refer to the promotion of the



First Steering Group Meeting in October 2007

following characteristics within and by LPA: transparency, efficiency, integrity, openness, spirit of dialogue, responsibility/reporting, obeying the legislation, approval of diversity and pluralism. All these include practices for the sake of poor and disadvantaged groups.

*Examples of outcomes local authorities should use while describing their practices:*

- Increased transparency of the activity of the local public administration
- More efficient access of the population to
- An increased level of obeying public ethics
- Permanently maintaining relations with the population
- Implementation of the items of art.17 of the Law on local public administration



Local and international experts participating at first Steering Group Meeting in October 2007



Members of Steering Group Meeting

### III. PARTICIPATION AND COMMUNITY PARTNERSHIPS

Citizen participation is an essential element of good governance and local development. Engaging citizens in decision-making and in service provision contributes to better local governance because the authorities will be focused on meeting citizens' needs, and citizens will have a stronger sense of ownership.

Local authorities that can prove through their activities that they understood and have applied these principles in their activities are invited to submit their application forms in the theme of Citizen Participation. Citizen participation range from informing or consulting local people and organizations to their involvement in such mechanisms as neighbourhood committees to which resources and decision-making powers

have been delegated. The theme can also include, for example, the communications activities of the local authority and the use of the media.

Examples of outcomes local authorities should use while describing their practices:

- Mechanisms for developing and facilitating citizen participation;
- Instruments of informing citizens on their rights and possible ways of involvement;
- Public information campaigns addressing relevant problems;
- Surveys to find out citizen's opinions of relevant problems;
- Partnerships with local business and civil society organizations.
- Better cooperation with and between the civil society (NGOs, the church, trade unions, etc)
- Larger involvement of citizens in the decision-making process
- Advanced advising process of citizens, etc;
- Visible results in areas that citizens themselves defined as priorities;

*Citizens' participation may be defined and understood in different ways. Good practices which refer to this issue are based on the establishment of partnerships, identification of volunteer activities directed to the improvement of the situation in the community and its involvement in the decision-making process.*



## CRITERIA:

In order to be eligible for Best Practice Status, the best practice should fulfil the following CRITERIA:

- Relevance: has solved an important problem for the community;
- Impact: had practical and clearly identifiable results;
- Efficiency: had good results/costs ratio;
- Community participation: has involved citizens; has been implemented in partnership with local stakeholders;



Evaluation visit in Chetrosu village, Drochia

- Replicability: has the possibility to be implemented also in other communities
- Internal resources mobilisation: has been implemented with a high proportion of resources (human, financial, material or other assets) belonging to the local community/ diversity of external funds
- Innovation: has provided a new approach to the problem addressed;
- Local initiative: has been initiated by the local authority or by local stakeholders.



Training on Case Study Writing for BPP participants

Besides the innovative practice, the LPA have to **prove excellence in one of the three themes**, by fulfilling the criteria and confirm their **willingness to disseminate their best practice to other local authorities**.

## Selection Procedure

On the basis of an evaluation of the application forms in the light of the criteria explained in this Prospectus, the Selection Panel will prepare a short-list of 12 local authorities for further assessments. During **June-July 2008**, the representatives of the Selection Panel of the Project will visit the short listed authorities for an on-site review of the functioning of their best practices and an assessment of the relevant documentation.

After being visited, the representatives of short listed local authorities shall be invited to present their best practices to the Selection Panel and the Steering Group of the Project at a meeting held in the end of August 2008. Based on their presentations and on the conclusion of verification visits, the Selection Panel and Steering Group members shall make the decision on the **6 local authorities to be** awarded the



Members of Selection Panel handing diplomas

status of **“Best Practice Local Authority”** in the area where they applied for. In each of three themes of the programme a minimum of two local authorities will be selected. Others local authorities on the short-list will receive Certificates of Good Practice.

All local authorities that applied for Best Practice Status will be informed by mail of their results and of the short-listed authorities by **the end of June 2008** and will be invited to attend the National Awards Ceremony.

### SELECTION PANEL

*The Selection Panel is a group of independent experts in the areas of the three themes that have been selected for this Best Practice Programme. The members of the Selection Panel were recommended and selected by the Steering Group of the BPP.*

*The role of the Selection Panel is to evaluate and to recommend the winning Best Practice local authorities to the Steering Group by:*

- *short-listing a small number of applicant local authorities to whom the Best Practice status could be awarded on the basis of a written evidence and documentation;*
- *conducting verification visits to short-listed local authorities and, together with the Steering Group, listen to their presentations of Best Practices;*
- *participating in developing the concept of training events for Best Practice authorities.*



## Application procedure

All local authorities of the Republic of Moldova are invited to apply for **BEST PRACTICE STATUS** in one of the themes presented above, where they believe they are performing well according to the criteria set out in the Prospectus.

All local authorities interested in taking part in the competition should fulfil the application form which is a part of this Prospectus and send the fulfilled form back by mail or e-mail to the Institute for Development and Social Initiatives (IDIS) Viitorul no later than **14 May 2008**.

*The applications should be submitted exclusively by persons who are authorized to represent the local public authority.*

There is no limit to the topics in which one local self government unit can apply, i.e. one local authority can apply for Best Practice Status in one, two or more topics. However, the application for each topic should be sent separately.

Please note that the best practice must have been implemented during 2005-2007 to be eligible for Best Practice Status.

The practices that have been already submitted before to LGRP Best Practice Competition in 2004, 2005 or Best Practice Programme in 2006-2007 won't be taken into consideration.

## Why should you apply?

Any local authority that believes that it meets the criteria for Best Practice Status detailed in this Prospectus should apply.

Some of the benefits of local authorities applying for Best Practice Status are:

- opportunity to review current performance;
- opportunity to obtain feedback on performance;
- opportunity for local achievements to receive public recognition by publicity and official status;
- exchange experience with other authorities from Moldova.

In addition, we believe that the project will result in many valuable best practice examples that deserve to be disseminated on national and international level. Therefore, the awards for the best practice authorities are primarily aimed at the acknowledgment and support of their work and at disseminating the information on their best practice among other local authorities, professionals and citizens.



*All local self-government units, which apply for Best Practice Status and which fulfil the general criteria of the programme, will receive a certificate of participation in the programme. The examples of best practice from all short-listed local authorities shall be described in the publication on best practice in local self-government*



## NATIONAL AWARDS CEREMONY

The Best Practice local authorities will be recognised at a National Awards Ceremony with the presence of the representatives of the Government of the Republic of Moldova, the Council of Europe, Steering Group members, presidents of all 32 districts of Moldova, local authorities staff who were personally responsible for

the best practice, local government associations and other organisations supporting the programme, press and electronic media.

The ceremony will take place in **October 2008** and will be an outstanding opportunity for all local authorities to inform the public about their achievements and raise significant media and public attention.



*The National Awards Ceremony within BPP in 2007 took place on **29 November 2008**.*

*An important element of dissemination of local success were **local musical ensembles** from the winning communities that performed on the Republican Palace stage.*





## BEST PRACTICE LOCAL AUTHORITIES IN 2007

During the second round of BPP, in 2007 6 best practices that were awarded during the National Awards Ceremony with Diplomas from Ministry of Local Public Administration, a computer and a set of professional books from Council of Europe.



■ *Galesti commune, Straseni*



■ *Crihana Veche village, Cahul*



■ *Pohoarna village, Soldanesti*



■ *Antonesti village, Stefan Voda*



■ *Chetrosu village, Drochia*



■ *Selemet village, Cimisia*

**3 mayoralties** have been distinguished with **Honourable Mention** and a set of professional books:



■ *Iujnoe village, Cahul*



■ *Larga commune, Briceni*



■ *Ciocalteni village, Orhei*



## DISSEMINATION AND TRAINING ACTIVITIES

The Best Practice authorities will be asked to sign an agreement with the BP Steering Group to confirm their commitment to disseminating their best practice. The dissemination events will depend partially upon the demands from other local authorities for specific training, consultancy support and information, but also on the willingness and capacities of Best Practice authorities.

An *initial launch* event will be organised for each Best Practice theme, acting as a training vehicle for the local government community. It will take place in approximately one month after the National Awards Ceremony. Best Practice local authorities would have the opportunity to present an overview of their best practice and to promote their forthcoming dissemination events. This would also allow the Best Practice authorities in each service or theme to exchange experience and ideas regarding dissemination possibilities.

With the goal of further supporting the dissemination of best practice, Best Practice Local Authorities will be called on to participate in *a training programme* to help them to:

- explain how they exercise their competencies in the Best Practice theme;
- explain how they reached that level of best practice performance;

- act as trainers, prepare the training material and plan training methodology and arrangements for open days and study visits, etc.;
- discuss openly the issues that arose in the course of exercising their competencies in the selected service or theme.

Separate training days could be held for the groups of authorities selected for each of three themes.

Each Best Practice municipality will be required to organise a number of *best practice events*. These events should be intensive learning processes for both the visitors and the host authorities. They would allow open exchange of ideas and information. Visitors would benefit from new ideas and approaches that they could put into practice when they return to their own communities. Host authorities should benefit from their visitors and receive feed-back. These events might include activities such as: open days, conferences, seminars and workshops; publications and use of the Internet; development and dissemination of information materials; newsletters; etc.

**In 2008 Open Days are organized in the same time with the call for application for a new round of Best Practice Programme, during April – May 2008. Please see on the next pages the dates and the topic on the Open Days and participate!**



Best Practice Authorities participating at training programme on dissemination skills

## DISSEMINATION EVENTS

OPEN DAYS – 2008

During April - May 2008 there will be organised Open Days in 6 villages in order to disseminate the experience of best practice implementation.



**DATE:** 16 April, 2008

**PLACE:** Pohoarna village, Soldanesti

**TOPIC:** "MOBILIZATION OF THE COMMUNITY FOR THE RENOVATION OF THE KINDERGARTEN"

This practice was initiated and launched by the town hall of the commune Pohoarna in common with the Association of Parents and Educators from the kindergarten „Spicisor”, and the active support of other actors and the population from the village.

Due to this initiative, 25 windows and 7 entrance doors have been replaced at the kindergarten. At the same time, some inside repairing works have been performed. With the villagers' own forces, the kindergarten has been decorated. "Better conditions have been created for 70 children and 21 employees of the kindergarten „Spicisor”.



### CONTACT INFORMATION

Mayor: **Victor OUȘ**

Tel: 0-272-47-2-36

Pohoarna village, Soldanesti

## DISSEMINATION EVENTS

OPEN DAYS – 2008



**DATE:** 18 April, 2008

**PLACE:** Selemet village, Cimislia

**TOPIC:** ILLUMINATION OF THE CENTRAL STREET OF THE VILLAGE

The essence of good practice denotes the contribution of local actors to the initiation and management of a new public service – illumination of streets in the village of Selemet.

The practice was carried out from local resources – the local budget and the volunteers' work – contribution of villagers to the extension of the electric power network for the illumination of streets.

This practice is topical and good to be carried out with minimal sources and impact on the social-economical development of rural localities, support of economic agents, maintaining public order, activities for youth from the villages.



### CONTACT INFORMATION

Mayor: **Tatiana BADAN**

Tel./Fax: 0-241-39-2-36

Selemet village, Cimislia

**DATE:** 22 April, 2008

**PLACE:** Chetrosu village, Drochia

**TOPIC:** TOGETHER FOR A BETTER LIFE

As a result of this practice, conditions of studies for children and teachers in schools have been improved as well as their health protection; and second, people's trust in their own forces and the perception of the fact that the development of the community can be obtained only through initiative, mobilization and participation of all actors from the community such as: town hall, local council, public organizations, economic agents and the population, have been consolidated.

### CONTACT INFORMATION

Mayor: **Ion PRODAN**

Tel: 0-252-54-2-36

Chetrosu village, Drochia

## DISSEMINATION EVENTS

### OPEN DAYS – 2008



**DATE:** 29 April, 2008

**PLACE:** Primaria Galesti, r-nul Straseni

**TOPIC:** LPA-NGO PARTNERSHIP

Due to the partnership among local authorities, NGOs and community, a well at the entrance of the village has been repaired and decorated. The new description of the solved problem raised citizens' awareness, involved the youth from the village in the resolution of local problems. At the same time, the activity

of renovation of wells, arrangement of public places has been encouraged.

#### CONTACT INFORMATION

Mayor: Ion RODIDEAL

Tel. 0-237-53-2-36

Galesti commune, Straseni

**DATE:** 7 May, 2008

**PLACE:** Antonesti village, Stefan Voda

**TOPIC:** ALTERNATIVES IN ASSURING PUBLIC INSTITUTIONS WITH HEATING

In term of management in the local public administration, the essence of good practice focuses on the creation and management of the service of providing heating to social institutions from the locality by using sources of regenerable power – the use of bio staff.

Innovation at a local level means:

- *implementation of the closed cycle of production of thermal power with all its stages;*
- *production of qualitative heating for social objects at low prices.*

#### CONTACT INFORMATION

Mayor: Anatolie SÎRBU

Tel. 0-242-48-2-36

Antonesti village, Stefan Voda

## DISSEMINATION EVENTS

OPEN DAYS – 2008

**DATE:** 8 May, 2008

**PLACE:** *Crihana Veche village, Cahul*

**TOPIC:** *TECHNIQUES OF SURVIVAL: WE LEARN TO BE ACTIVE IN THE COMMUNITY*

The good practice describes ways of promoting active and responsible behaviour of rural population. Several community actors have formed partnerships and carried out common activities for the sake of the community, with a strong impact on disadvantaged groups. The promotion of volunteering work and the realization of activities directed to the resolution of specific needs of the community is a new element of this practice.



### CONTACT INFORMATION

Mayor: **Rodica CUCERANU**

Tel. 0299-72-2-15, 0-299-72-2-78

*Crihana Veche village, Cahul*

*Please contact the local public authorities  
to find out details about their Best Practices  
and to participate at Open Days  
dissemination events.*



**SHOULD YOU BE INTERESTED IN PARTICIPATION  
IN THE BEST PRACTICE PROGRAMME, PLEASE SEND BACK  
THE FULFILLED APPLICATION FORM  
BEFORE MAY 14, 2008 TO:**



10/14, Iacob Hancu Str.,  
Chisinau, MD-2005, Moldova  
Institute for Development  
and Social Initiatives (IDIS) Viitorul  
**Olesea CRUC**

Electronic version of the Application Form  
is available for download from  
[www.local.md](http://www.local.md)  
Filled-in application by e-mail can be sent to:  
[olesea.cruc@local.md](mailto:olesea.cruc@local.md)

For more information please call us at: **22-18-44**