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# **BEST PRACTICE IN LOCAL GOVERNMENT**

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<sup>1</sup> The Beacon Programme is the name for the local government best practice programme in England

## **PART 1:**

### **IDENTIFYING AND CELEBRATING BEST PRACTICE**

#### **1. THE BACKGROUND TO BEST PRACTICE**

The inspiration for this Toolkit is the local government Beacon Programme in the UK. Each year Best Practice is identified in different priority areas and local authorities are invited to apply for Best Practice status. The obligation on winning local authorities is to transform their best practice into a training vehicle to benefit all other local authorities.

The Council of Europe's Centre of Expertise for Local Government Reform has subsequently worked with Ministries responsible for local government, Local Government Associations and other stakeholders in a number of countries in SE Europe to introduce best practice programmes for local government.

Some municipalities achieve high standards in their service delivery; others do not. One reason of this difference may lay in the fact that successful municipalities have understood the value of best practice as a way to prove their effectiveness in service delivery and to sustain their demand for more decentralisation. Other factors that influence the success or the inefficiency of municipalities are the Local Government Associations (LGA)'s role and the quality of staff. Another key factor in the difference between them is the leadership.

Hence, LGA, staff and leadership will be analysed as they constitute the background to best practice.

*This toolkit provides municipalities with ideas and guidance; it focuses on ways in which best practice can be successfully shared. This can enhance a municipality's reputation as a leader in service delivery and as an organisation committed to quality.*

*The toolkit will be especially useful to Local Government Associations that have introduced Best Practice Programmes and want to use it to the utmost in order to raise standards of leadership and performance in all municipalities.*

### **The value of Best Practice**

Best Practice enables municipalities to demonstrate their efficiency and effectiveness and proves they are competent organisations. By demonstrating what they can do at their best, best practice offers to municipalities the means to respond to the Government and certifies their readiness for greater responsibilities.

Every country has its own good practice, which is home-grown, springs from the quality of municipal leadership, management and front-line staff, and from people that pride themselves in giving their best to achieve high quality. Best Practice is about identifying this good practice, celebrating it and transforming it into a training vehicle from which every other municipality can learn.

This should not be understood as the proof of existence of a “golden rule”, meaning a general solution that can be straight away applied elsewhere. Indeed, what produces excellent results in a municipality may not be applicable in another one, or may not lead to such positive outcomes. Nevertheless, it is fundamental to learn from the experience of others and to share information, in order to come up with different and more creative solutions.

### **The challenge of decentralisation**

Local government faces significant challenges in transition countries, particularly in those that seek to move towards greater integration with the European community. They know they must achieve higher standards in service delivery to attract investments and to satisfy the growing expectations of local people and organisations.

This is why the dynamic of decentralisation focuses attention, notwithstanding the fact that it is not easy for governments to transfer their powers. At this regard, on one hand, Governments state publicly how committed they are to stronger local government. On the other hand, in spite of such declarations, their commitment speaks louder than their actions. Therefore, occasionally Governments will say that municipalities have yet to show their ability to manage significant amounts of public expenditure and deliver services to recognised standards, as an excuse for not

transferring financial resources. In effect, a genuine transfer of competences has to be accompanied by a transfer of financial resources, which, sometimes, lacks.

In the end, it will be the sense of partnership between central and local government that will best drive local government forward.

### **The role of the LGA**

The Local Government Association (LGA) has a critical role in encouraging Best Practice in local government. It is the organisation that is most representative of municipalities, enjoying their legitimacy and supporting their interests.

At the beginning of transition, LGAs mostly focused its activity on being an advocate for local government and influencing the legislative framework. Nowadays this is not sufficient anymore, as time has come when LGAs need to strengthen their own ability to provide capacity-building services to build up the efficiency and effectiveness of municipalities. To this end, a Best Practice programme is exactly one such service that the LGA can offer every year to all municipalities.

Furthermore, a Best Practice programme provides to the LGA an opportunity for working in partnership with the Ministry or other organizations. Indeed, on the one hand, other local government stakeholders will be interested. For example, the Ministry responsible for local government will be particularly concerned in raising standards in the light of European integration and in the better use of public funding. On the other hand, different national and international organisations may wish to contribute through sponsoring an award or managing a training activity. The LGA will then decide how to harness such organisations in the cause of better local government.

### **Best Practice staff**

Best Practice has several merits. Firstly, it is about change.<sup>2</sup> Secondly, it provides a strong, participatory learning opportunity which is built upon the experience of others and from good

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<sup>2</sup> The challenge of change is an important issue that will be dealt with in the following pages. See chapter 2, “The meaning of best practice”.

practice in similar circumstances. Thirdly, it is cost-effective. Lastly, it is motivating, as it allows the staff themselves to become ambassadors to other municipalities, to seek out excellence and to contribute to improving the quality of local government as a whole.

This virtuous cycle of Best Practice cannot be achieved without a good staff. Indeed, the Best Practice staff has to be willing to accept responsibility, to learn from others, to work in a team and to complement each other's strengths and weaknesses. A Best Practice staff is in continual dialogue with service users to ensure to meet their needs and expectations, as service users know the strengths and weaknesses of what they receive and can thus suggest improvements. Best Practice staff listens to what the recipients of its services have to say.

However, staff cannot give their best if they are not given authority and responsibility. They need space to be creative and to search out different ways of meeting local needs, if they are to seek out best practice. Furthermore, they must be ready to evaluate their own performance in order to be the best.

To be able to do so, Best Practice staff needs modern leadership and management.

**Best Practice leadership**

***It is difficult to deliver Best Practice in services without Best Practice in leadership and management. Best Practice leadership attracts Best Practice staff.***

Best Practice leadership in a municipality seeks to respond to the challenges facing its community. To do so, the leadership ensures good communications and creates a culture of improvement by encouraging learning. In addition, it develops its municipality as an entity that treats its staff as the most important asset. Finally, it champions the needs of local people and organisations, and welcomes their participation in the work of the municipality, by maintaining its focus on good governance.



Modern leadership means being willing to give power to staff and supporting them as they seek to deliver high service standards and meet the challenges of modern local government. It also means to facilitate staff creativity and to strengthen their sense of purpose and responsibility. When this happens, power is not reduced. On the contrary, power expands as more people learn to use it with the aim of achieving what is in the best interests of the municipality and the community.

This can be not easy after years of centralised decision-making, when staff had little right to decide things for themselves and when local people had no conception about working with public authorities. But sharing power like this will make the municipality stronger, not weaker. The task of the leadership of a municipality is to find those solutions that offer their community the best way forward.

Thus, the Mayor of an effective municipality will tend to:

- *evaluate the quality of service the municipality delivers to the local citizens;*
- *consult local people and organisations about the kind of services they want;*
- *analyse the efficiency of the organisation;*
- *always look for improvements in the municipality's performance.*

**Such leadership actively seeks out best practice. Competent leaders are committed to delivering high quality services and are open to sharing what they do well and learning from others where improvements can be made.**

## 2. THE MEANING OF BEST PRACTICE

### *The challenge of change*

Municipalities differ from each other for historical or cultural reasons; because some of them are responsible for villages and other for cities; because they have a lot or a few of specialist staff; or finally because they have a lot of investment to manage or none. It goes without saying, that they will handle everyday challenges in different ways.

For example, some municipalities who tend to avoid change will follow the same procedures for years, repeatedly achieving good effects or making the same mistakes afraid that a new approach might give rise to new problems or create risks. By contrast, others will constantly look for improvements and incentives with the belief that things could always improve. Hence, they constantly look for better solutions and are ready to manage the risk.

When everything is running smoothly and the community is satisfied with the quality of service provided, there may be no incentive to change. In such situations, municipalities reluctant to change are likely to be limiting themselves to day-to-day administration and supervision without thinking that a different and new approach may deliver better results.

Indeed, poor services generally stem from satisfaction with the status quo and a lack of good leadership which is unable to accept the challenge of change or to understand that their management is old-fashioned.

Whether this reluctance is just a psychological resistance to change, in other words a fear of risk, or it is because there are no incentives to do things that require additional effort, it is not certain. Coming from a recent history where the use of personal responsibility to take initiatives was very limited, it is inevitable that change remains difficult. But the growing expectations of governments and local communities, along with the effects of globalisation, are such that both the leadership and the staff of municipalities have to embrace change or fall by the wayside.

*Awareness is the beginning of personal development and the ability to manage change.*

### **In search of solutions**

Certainly, some professional roles may be assigned to individuals who may not only lack the necessary abilities but also may be unconscious of the fact. The leadership may ignore the shortcomings of the services their municipality provides. It takes a special situation, like facing an unusual decision, attending training or making a study visit, to make someone aware of where they need greater expertise or how things can be done differently.

How can the leadership and staff of a municipality build up expertise and search for new, better solutions without exposing themselves excessively to risks? The best way is by learning from other peoples' experience.

***Best practice can be defined as the optimal method of solving a given problem or accomplishing a certain goal that can be shared and used by others.***

In spite of the obvious differences between them, municipalities in any country generally share certain features such as the legal framework, the administrative system, the political culture or a common historical experience. This makes it easier to transfer some solutions that have undergone successful testing and implementation. It also allows the leadership to use new approaches without excessive risk, to use good practices whose effectiveness has already been proven elsewhere.

That said, it has to be kept in mind that best practice does not mean that there is a general rule which can be applied anywhere else without even minimal corrections. In fact, the unique best practice – one that is superior to any other practices – does not really exist. What works well in one place might be of no use elsewhere.

For example, a tourist fee might substantially augment the budget of a mountain local authority but will not be available for a typically agricultural community; reducing the number of primary schools in order to increase value for money in education may be accepted in one community but not in another.

However, it is possible to point to some practices that can produce excellent results in a specific context, but may also be successful in different communities. Hence, the leadership of a municipality may be able to use the experience of other municipalities to tackle the challenges they face in their own.

***Using the experience of other municipalities is not about searching for the ‘golden rule’ but for good, proven practices! Using “best practices” means creatively applying the experience of others to the development of one’s own community.***

Municipalities can learn from the experience of others by analysing both the strengths and weaknesses of alternative approaches. By using the positive experience of others, the leadership can learn to:

- *develop the municipality in a planned and effective manner;*
- *improve the quality of services delivered to local people and organisations;*
- *introduce modern methods into the management of the administration;*
- *minimise the risks involved in attempting new approaches;*
- *stimulate greater development in the community.*

### **Criteria for best practice**

What are the essential elements of best practice? What are the criteria for making an assessment?

Any assessment has to take account of two important areas:

- *the effects of the best practice in a specified location, and*
- *the value of the best practice to other municipalities.*

The assessment must also take account of the implementation and the reasoning behind the practice.

#### **1. Successful**

Any best practice will be a "*success story*". It will have had a positive effect within the municipality or the local community because it has allowed the full achievement of its objectives.

#### **2. Transparent**

The practice must be fully transparent. This means that documents and data must be clear; the context must be understood; the staff and service users must be able to explain the practice. Transparency is best defined by identifiable actions and decisions i.e. a transparent best practice is one that can be broken down into precisely defined steps leading to specific results.

#### **3. Adequate**

The practice must be seen to have met the challenge, to be adequate to the circumstances. For example, a local road that is constructed in the neighbourhood where the most prominent members of the community live, and not where it is most needed, will not be an example of best practice. Adequacy can only be properly measured against the strategic goals of the municipality, as set out in the local development strategy.

#### **4. Replicable**

A Best Practice must be replicable in other municipalities. The opportunity for replicability is determined by factors such as:

- *the natural environment, the social and economic environment,*

- *compliance with local laws and regulations,*
- *access to resources, the level of expertise required, and other technical and infrastructural factors.*

*Example:*

**One stop shop – County Office in Namysłów, Poland**

*(source: [www.dobrepraktyki.pl](http://www.dobrepraktyki.pl) )*

*This is a project of the County of Namysłów that involved redesigning the community office so as to locate all services requiring face-to-face contact with the citizen in one area, near the entrance to the building. Grouped in the same area were also the cashier's office, an information point, a computer with Internet access, an insurance agency and "job corner" offering market information and assistance in how to compose a job application and prepare a CV.*

*This arrangement shortens the time citizens must spend in the office, grants easy access to the services of the relevant institutions, and offers a pleasant diversion while waiting for formalities to be finalised.*

*Such an approach to communicating with citizens can be replicated in other municipalities in Poland.*

## 5. Sustainable

A best practice should not be a one-off event. It should be sustainable. For example, even the most efficient one-off clearing of rubbish from the pavement is not a best practice whereas the systematic collection of waste from households and constructing a waste disposal facility can become one.

Best practices implemented and proven in one context should be first tested against local conditions. The more replicable they are, the higher the value of a best practice as an instrument for disseminating experience and bringing about improvement in another municipality.

### Through hardship to the stars

In conclusion, best practices make municipal leadership and services more efficient and successful, thereby contributing to better local government and stronger communities. They occupy a unique place in the practice of local government as they help not only to achieve the aims of the community but also to provide solutions that serve other communities. Best practices are unique and worth pursuing; they are the stars in the firmament of municipal management.

A practice worthy of the term “best practice” usually requires much time and effort from the municipality’s staff and leadership. It entails careful implementation, the analysis of strengths and weaknesses, the monitoring of effects and frequently detailed modifications. Disseminating best practice means sharing the effort and expertise that produced it.

The greater the evidence of the effectiveness of a Best Practice in diverse conditions, the greater its value to local government as a whole.

**The value of a best practice rests on its proven effects.**

Successful    Transparent    Adequate    Replicable    Sustainable

*Best practice is about reaching for the **STARS**.*

### 3. HOW TO ORGANISE BEST PRACTICE PROGRAMMES

#### *The need for a national programme*

Really first class municipalities will search out best practices for themselves because of their determination to improve their municipality and its services to the local community.

But in most cases this does not happen. How will a municipality hear about a best practice? Just the fact that one municipality has done something to bring about good results will not convince most municipalities to seek better solutions. Only a systematic effort to create a **forum** for the exchange of proven experiences may bring real changes to local government. A national programme is required.

#### *Who should run the national best practice programme?*

The most important elements of a Best Practice programme are:

- ♦ *the identification of good practices through a formal process,*
- ♦ *an evaluation of each of them against the STARS criteria,*
- ♦ *a standardised method of writing-up the practices,*
- ♦ *their dissemination to other municipalities, using a wide variety of methods, and*
- ♦ *a new programme every year with different themes.*

This would require good organisation, expertise, communications and some expenditure. This is a particular role for the LGA whose legitimacy and authority could encourage widespread participation.

#### *The Local Government Association*

The LGA will need to mobilise the municipalities not only to make the effort to collect documents and to write-up their good practice but also to be willing to subject themselves to external scrutiny.



The municipalities will want total confidence in the objectivity of the selection process, so that they know there has been no political or financial influence.

*A Best Practice Programme would fit perfectly into the capacity-building role of an LGA.*

The status of the programme must be such as to bring in different stakeholders (e.g. universities, local government ministries, national and international organisations) and to encourage all municipalities to learn from the selected best practices through the dissemination programme.

#### *The Ministry responsible for local government*

The Ministry responsible for local government may play a lesser or greater role, depending on the potential for partnership working between the Local Government Association and the Ministry. The involvement of the Ministry in the programme can inform the Government of the achievements of local government; at the same time, the Ministry may well have a national interest in some of the themes of best practice (cf. in North-Western Russia, the Best Practice Programme for cross-border cooperation attracted very positive attitudes from regional and federal authorities).

However, it should be emphasised that in general the role of the Ministry and central government is limited to general support for the Best Practice programme and is not associated with hands-on management (cf. in Croatia, the Ministry provided awards for Best Practice municipalities and included an annual Best Practice Award in legislation).

#### *Universities, teaching and other research institutes*

Academic institutes are often interested in innovations in public administration. While the LGA makes best use of its practical knowledge of municipalities, academic institutes may want to refer to the best practices and introduce them into management models for public administration and business. They may want to use the results to inform wider research into, for example, good management techniques. This can add to the reputation of the Best Practice Programme.

### International organisations

These organisations can perform a specific role. They may have funds available to support elements of a Best Practice programme, such as the dissemination stage, but their engagement may be limited in duration as with any of their projects.

### Local NGOs

Non-governmental organisations are often in a position to assist with the dissemination of good practices (cf. the Institute for Development and Social Initiatives (IDIS) has been supporting dissemination in the Best Practice programme in Moldova).

### Other organisations

Sometimes other organisations support Best Practice Programmes. An example is the “Transparent Poland” citizens’ campaign which was jointly organised by several organisations including Poland’s largest daily paper, Gazeta Wyborcza, the Foundation in support of Local Democracy (FSLD)<sup>3</sup> and several NGOs<sup>4</sup> because of the lack of action to limit corruption at the local government level in Poland. It resulted in a base of good practices being created which contained several examples of ways of preventing corruption in local authorities.

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<sup>3</sup> More information can be found on the Foundation’s website: [www.frdl.org.pl](http://www.frdl.org.pl)

<sup>4</sup> The institutions which jointly created and conducted the campaign were: Gazeta Wyborcza (one of Poland’s largest daily newspapers) and the Agora Foundation, Polish-American Freedom Foundation, “Against Corruption” Program of the Batory Foundation, Foundation in Support of Local Democracy, Center for Citizenship Education and the Polish branch of the World Bank

#### **4. KEY STAGES IN A BEST PRACTICE PROGRAMME**

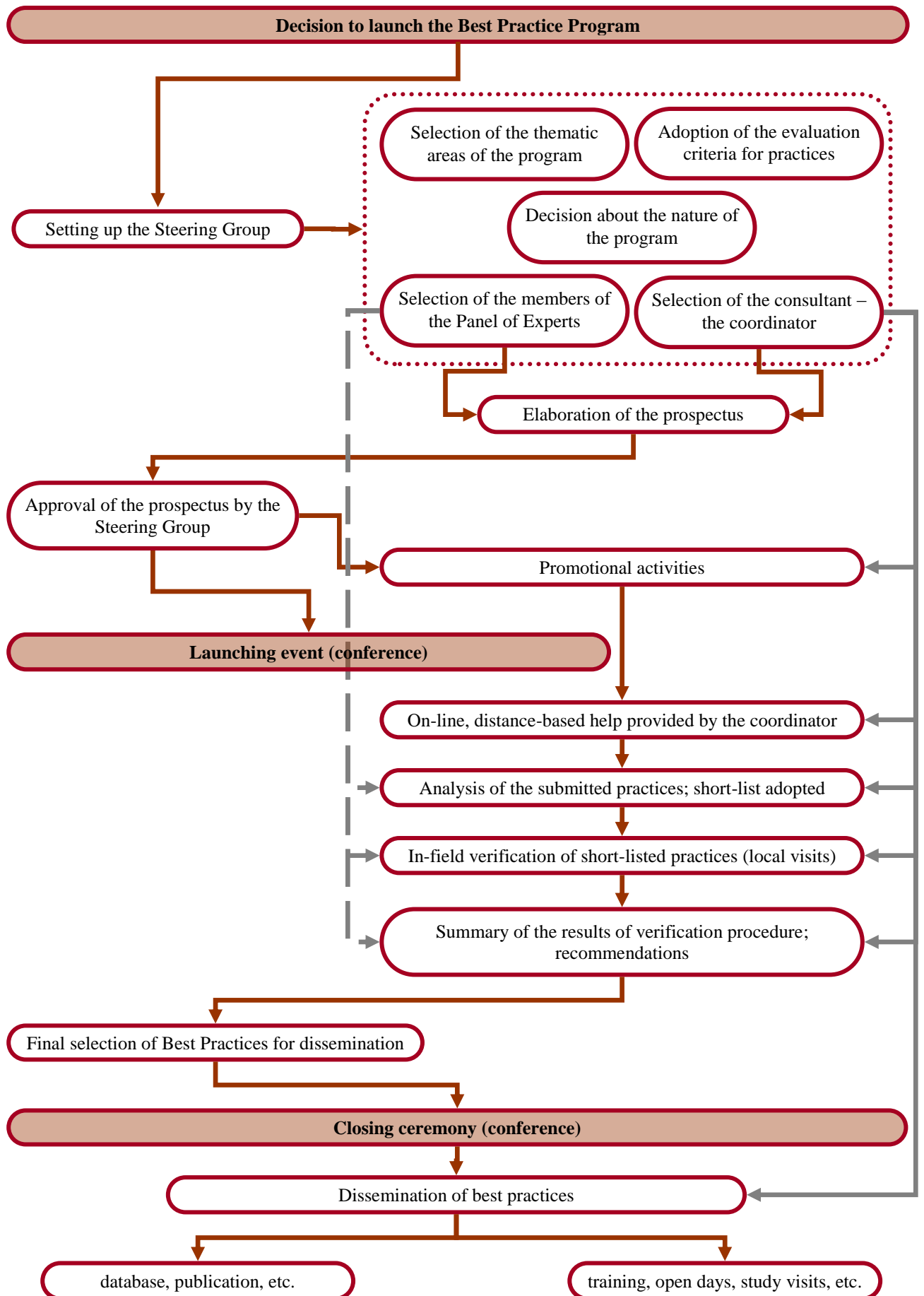
The overall management of a Best Practice Programme has to be right if it is to be successful. There are several conditions for effectiveness:

- *Municipalities and the LGA must have confidence in the programme's effectiveness.*
- *The appropriate personnel and funding must be available to manage the programme; this will include preparing the Prospectus, identifying and verifying best practices, maintaining a database and promoting their dissemination.*
- *The LGA will need the capacity to manage and develop the programme over the long-term.*
- *Support from central authorities may be essential both for the status of the programme and its sustainability.*
- *A consensus among the major stakeholders towards the project can ensure greater support.*

##### **Steering Group of stakeholders**

The LGA should set up a specially appointed **Steering Group of Stakeholders**. This would ensure that:

- *With the representation of various important communities on the Steering Group, the LGA will have authority.*
- *Such cooperation will facilitate the coordination of the activities of the stakeholders.*
- *Such cooperation will facilitate better use of the existing human, institutional and financial resources.*
- *Joint supervision of the Best Practice programme will help to overcome any conflicts and misunderstandings which may arise when various institutions operate together.*



## **STEERING GROUP FOR A BEST PRACTICE PROGRAMME**

### **MODEL TERMS OF REFERENCE**

- 1. *The role of the Steering Group is to oversee the planning, management and evaluation of the Best Practice programme, the aim of which is to share Best Practice in local government management and service delivery among all municipalities. It should expect to meet about 5 times.***
- 2. *The Steering Group will be supported in its work by a Project Manager (who will prepare Progress Reports for each meeting), with administrative support from the Local Government Association.***
- 3. *The Steering Group responsibilities will be to:***
  - *Appoint an independent Panel of Experts.***
  - *Select the themes for the Best Practice programme.***
  - *Adopt the Prospectus setting out the Best Practice themes and criteria, the application and selection procedures, the Award process and the training obligations on Best Practice municipalities.***
  - *Select the Best Practices from the list recommended by the Panel of Experts.***
  - *Organise a high-level ceremony for municipalities selected for Best Practice awards.***
  - *Adopt the dissemination programme comprising such activities as internal study visits, specialised workshops, consultancies, articles and case-studies for publication.***

### **Selection of the themes**

The selection of the right themes and the right number of themes for the Best Practice Programme is important because it will affect the degree of interest among municipalities and the complexity of the work required of the Project Manager and the Panel of Experts. The themes should reflect current local government priorities. In selecting the themes, the following factors should be taken into account:

- *The themes should be defined relatively broadly, so that various kinds of practices can be considered. For example, defining an area as “Transparency in local government practices” makes it possible for municipalities to present different types of activities, such as publishing information about budgets, the introduction of transparent recruitment procedures or the adoption of codes of conduct. Narrow definitions may limit the interest of municipalities.***

- *The choice of themes is a declaration of the values which give the Best Practice programme a serious purpose. It will force many municipalities to reconsider their own practices in that area, whatever the outcome. For that reason, it may be sensible to consult widely in selecting the themes.*
- *The number of themes should be limited to reduce the cost and complexity of the programme and the number of verification visits required.*

### *Selecting the criteria for Best Practice*

The criteria for evaluating the practices submitted by municipalities should reflect the STARS principles (Successful; Transparent; Adequate; Replicable; Sustainable). The Panel of Experts may need to consult specialists to ensure the relevance and comprehensiveness of the criteria. The Steering Group may adopt additional criteria; however, too many criteria add complexity and reduce clarity.

The criteria will be published in the Prospectus. They will provide the basis on which each participating municipality will document its practice in the application process.

### *The nature of the Best Practice Programme*

An effective Best Practice programme is one that uses competition between the municipalities for Best Practice recognition in a given theme. The presentation of an Award to municipalities achieving Best Practice status at a high-level ceremony can be very motivating, particularly for the staff concerned. In this way, achievement is publicly celebrated.

<i>All municipalities will have the opportunity to learn from the experiences of others.</i>
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The Award often includes study visits for the staff responsible for the Best Practice or prizes such as statuettes or computer equipment. At the same time, the Best Practice municipalities **will receive a special status**, including recognition by other municipalities.

### **Selection of the Project Manager**

The Project Manager must be capable of managing a good Best Practice programme on behalf of the LGA and the Steering Group. This requires someone with the appropriate expertise in whom the stakeholders will have confidence. High motivation and good organisation skills will be important.

### **Preparation of the Prospectus**

An early task is the preparation of a Prospectus. This provides municipalities with a source of information about the programme, together with instructions about participation. Usually the Prospectus is in the form of a small book with an attractive cover which is printed in enough copies for all municipalities.

The Prospectus should be prepared by the Project Manager in collaboration with the Panel of Experts and approved by the Steering Group.

## **MODEL JOB DESCRIPTION FOR A PROJECT MANAGER**

*The Project Manager should meet the following requirements:*

### **Qualifications:**

- *University degree in law, social or political science, specialized training in public administration or local government strongly desired;*
- *At least 2 years of relevant professional experience, in particular, in public administration, local government, non-governmental organisations and/or political affairs;*
- *Experience with an international or non-governmental organisation, preferably within a technical assistance project in the field of local government reform;*
- *Experience with designing and delivering of training and capacity-building initiatives for public officials;*
- *Excellent knowledge of the existing in-country system of local self-government;*
- *Excellent written and spoken knowledge of English and the local language;*

### **Competencies:**

- *Analytical, management and communication skills;*
- *Sound awareness of the current political local context and of the Council of Europe's principles and standards for local democracy (European Charter of Local Self-Government);*
- *Ability to draft clearly and concisely and to work rapidly under pressure;*

- *Sense of responsibility and organisation; initiative; adaptability; discretion;*
- *Ability to work in a team;*
- *Aptitude for using computer facilities.*

**Responsibilities:**

- *Supervising the preparation of the Prospectus;*
- *Organising and conducting a campaign promoting the Programme;*
- *Organising the initial and final conferences;*
- *Providing assistance on-line and by telephone to the local authorities during their preparation of applications;*
- *Organising the work of the Panel of Experts (evaluation of the practices received and verification visits to short-listed practices);*
- *Organising training for the Best Practice Municipalities and providing assistance in organising open days, internal study visits and consultancies;*
- *Preparation and publication of the Best Practice case-studies.*

The elements of a Prospectus are set out in the Annex. The proposed template is flexible and its final form will depend on local conditions.

**Launching conference**

The first public event in the Best Practice programme is the Launching Conference. The course of that conference, the quality of the presentation, the importance of the guests invited may convince municipalities to participate. The event should therefore be noticeable. Every effort should be made to interest the national media and to ensure that as many municipalities as possible attend the event.

The conference should be used to:

- *Show the support for the programme by various important stakeholders;*
- *Explain the importance of learning from the best practices of municipalities and to present the benefits of an exchange of experiences;*
- *Present national and international experiences in this area;*
- *Inform the participants of the details of the programme, the terms of participation, the expected awards and the subsequent responsibilities of the Best Practice municipalities.*



### **Selecting the best practices for dissemination**

The Panel of Experts should select the best practices according to the criteria adopted at the start of the programme. They should set out a short-list of those practices that they have evaluated most highly. Obviously, the number of practices on such a list will have been a decision of the Steering Group. The Panel of Experts will have carried out verification visits for all of them.

It is important that the actions of the Steering Group and the Panel of Experts are completely transparent during the selection of best practices for the short-list and in the ultimate selection of the Best Practice municipalities. All assessments, actions, decisions, opinions and observations associated with the selection process should be suitably documented and the whole documentation should be made accessible to interested parties.

### **Preparation of a case study**

The most important element in the application process is the preparation of a case-study – an in-depth analysis of the implementation of a good practice that is worth disseminating. Descriptions of best practices in the form of standardised case-studies – because of their pithy and systematic construction – facilitates the creation of a collection of good practices in the form of databases and handbooks.

A case study of a good practice should include three basic elements:

- *A diagnosis of the problem that existed before the implementation of the practice, with answers to the following questions: what was the problem, what caused it and how did it affect the community?*
- *The action taken that led to the problem being solved, with answers to the following questions: What were the changes in the community that resulted from the problem being solved? What specific steps (decisions and actions) led to the problem being solved?*
- *Lessons learned with an indication of the most important conclusions stemming from the actions, with answers to the following question: What can be done better and how?*

## EXAMPLE: STRUCTURE OF A CASE-STUDY

### Title

*Should include an abbreviated description of the best practice*

### Authors

*The names of the authors of the case-study (not those responsible for the best practice)*

### Executive Summary (< one page)

*Contains a summary of the practice and explains the nature of the problem which was solved and the solutions implemented. It should contain:*

- *A problem statement – a description of the most important aspects of the problem (or challenge);*
- *The historic response – brief information about how the problem had been handled beforehand and why it had not been fully resolved;*
- *The project response – a brief description of the good practice and the changes that took place subsequently.*

### Community Data

*Basic information about the municipality where the good practice was implemented – its name, geographic location and a description of its characteristics (e.g. farming community etc.) etc.*

### Community Background

*Information on the most important factors affecting the work of the municipality. The description should reflect:*

- *Internal conditions – a description of those aspects affecting the implementation of the good practice – staffing, financial resources, technical capacity etc.*
- *External conditions – a description of the economic, social and political situation, and of those factors affecting the work of the municipality (e.g. its location close to an important transportation route or participation in a large international project) that might have affected the development of the good practice.*

### Action Taken to Solve the Problem

*A detailed description of the practice that has been implemented, including:*

- *A description of the actions taken, together with a timetable of when they were taken;*
- *A presentation of the necessary decisions, resolutions, decrees, procedures introduced;*
- *Information concerning the involvement of people, organisational units and institutions;*
- *Information about the resources that were used in the implementation of the good practice (human, financial and material);*
- *A description of the problems that arose during the implementation of the practices and the remedies applied;*

- *Details of partners who cooperated in designing or implementing the good practice;*
- *Any other information about the implementation of the good practice.*

#### **Results achieved**

*A detailed, documented presentation of the effects of the good practice (including data and examples).*

#### **Lessons Learned and Conclusions**

*This part of the case-study should provide guidelines for those wishing to implement the good practice in their own municipalities. It should contain:*

- *A presentation of the key points which led to success, incorporating the factors unique to the community;*
- *Information about the sustainability of the good practice;*
- *A presentation of any future action to be taken.*

#### **Contact Names, Telephone and Email Addresses**

*This part should contain the contact details for those engaged in the implementation of the good practice in order to allow those interested to contact them to clarify any queries that they may have.*

The ultimate form of the case-study is obviously a question for agreement by the Steering Group. There is no one best, universal model. However, the format should make it possible to create a coherent and easily searchable database or to prepare a uniform and user-friendly document presenting the best practices.

When constructing a case study, it will be important to document the information provided in order to meet the criterion of transparency – after all, the evidence will be required by both the Panel of Experts when they make their decision on the shortlist of best practices and by those potentially wishing to copy our solutions.

#### **Databases**

One result of the Best Practice program should be the creation of a database of good practices from which other local authorities can gain inspiration. This can take the form of an Internet platform or a special Best Practice publication.

In order to be able to use such a database, specific standards should be adopted on the presentation of the practices in the form of case-studies. The database should have a clear structure and include a search facility for practices by category. The categories can be constructed around areas of management or policy (e.g. financial management, spatial planning, citizen participation, strategic development, human resources management, cross-border cooperation, transparency, fighting social exclusion etc).

The difficulties associated with using the Internet should be borne in mind, such as poor quality connections, limited speed or restrictions on the volume of data sent. Therefore, the Internet database should be divided into the following levels of information presentation – (i) title of the good practice, (ii) executive summary, (iii) detailed description, (iv) documentation. In that way the searcher will not have to download the entire practice in order to discover its title!

In disseminating good practices, a broad range of media should also be used, including local government periodicals and newsletters. TV coverage of the Award Ceremony will be a good start.

The databases – both those on the Internet and those in the form of separate publications – are a *passive* form of dissemination. They can be valuable for those already motivated to improve their performance to use the information they contain. Part 2 of this toolkit – “Transforming Best Practice into a Training Vehicle” - provides a range of more active forms of dissemination.

**Example:** Internet based database of best practices in Poland: [www.dobrepraktyki.pl](http://www.dobrepraktyki.pl)

## PART 2:

### TRANSFORMING BEST PRACTICE INTO A TRAINING PROGRAMME

#### Sharing best practice

The way municipalities achieve best practice can encourage others. Best practice starts with people with ideas and commitment. If you have ideas and commitment, it can start with you. Are you ready to share your experience?

*There is no such thing as ‘the best practice’. Best practice has to fit within a particular context, and contexts are always different. Different staff bring different attitudes and expertise to finding solutions. Best practice is found when a solution is appropriate to the challenge; it is really good practice in specific circumstances. Best practice may be small and innovative; it may be large and comprehensive. Whatever the nature of the Best Practice, it will tend to follow particular principles and use particular techniques. Lessons can be drawn from them as municipalities face many similar challenges.*

If you are confident in your own best practice, you have the opportunity – even the obligation – to share it with others. But first you should evaluate it to ensure it really is useful ‘best practice’. There are four key criteria:

1. *The ‘best practice’ is effective; it delivers a solution appropriate to the challenge.*
2. *There is transparency so that others can understand how it is achieved.*
3. *It is sustainable and not an isolated phenomenon.*
4. *It is replicable in a way that others can draw lessons from it.*

The benefits of sharing learning from a local level include:

- *Allowing local people to contribute to national practice.*
- *Building up successful programmes and impacts from a local to national level.*
- *Facilitating local input in Government policy.*
- *Raising the profile of the municipality.*
- *Creating awareness of local government achievement amongst policy makers.*
- *Creating a forum for feedback to inform better practice.*

<b>← Sharing information Shaping behaviour →</b>		
<b>Publications</b>	<b>Events / Activities</b>	<b>One-to-one</b>
<ul style="list-style-type: none"> <li>- Information Pack</li> <li>- Static Website</li> <li>- Articles</li> <li>- Videos</li> <li>- Newsletters</li> <li>- CD Rom</li> </ul>	<ul style="list-style-type: none"> <li>- Workshops</li> <li>- Seminars</li> <li>- Conferences</li> <li>- Learning Exchange</li> <li>- Toolkit</li> <li>- Site and Study Visits</li> <li>- Exhibitions</li> </ul>	<ul style="list-style-type: none"> <li>- Mentoring</li> <li>- Secondments</li> <li>- Shadowing</li> <li>- Networks</li> <li>- Twinning</li> <li>- Benchmark Groups</li> <li>- Regional activities</li> </ul>

There is no real right or wrong way to share learning. It is crucial, however, for a municipality to be proactive and to shape dissemination activities around the needs of other municipalities. But there needs to be a focal point in a municipality – a Best Practice Coordinator – who can take overall responsibility for dissemination.

The learning programme must also be flexible if it is to provide other municipalities with easy access to advice and support in various ways. There are many ways of presenting ideas and disseminating information. These range from distributing information upon request to large scale open days and conferences. Each has its unique advantages.

***Letter from the Local Government Association to the Mayor, elected representatives and staff of a municipality on achieving recognition for Best Practice***

*Dear colleague*

*Congratulations on achieving your Best Practice Award. This recognises your commitment to achieving excellence and your pursuit in delivering the best to the communities you serve.*

*Your municipality should take great pride in receiving this recognition; it should be a catalyst to help you and your municipality to move even further forward and promote yourselves as a true centre for excellence.*

*This recognition also presents real opportunities to you and your municipality to positively promote local government and to boost the confidence of all who are involved in the innovative work being done.*

*As a Best Practice municipality, you assume the responsibility to promote and share the good practice, and provide opportunities for other municipalities to experience and learn from your example.*

*The first thing to do is to identify a 'Best Practice Coordinator' to work with the leadership of the municipality and the best practice team to develop the best practice as a training vehicle. They will be the first point of contact. They will handle all enquiries relating to the best practice and develop the links with the Local Government Association and other relevant organisations.*

*The overall responsibility of the Coordinator will be to guarantee that your municipality plays a key role in bringing its best practice to the fore and providing frequent and practical opportunities for others to learn from.*

## Responsibilities of a Best Practice Coordinator

- *Develop and manage a full programme of learning activities.*
- *Organise open days and provide delegates with information and learning materials.*
- *Organise learning exchange days, and prepare the necessary workshops and materials.*
- *Undertake local marketing and promotion.*
- *Provide quarterly reviews of the learning programme and monitor its impact.*
- *Form a network with colleagues and organisations who express a firm interest in learning.*
- *Promote the municipality, its staff and the community as a whole.*
- *Maximise and utilise fully all resources – staff, funding, materials and time.*

### 3. EVENTS AND ACTIVITIES

Staging events and learning activities is perhaps the most interactive method for dissemination and sharing information. It is also a method that requires meticulous planning and organisation as well as proper financial support.

They are ideal as a vehicle to allow many people to come together and discuss, share ideas and form networks. There are several forms of events that can be held, including Best Practice Open Days, Workshops, Learning Exchanges, and Organisational Study Visits.

#### a) Best Practice Open Day

It is advisable to launch your programme of learning activities with an initial Open Day. This event will enable your municipality to share best practice with delegates that have a general interest in your best practice and to disseminate the key messages that you think are important. The Open Day also provides an opportunity to announce the municipality's plans for its dissemination schedule and to get feedback as to what delegates want to learn.

The Open Days are in many ways like a 'marketplace' and the networking and relationships that are forged at these events allow for closer working.

#### The Benefits of Open Days

- *Positive promotion of the Best Practice municipality.*
- *Interaction between delegates.*
- *Networking.*
- *Presentation of the key messages.*
- *Involvement of staff and the overall organisation.*
- *Positive promotion and showcase of the town.*
- *Opportunity to provide delegates with specific information.*

The Open Day will be the biggest event of the dissemination calendar, and its impact should be fully understood and recognised. It is imperative that every aspect of the day receives the planning and attention required. Staff need to be trained. The leadership needs to be visible. Materials need to be prepared and the methodology agreed. If all eventualities are taken into account, there is no reason why the day will not be a resounding success.

#### Key Success Factors

- Budgeting and financial management – set aside an agreed budget and keep within this figure; a detailed breakdown of all costs is an excellent aid, and will prove useful when evaluating the exercise.
- Planning and preparation – it is valuable to prepare a detailed, weekly timetable leading up to the event; ensure that all intended speakers and facilitators have been arranged, and try to factor in any contingency measures.



- Delegate information packs – it is vital to ensure that delegates have all the information and any promotional gifts the municipality may wish to provide.
- Programme – Make sure the programme offers plenty of time for discussions, small group meetings and one-to-one opportunities.
- Venue – ensure that the location can cater for the intended numbers; the venue should have sufficient technological capabilities – eg telephone, fax and email as well as workshop space with capacity for presentations and discussions.
- Venue layout – decide how the room(s) should be set up; round tables are a useful way to encourage people to talk and interact with each other.
- Event duration – will overnight accommodation be required for speakers or delegates? Check to see if there are nearby hotels that may be required.
- Timing – allow people ample time to arrive and leave the event; this is important when devising your programme for the day, as delegates will be conscious of the time, and may need to leave early.
- Marketing – allow enough time to promote the event in advance; all marketing tools should be used to promote the message - local radio and publications (newspapers, community magazines) as well as flyers, emails and websites; the programme should be issued when marketing the event, as this will quickly generate the necessary interest.
- Availability of resources – this includes staff, team members, equipment; a photographer could capture the day for inclusion in future literature and to place on the municipality's website.

### **Evaluation**

Evaluating your Open Day is important. An evaluation questionnaire form for visiting delegates should be prepared and included in the delegate information pack for the day.

An evaluation questionnaire is an effective way of collecting information on how the event was perceived; it is also a good method of collecting data for future marketing, or for analysing which aspects were the most useful.

Time must be allowed for delegates to complete the questionnaire. The Best Practice Coordinator should ensure that a member of staff is situated at the exits so that completed questionnaires can be collected as delegates leave. Giving feedback to those staff involved in the event can be useful; where the event went well, the staff will be motivated by the praise; where suggestions for improvement are made, the staff can learn from them.

## Evaluation Questionnaire Template

(to be used by Delegates to provide feedback on a learning event)

Thank you for your time and participation in our Open Day. Please complete this delegate evaluation form to let us know your opinion of the service we provide. Do be as honest and detailed as possible, so that we can ensure that our future dissemination services are provided to the highest possible standard.

**Please hand this completed form to the front desk at the end of the event.**

Name: .....

Municipality: .....

E-Mail: .....

What was your overall satisfaction with this event? (Please circle below)

<b>Very Unsatisfied</b>	<b>Slightly Unsatisfied</b>	<b>Neither Satisfied nor Unsatisfied</b>	<b>Fairly Satisfied</b>	<b>Very Satisfied</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

### The Programme

**1. How useful did you find the following sessions?**

**Please circle**

a) Welcome and Introduction	1	2	3	4	5
b) Guest Speaker (1)	1	2	3	4	5
c) Guest Speaker (2)	1	2	3	4	5
d) Discussion Group (1)	1	2	3	4	5

- |                         |   |   |   |   |   |
|-------------------------|---|---|---|---|---|
| e) Discussion Group (2) | 1 | 2 | 3 | 4 | 5 |
| f) Plenary              | 1 | 2 | 3 | 4 | 5 |
| g) Close & Thanks       | 1 | 2 | 3 | 4 | 5 |

**The Venue:**

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 2. How satisfactory did you find the venue?    | 1 | 2 | 3 | 4 | 5 |
| 3. How satisfactory did you find the catering? | 1 | 2 | 3 | 4 | 5 |

**General Comments:**

4. What did you find most useful about this event?
5. What improvements could have been made and how?
6. How useful was the information provided during the event?
7. Are there any specific topics you would like further information?
8. What other learning opportunities would you like?
9. Would you be willing to participate in one-to-one learning, consultations or visits?
10. Please indicate how you heard about this event – e.g. adverts, article (please specify publication), website, word of mouth, postcards?
11. General comments and suggestions.

**Thank you for completing this evaluation form and we hope you enjoyed the day. Have a safe journey home!**

**Press Release for Local Newspaper**  
(Leicester City Council, UK – Best Practice Programme)

4524 – Beacon Open Day – Housing Renewal – PR – local media

### **Housing Teams Follow Leicester’s Lead**

Leicester City Council kicked off its new Beacon Learning Programme with a special Open Day at the Tigers Rugby Ground on Welford Road last month, when over 40 delegates arrived from all over the country.

The event, which was set up to help other councils follow Leicester’s lead in housing renewal, provided delegates with an opportunity to learn about the innovative housing renewal projects that led to Leicester gaining Beacon Council status.

Representatives from local authorities, the police, environmental health services and other key decision makers involved in housing policy, enjoyed a full day of activities that included presentations, guest speakers, interactive workshops and discussions on ways in which similar initiatives could be implemented in other areas of the country.

“The event proved to be a great success with complimentary and positive feedback on both the content and the overall running of the day,” commented Irfhan Mururajani, Leicester City Council’s Beacon Co-ordinator for Housing Renewal. “We are now in a strong position to continue the Beacon learning programme with well-structured and detailed activities.”

Irfhan says that the central themes of the Open Day were the importance of community cohesion in all housing renewal plans, how private sector housing renewal programmes can help a Council meet government targets, and the need to recognise and address the barriers that affect vulnerable owner occupiers seeking decent homes.

If you would like to know more about forthcoming events in the Beacon Learning Programme, call Irfhan Mururajani, Beacon Co-ordinator for Housing Renewal, on (0116) 299 5384. Alternatively, you can visit: [www.housing.leicester.gov.uk/beacon](http://www.housing.leicester.gov.uk/beacon) for further information.

## **b) Workshops**

Workshops offer a much more focused and interactive way of sharing information and learning. Facilitators and delegates can interact and discuss issues openly.

Workshops are constructed to allow certain issues, techniques and key messages to be presented and subsequently discussed; they are excellent vehicles for allowing the 'experts' within the Best Practice municipality to be involved.

Workshops in their very nature bring together much smaller groups than Open Days. A workshop usually consists of no more than 8 -12 participants. A workshop may last a day if the focus, for example, is on agreeing standards of best practice in a specific service. Or it might last an hour if the focus is more narrow.

### **Workshop Advantages**

The advantages of workshops are that they enable staff responsible for specific services to network and discuss the issues within their service area. It is a valuable opportunity, which, due to their size, allows participants to ask detailed questions, learn from their colleagues and agree ways forward. Furthermore, they encourage participants to take the lead and give them the confidence to express their ideas.

## **c) Learning exchanges**

Learning exchanges are excellent when providing tailored learning. The arrangement consists of staff or teams from the Best Practice municipality visiting those who have expressed a specific desire to learn about the service.

The exchange can take place over one or several days, or over an agreed timescale (weekly, monthly). It allows the staff of the Best Practice municipality to experience at first hand the issues and challenges faced by other municipalities and discuss how their own experience might help.

The exchange format enables the participants to work closely; strong professional relationships can be forged for future work or learning. The technique also allows the staff from the Best Practice municipality itself to learn.

Another benefit of learning exchange is that it can lead to mentoring or one-to-one activities; this is perhaps the most effective of all learning methods.

## **d) Study visits**

Study visits are a more personal and comprehensive way of working and learning for other municipalities. They are also cost-effective. They comprise a day-long visit to the Best Practice municipality by staff of another municipality who wish to learn at first-hand how the Best Practice municipality achieved high standards of service delivery.

Small teams are invited to spend time with the Best Practice municipality's service department and meet with the personnel involved, including managers, front-line staff and service users. Study visits allow staff concentrated time to

probe the challenges that were overcome, understand the factors that contributed to good practice and see the service in action.

It is useful to agree in advance a programme of learning between the two municipalities. Information packs can be prepared. The Best Practice municipality must ensure that all expert staff are involved with the preparation of the agenda and are available to meet and discuss, in-depth, with the visitors.

## **4. PUBLICATIONS**

Another way to disseminate best practice is through publications, both hard copy and electronic. They are a one-way process and a static method of sharing information.

This method of providing guidance can be impersonal, but does allow other municipalities to view the information at their convenience and as often as they want.

A key component for success is that the preparation must be done by the experts within the service, and that information must be readily available. This form of dissemination requires good planning and organising as well as adequate financial support.

Publications include Websites, Information Packs, Case Studies, Newsletters, CD ROMs.

### **a) Website**

Sharing information about your service online is an effective way of disseminating best practice to other municipalities. A Best Practice municipality should invest time and resources in developing a good best practice website either as part of an existing site or as a stand-alone utility.

#### **Website Advantages**

There are many benefits to developing and maintaining a Best Practice website:

- *24 hour access to information.*
- *Easy to maintain.*
- *Promotion of key messages.*
- *Multimedia experience – images, video, audio.*
- *Contact details and availability.*

**If financial resources are limited it may be worth liaising with the Local Government Association and other Best Practice municipalities to see if a joint project can be established.**

## **b) Information Packs**

Information packs should be used as an instant response to any requests for information or queries. They should be prepared in advance and contain all the essential details regarding the municipality and its best practice service provision. In addition, they should be distributed at events such as Best Practice Open Days.

The Information Packs should generally consist of details as to how the service achieved Best Practice Status, the innovative solutions being employed to overcome challenges, and any literature prepared. They should also contain contact details of the Best Practice Coordinator and relevant staff members within the service department.

Information Packs can also be used to promote the local community. This will raise the profile of the area and attract visitors to the region. Information that is available from tourist information bureaus can also be used.

Benefits of Information Packs include:

- *Vibrant method of information distribution.*
- *Promotion of the municipality, its staff and achievements.*
- *Promotion of the local region, culture and environment as a visitor destination.*
- *Comprehensive information about the Best Practice service.*
- *Involvement of service staff in preparing the information.*
- *Electronic copies of leaflets, flyers and posters can be uploaded on to a website.*

The production of thorough and informative Information Packs must be supported by adequate finance. The impact that a good Information Pack can have can be extremely positive, and will contribute to positioning the municipality as a service provider of quality. This kind of communications will enhance the municipality's reputation.

## **c) Case Study**

A case study provides a synopsis of the municipality and of the service in which it has achieved Best Practice Status. It is a practical tool. It can help people understand what the service has achieved and the context in which it operates.

A case study should also comprise of a brief history of the department, and its achievements which have led to Best Practice Status. Staff profiles and team information can also be incorporated to give learners an indication of the personnel dimension of the service.

Case studies should not exceed one side of A4 paper; they should be included as part of the website text, inserted into all Information Packs and supplied upon request for information. The Local Government Association should keep a 'library' of all case-studies that is accessible by all municipalities.

## Structure of a case-study

<p><b>1. Title and author</b></p> <p><b>2. Executive summary</b></p> <p><b>3. Community data</b></p> <p><b>4. The challenge</b></p> <p><b>5. Action taken</b></p> <p><b>6. Results</b></p> <p><b>7. Lessons learned and conclusions</b></p> <p><b>8. Contacts</b></p>	<p><i>Should give an indication of the subject matter.</i></p> <p><i>A short paragraph describing the best practice.</i></p> <p><i>This provides the context for the best practice.</i></p> <p><i>What was the problem to be solved?</i></p> <p><i>How was the problem solved in terms of inputs and activities?</i></p> <p><i>What did the best practice achieve in terms of outputs and outcomes?</i></p> <p><i>Key success factors; innovative approaches; guidelines for replicability.</i></p> <p><i>Names and contact details of key staff.</i></p>
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### d) Newsletters

As part of its dissemination programme, the Best Practice municipality may wish to prepare a newsletter to inform all municipalities of recent developments and progress.

Newsletters are an extremely valuable and effective marketing tool. They harness the experience of the Best Practice Coordinator; they can be used to provide feedback of a recent event and promote future events. They can be used to answer common questions. In many ways, a newsletter can mirror some of the Best Practice website content.

Newsletters should be produced on a frequent basis, with a minimum of four for the year.

The main features of newsletters include:

- *Newspaper style, colourful design and format.*
- *Contributions from staff and 'in-house' sources.*
- *Provision of the dissemination programme and contact directory.*
- *Distribution via email and on website.*
- *Relatively simple and cost-effective production.*

### e) CD-ROM (Compact Disc Format)

As learning materials increase, it may prove impractical to provide separate copies all the time. CD-ROMs are a functional method of collating and presenting information. Documents, reports and images can be stored digitally within this media, and it is an efficient method of sharing best practice.

A CD ROM can be inserted into Information Packs or given to learners upon request. However, it may prove expensive to produce; resources may be insufficient to make this a viable option. However, there are several key advantages:

- *Ability to store vast amounts of data.*



- *Practical and portable method of information storage.*
- *Accessibility for users – static information can be viewed at a user's leisure.*
- *Transfer of municipality's key documents, policies and information on to a digital format.*

## 5. ONE-TO-ONE DISSEMINATION

Perhaps the most effective technique of dissemination is one-to-one communication. It can be between particular municipalities or between staff. This is a more personal approach to sharing information and developing learning.

This method also helps staff and municipalities to forge strong working and professional relationships that strengthen over time and become increasingly valuable.

One-to-one dissemination might best start with the initial Best Practice Open Day; this will encourage familiarity and allow a better understanding of each other's needs.

Such dissemination methods are entirely bespoke and at the discretion of each municipality. The frequency and content of the activities can be agreed between the municipalities.

Examples of one-to-one learning are Mentoring, Secondments, Shadowing, Twinning.

### a) Mentoring

Mentoring can be a very constructive method of learning. It is where an experienced person provides advice, support, and encouragement to someone who would like to learn more. A mentor is like a teacher or adviser who leads through guidance and example.

Persons being mentored gain an increased understanding of a discipline or an organisation. They develop expertise, report higher confidence levels, and gain access to networks and other resources.

Best Practice municipalities can act as 'organisational' mentors to other municipalities that wish to emulate the best practice standards achieved. They can also appreciate the opportunity for self-reflection about their own organisation that mentoring brings, and gain an increased understanding of their own professional work and capabilities.

There are some useful tips to consider when mentoring:

- *Be yourself, and allow the learner to be him/herself.*
- *Ensure maximum availability – agree timings and frequency.*
- *Monitor progress – support may be needed.*
- *Keep the agreement informal.*
- *Opportunity for Best Practice municipality to learn as well.*

Mentoring does not need a rigid or structured approach; an informal style with several telephone-based discussions can be effective.

## **b) Secondments**

A secondment is the temporary transfer of an employee to another municipality or relevant organisation. Secondees get access to career development opportunities; municipalities get the chance to develop their skills base.

A Best Practice municipality might invite another municipality to second a staff member to actively work with them for a period of time. A secondee will be given specific responsibilities; this will give them first-hand experience within a successful organisation.

The advantages for a secondee are:

- *The opportunity of wider career and personal development.*
- *Acquisition of valuable experience in project and service management.*
- *Ability to apply specific skills in a different organisational environment.*
- *Gaining new skills and experiences in challenging areas.*

The advantages for the Best Practice municipality are:

- *Gains assistance with projects.*
- *Obtains an external perspective.*
- *Chance to learn from another organisation.*
- *Cost effective.*
- *Network-building opportunity.*

## **c) Shadowing**

Shadowing is similar to a secondment. The primary difference is that the learner acts as merely an observer to the work and the organisation. He /she will assume a secondary role and will not usually be able to contribute much to any operational functions.

The learner will observe, record and question aspects of the work being undertaken and will at the end reflect, analyse and evaluate what has been observed.

The arrangements for shadowing are flexible and should be agreed between the learners and the host organisation. Once again, shadowing can be agreed over a set timescale and frequency. Exposure to best working practices will equip the learner with the confidence and skills to return to his/her municipality. He/she should set out the experience in a written report and be ready to make a presentation on the practices observed.

The advantages of shadowing are:

- *Cost efficient for the Best Practice municipality.*
- *Allows for networking and relationship-building between municipalities.*
- *Flexible, effective and non-threatening way of learning.*
- *First-hand experience for the learner.*
- *Involves and encourages input from wider team members.*

## **d) Networks**

Networks allow Best Practice municipalities to virtually ‘attach’ themselves to other municipalities to enable a free flow of information and best practice. Such networks can be extremely effective as municipalities can access a wider range of experience and resources. Best Practice municipalities can reach a wider audience with their expertise.

The networks that operate best are informal and flexible. They provide an environment where two-way communication is fostered; this creates better results.

Small networks can form around a specific service between, say, five or six managers from neighbouring municipalities to benchmark their service against the best practice service. In practice, each municipality will often be able to demonstrate one or more aspects of best practice.

Such benchmarking clubs can take time to mature as they involve developing a high degree of trust and examining in depth the structures and processes that lie behind the service. But they can be a very powerful means of driving up standards in a group of municipalities to those of the best, and setting a benchmark for other municipalities.

Networking has several key benefits:

- *A wider range of expertise and materials.*
- *Easier access to learning resources.*
- *Learning organisations receive stronger guidance.*
- *A synergy can be nurtured.*
- *Foundation for future joint-working is laid.*

## 6. MONITORING AND EVALUATION

As Best Practice municipalities and service leaders, you should also assume responsibility for monitoring and evaluating the impact that the learning activities have on other municipalities and their contribution to higher service delivery standards.

A commitment to continuous self-assessment and organisation development should be adopted by the Best Practice Coordinator and the municipality's leadership. An overview of the learning activities delivered and the effectiveness of the Best Practice dissemination programme is vital and this will require reliable data.

Methods of monitoring and evaluation include:

- *Recording the number of requests made for information and guidelines.*
- *Recording constructive ideas received from other municipalities and how they have been followed up.*
- *Number of general and service-related enquiries.*
- *Conferences and seminars at which presentations were made and the number of attendees.*
- *Monitoring website statistics.*
- *The level of one-to-one activities.*
- *Analysis of all feedback and evaluation questionnaires.*

Monitoring will allow the Coordinator to track progress against the primary objectives of the dissemination programme. Feedback can also act as a vehicle for better, more focused learning events and activities. Feedback can also attract ideas that can make the best practice even better.

## **7. KEY FACTORS FOR SUCCESS**

Good dissemination techniques and tools will contribute to successful learning events. However, the true success of the Best Practice programme relies on several core factors:

### **Internal Support**

To realise and achieve any form of tangible success, it is essential for everyone within the municipality to fully embrace the Best Practice programme. Support and acknowledgement must come from the leadership of the municipality and make itself felt throughout the organisation. This level of support will help promote the programme and foster good relations with other municipalities.

### **Effective Marketing and Promotion**

A detailed marketing plan is advisable. The more resources given to this, the stronger the campaign and the greater the results will be. The key to good marketing is realising the opportunities to promote the municipality and the Best Practice learning events. Marketing can be inexpensive and a good Best Practice Coordinator will have the ability to discuss and 'sell' the events at every available opportunity.

### **A Peer Network**

Creating a network with other municipalities with clear objectives will encourage good communications and act as a strong forum for generating ideas. The formula to remember is:

*'More People + More Ideas + Openness & Creativity = Success'*

The network will also serve as a good sounding board for Best Practice Coordinators to discuss the challenges and share their problems and frustrations.

### **Using Learning Opportunities**

A good Best Practice Coordinator will understand that opportunities will often arise from unusual situations. The key to success is awareness of the local environment; he/she should try to be present at every meeting, function or discussion. A lot of ideas come out of this approach.

### **Regular Monitoring of Progress**

Evaluation is undoubtedly a critical factor for a successful tenure as a Best Practice Coordinator. A constant reference to the initial objectives of the dissemination programme must be made and the ability to learn from mistakes is vital. Only in this way will the municipality evolve and cement its reputation as a flexible organisation with a commitment to the pursuit of excellence.

### **Giving credit to staff**

Best practice is delivered by staff doing their everyday jobs to high standards. Publicly acknowledging their performance will motivate them. Involving them in dissemination activities will give them confidence. People will learn from their confidence and willingness as much as from their expertise.

## ANNEX 1:

### Proposed Structure for Best Practice Prospectus

#### Cover page of the Prospectus

- Title of the project
- Name of main organisations involved (CoE, LGA) and the main political supporter (e.g. Ministry)
- Logos of the CoE, LGA and the Ministry

There should be a table of contents at the beginning of the Prospectus

#### Invitation

Maximum one-page letter signed by the Minister of Local Government and the LGA President. The letter should

- Express the importance of developing the capacity of municipalities;
- Show how best practices and their dissemination can contribute to better local government;
- Explain why the selected themes are important for local government;
- Explain briefly the benefits to municipalities of participating in the programme (including the awards for Best Practice municipalities and the benefits from training workshops, peer visits and open days);
- Express support for the programme and encourage all municipalities to participate and share their best practices with others;
- Conclude with general wishes for success;

#### Short information about the participating organisations and the division of responsibilities:

- LGA
- Council of Europe
- Ministry
- Donor(s)
- Other organisations

#### General information about the programme

Maximum 2-3 sentence description of the essence of the programme

#### Goals and outputs

This section should explain the general goals of the programme:

- Why is this programme being implemented?

Some more general background to the proposed approach could be set out here. Basic questions to be tackled:

- (a) Why a focus on management practices supports organisation development;
- (b) Why knowledge sharing benefits all concerned;
- (c) How local authorities can benefit from learning about specific practices used elsewhere in the country.

Goals may vary to some extent between different countries but in general they should reflect the following issues:

- Development of the new management culture among municipalities, focusing on the implementation of innovative solutions to identified problems, and sharing knowledge through peer learning;
- Promotion of :
  - (a) reflection,
  - (b) being open to innovation, and
  - (c) a knowledge- sharing approach to municipal leadership and management;

Next paragraph might be focused on important programme outputs which should result from the planned activities.

Example:

“We believe that the implementation of the aforementioned goals will bring the following outputs<sup>5</sup>:

- It will motivate and publicly recognise those staff and elected members who have been responsible for the provision of high quality leadership and strategic management
- It is a relatively inexpensive way of developing practical, tailor-made training programmes that are focused on achieving better quality in local government
- It will lead to better service provision, community engagement, longer term planning, partnerships with other organisations, motivated staff etc across all local authorities
- It generates a good multiplier effect - it motivates and trains a large number of staff and elected members who can disseminate that experience more widely and introduce best practice within their own local authorities.”

**Recipients (definition of recipients and benefits)**

Short, but clear, explanation of who can participate in the programme.

**Themes within the programme**

Short rationale for selected themes (in the specific context of a particular country). This section should clearly explain why these themes were selected. Short description and explanation of concepts like “leadership”, “citizen involvement” etc. should also be added to secure a proper understanding of their importance to good local government. An example of the rationale for the selected theme in the UK’s Beacon programme is presented below:

**“Community leadership**

Popular attitudes to local government are all too often characterised by cynicism and apathy (...) Part of the solution is for councils to take a more active role in leading local communities. They should make sure they are in touch with their local community by consulting widely and regularly with them, not only on single issues, but also on community plans and local performance plans. Councils can play an important role in securing the quality of life of local communities. They should work in partnership with and through other organisations and become closer to local communities in order to orchestrate a collective and targeted response to their needs. They should also reform their own internal political management arrangements in order to make themselves more accessible and open to local people and to create an outward focus for councillors by giving them time to have a meaningful dialogue with those they represent.”

**Responsibilities, tasks and obligations of the participants**

This section should explain the responsibility of the participating municipalities to develop a case-study. The format of the required case-study must be set out.

It should be explained why such a format is necessary (the description of the case study - if it is to be useful for other municipalities - should lead to an understanding of the nature of the challenge, how the municipality responded to it, and the impact achieved).

It should be clearly indicated here that the potential Best Practice municipalities will have the responsibility of organising open days for interested visitors. They can also offer advisory visits to municipalities on request and participate in specialised workshops.

**Preparation of the Best Practice case-studies**

It is important to explain here how the Best Practice can be identified. Detailed instructions for the preparation of a case-study should be presented. An application form should be included.

<sup>5</sup> From CoE concept paper on Best Practice Programme in Croatia

### **Selection of the short listed candidates and final selection of Best Practice municipalities**

Criteria for the selection (evaluation criteria that will be used by the Panel of Experts) should be listed here. A detailed explanation of the selection process should be presented here: who will be involved, what criteria will be used and how participants will be informed about the results.

It should be explained that verification visits to short-listed municipalities are planned within the programme. Their purpose is to check out the operation of the submitted best practice. It must be explained why this procedure is used, what the agenda would be for such a visit, and what are the responsibilities of both sides.

This section should also explain how the final selection of the Best Practices will be organised and announced.

### **The awards for winners**

A description of the award should be provided (money, certificate etc.). The ceremony agenda could be set out.

### **Training for Best Practice municipalities and peer visits**

This section should clearly re-emphasise the responsibility of the Best Practice municipalities to host peer visits and open days, offer advisory services to other municipalities if invited and participate in specialist workshops.

It should present the goals of the preparatory training to be provided to the Best Practice municipalities. A preliminary training agenda could be added.

As a result of the training, a set of common standards for study visits should be proposed, together with the schedule.

Peer visits will be a relatively new method of supporting institutional development. That is why a clear description and explanation of the concept of peer visits should be presented here.

Each study visit should encourage thinking about one's own management. On one hand, crucial questions relating to the performance of the Best Practice municipalities are: "How we reached these results?" and "How can we use this experience in future projects?" On the other hand municipalities will be interested in the possibilities of using the experiences of the Best Practice municipalities for their own improvement.

### **Dissemination**

All the methods of the dissemination of best practice should be introduced in brief. A wide dissemination will certainly be one of the most important factors in maximising the impact of the programme.

### **Implementation scheme**

This section should contain a detailed description of procedures at each stage of the project. The language should be precise and simple to allow all the interested participants to understand the requirements of the programme. A written description may be followed by a diagram or table gathering the most important information from particular stages.

It is important to set a clear timeframe for the implementation of the programme here. Concrete dates and deadlines have to be clearly marked

Example:

<b>dates (time frame), deadlines</b>	<b>tasks - activities in the programme</b>	<b>requirements for participants</b>



### **Communication details**

This Prospectus would be the main way for the LGA and Steering Group to announce the programme. But all other sources of information should also be included:

- Name, address, phone, e-mail address of the project manager (office);
- Website where detailed information about the programme is available (including the electronic version of the Prospectus and application form);
- Possibility of directly asking questions about the programme.



## ANNEX 2:

### Case Study: Report on BPP-2014 in Moldova

#### PROGRESS REPORT

#### of activities carried out within the Best Practices Programme in the period February – August 2014

#### General Information

Project title **Best Practice Programme for Local Authorities in Moldova**

Project duration 11 months (February – December 2014) Total

budget 18,544.50 EUR

Total budget for the reporting period 5, 552.64 EUR

Country Moldova

Beneficiary institution Institute for Development and Social Initiatives (IDIS) "Viitorul" Address

Iacob Hincu 10/1 Street, Chisinau, MD 2005, Republic of Moldova Contact person Liubomir Chiriac, Executive Director IDIS "Viitorul"

Project manager Ana – Maria Veverita

Reporting period 01 February – 31 August 2014

Author of report Ana – Maria Veverita

The Best Practice Programme (BPP) for Local Authorities in Moldova was launched in 2005 by the Council of Europe in cooperation with the Government, associations of mayors, the USAID project "Local Government Reform" and implemented by IDIS "Viitorul".

*Representing one of the most efficient opportunities to promote successful activities, the Best Practices Programme aims to identify, appreciate, promote and disseminate the best practices among local authorities from Moldova, in order to improve the efficiency of local governance. A good local practice means success stories, partnerships and innovation and the Best Practice Programme comes in this sense, to ensure the sustainability of these initiatives by sharing knowledge, skills and experiences.*



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**Annex F** News/Press Releases on documentation visits

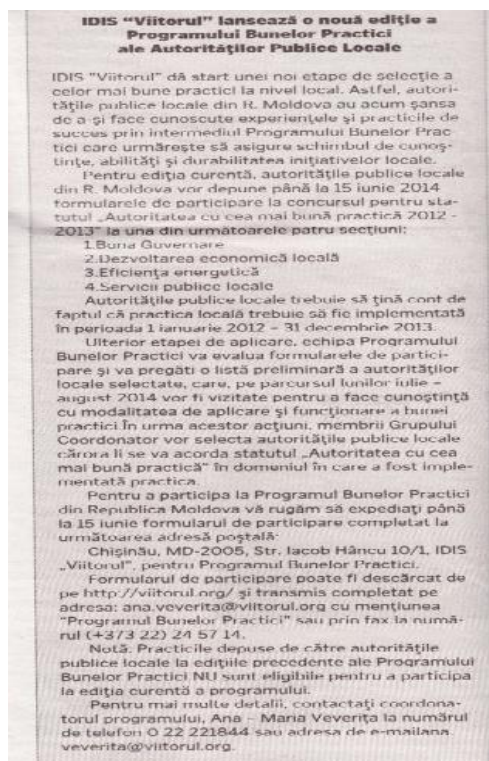


## 1. INTRODUCTION

This is the Progress Report of the project Best Practices Programme, a project supported by the Council of Europe and implemented by IDIS "Viitorul" in cooperation with the Government, associations of mayors and the USAID project "Local Government Reform". The reporting period covers the project activities carried out in the period of 01 February 2014 – 31 August 2014.

## 2. EXECUTIVE SUMMARY

During the last seven months of the project (February – August 2014) the outputs were produced according to the activities mentioned in the Administrative Arrangement and progresses were made towards further achievement of the project results. To be noted in this respect, that, from March till 15 June 2014, local authorities could submit their applications to four sections, namely: 1. Good Governance; 2. Local economic development; 3. Energy efficiency; 4. Local public services. Thus, 56 applications from 41 localities were submitted (find more details regarding the applications in Annex A). The application forms (both in Romanian and Russian), together with the Prospectus were sent via national mail. The official announcement, both in Romanian and English, about the launch of the Programme was published on 31 March on <http://viitorul.org/newsview.php?l=en&id=4353&idc=132> and was viewed 773 times. The announcement on the launch of the Programme was also published in media, such as the "Ziarul de Garda" newspaper. See below the announcement:



The announcement was published in the No. 13 (466) from 10 April 2014 of the Newspaper "Ziarul de Garda"

Beside it, representatives of local authorities were invited to take part in the Programme through the Facebook page of the Programme:





At the end of June, experts in the public administration field, namely in public services, energy efficiency, economic development and good governance met to analyze the applications in one of the fields of those related. Thus, 18 practices for the good governance section; 10 for the local economic development; 11 practices in the energy efficiency field and 17 practices regarding local public services were examined.

Taking into account the assessment criteria: initiative, efficiency, relevance, participation, efficient resource management, impact and sustainability, the members of the Steering Committee evaluated on July 2, all the submitted applications and prepared a preliminary list of local authorities shortlisted for the “Authority with the Best Practice” status for further evaluation.

Between July 16 – August 11, 2014, the Programme team together with members of the Steering Group visited 27 local authorities to see how the best practices are implemented.

### 3. ACTIVITIES

#### **Preparing the Informative Prospectus**

The Prospectus describes what the Best Practices Programme for Local Authorities 2012 - 2013 is, sections to apply for and conditions to participate at the Programme. Besides, it presents the criteria for selecting best practices, the selection procedure and the reasons why local authorities should apply for this competition. At the end, a list of anthologies of successful practices is overviewed. The publication was disseminated among all 898 local public authorities from Moldova in order to inform them about the Best Practices Programme for Local Authorities.

The publication was prepared by the Project Coordinator, using best practices and pictures from the previous edition of the Programme. It has 28 pages and can be found on [http://viitorul.org/public/files/Programul\\_Bunelor\\_practici\\_site.pdf](http://viitorul.org/public/files/Programul_Bunelor_practici_site.pdf) and <http://viitorul.org/proiectview.php?l=en&id=135&idc=316>. See below some pages of the Prospectus, including the cover page:



## Ce este Programul Dunilor Practici?

Programul Dunilor Practici ale Autorităților Publice Locale din Moldova a fost lansat în anul 2007 de către Consiliul European în cooperare cu Guvernul Republicii Moldova, susținut de primarii și proiectul USAID „Reforma autorităților publice locale”, fiind implementat de către Institutul pentru Dezvoltare și Inițiativa Sociale (IDIS) „Viitorul” în 2007, 2008, 2010 și 2013.



Programul Dunilor Practici are scopul de a identifica, valorifica și disemina bunurile practice primite autorităților publice locale din Republica Moldova, contribuind astfel la eficiența activității guvernării locale. O bună practică la nivel local înseamnă stăruință de succes, perseverență și inovație, iar Programul Dunilor Practici urmărește, în acest sens, să asigure durabilitatea acestor inițiative prin schimburi de experiențe, abilități și expertiză.

În perioada 2007-2013, peste 300 de comunități din Republica Moldova și au împărtășit bunurile practice care au fost publicate în 4 antologii, iar 44 de practici de succes au devenit subiectul a 5 filme documentare distribuite în rândul reprezentanților autorităților publice din toată țara.

Ediția 2011-2013 a Programului Dunilor Practici a înregistrat un real succes în rândul participanților. Astfel, au fost depuse 56 de practici locale din 19 raioane din țară. 23 au fost apreciate ca fiind și cele mai bune practici în cadrul Concursului Național de Practici. Totodată, a fost instituit premiul pentru autoritatea publică locală care a implementat și prezentat în cadrul programului cele mai multe practici în perioada 2011-2012.

Reprezentanții administrațiilor publice locale care decid să aplice în Programul Dunilor Practici au oportunitatea de a se întâlni și a împărtăși experiențe, în localitățile lor, modele reușite și performanțe. În acest fel, guvernarea locală devine mai eficientă, iar cetățenii văd și simt rezultatele și beneficiile vizibile.

Lucrând împreună, putem fi siguri că vom avea mai multe exemple de bune practici pentru autoritățile locale care pot săvârși o contribuție



Prezentarea bunurilor practice

### Secțiunile de aplicare

Permițându-le participanților la concursul pentru stabilirea celui mai bun proiect pot să depășească una din următoarele patru secțiuni:

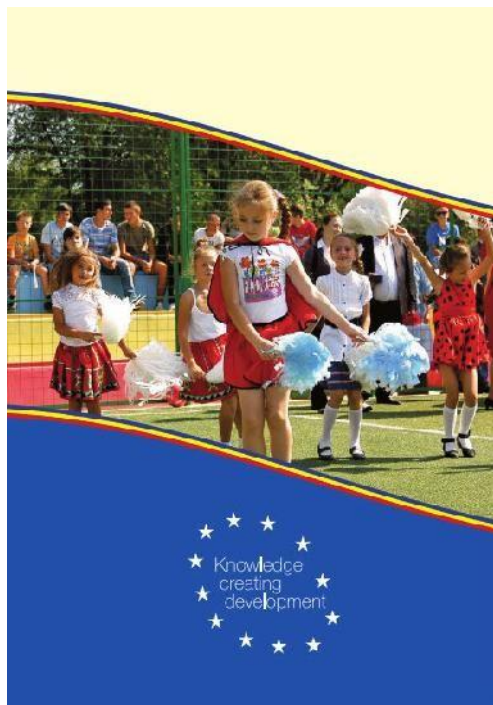
**DE LA COMUNITATE**

Permițându-le liderilor comunității locale să participe activ în procesul de luare a deciziilor și de realizare a proiectului, acest lucru este posibil cu asigurarea unui climat de transparență, prin promovarea accesibilității la informație, publicarea informațiilor de interes și de necesitate, prin asigurarea de întâlniri și audiențe cu cetățenii, dar și cu alte părți interesate și susținerea unui dialog continuu de încredere și comunicare, prin intermediul acestor:

- 1. Alegerea accesibilă liber la informație
- 2. Colaborarea cu societatea civilă
- 3. Implementarea guvernării digitale nivel local
- 4. Inițiative de cooperare între comunitate și administrație
- 5. Promovarea inițiativelor locale
- 6. Participarea participativă la activități locale și comunitare
- 7. Alegerea transparentă a deciziilor și a raportarea rezultatelor la deciziile

Tradiția, relația cu cetățenii, cu celelalte instituții și cu societatea civilă trebuie să ocupe un rol primordial în planificarea activităților și în stabilirea unei vizii din punct de vedere local în scopul de a încredința mai bine cu aceste categorii și de a răspunde nevoilor acestora. Un alt aspect important care asigură buna guvernare a unei comunități locale este procesul de informare care contribuie la îmbunătățirea serviciilor publice, eficientizarea activității administrative și facilitarea participării democratice.

**Prezentarea bunurilor practice**



Knowledge creating development



## Launch of the Programme

The Programme was officially launched on 31 March. An announcement in this respect was published on the website: <http://viitorul.org/newsview.php?l=en&id=4353&idc=132>. It was also get by the following sites: Official website of the Colonita village <http://colonita.eu/proiecte-proprie/da-de-lucru-primarului/programul-bunelor-practici-ale-autoritatilor-publice-locale-din-moldova-2012-2013.html>, ONG.md: [http://ong.md/index.php/news/3260/15/IDIS-Viitorul-lanseaza-o-noua-edi-tie-a-Programului-Bunelor-Practici-ale-Autorita-ilor-Publice-Locale/d,detalii\\_stire](http://ong.md/index.php/news/3260/15/IDIS-Viitorul-lanseaza-o-noua-edi-tie-a-Programului-Bunelor-Practici-ale-Autorita-ilor-Publice-Locale/d,detalii_stire) and Monitorul Civic: <http://www.civic.md/stiri-ong/23968-idis-viitorul-lanseaza-o-noua-editie-a-programului-bunelor-practici-ale-autoritatilor-publice-locale.html>.

### IDIS "VIITORUL" LANSEAZĂ O NOUĂ EDIȚIE A PROGRAMULUI BUNELOR PRACTICI ALE AUTORITĂȚILOR PUBLICE LOCALE

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Categorie: Stiri Publicat: Marți, 01 Aprilie 2014 11:57 Adăugat de Ana Maria Veverita

IDIS "Viitorul" dă start unei noi etape de selecție a celor mai bune practici la nivel local. Astfel, autoritățile publice locale din Republica Moldova au acum șansa de a-și face cunoscute experiențele și practicile de succes prin intermediul Programului Bunelor Practici care urmărește să asigure schimbul de cunoștințe, abilități și durabilitatea inițiativelor locale.

Ediția 2011 – 2012 a Programului Bunelor Practici a înregistrat un real succes în rândul participanților. Astfel, au fost depuse 50 de practici locale din 39 de localități, dintre care 23 au fost apreciate cu premii și distincții speciale în cadrul Ceremoniei Naționale de Premierie. Totodată, a fost instituit premiul pentru autoritatea publică locală care a implementat și prezentat în cadrul ediției cele mai multe practici (vedeți aici care au fost autoritățile învingătoare)

**În perioada 2005 – 2013, peste 300 de comunități din Republica Moldova și-au împărtășit bunele practici care au fost publicate în trei antologii, iar 44 practici de succes au devenit subiectul a patru filme documentare distribuite în rândul reprezentanților autorităților publice din toată țara.**

## Visits to promote the Best Practices Programme

In order to increase the visibility of the Best Practices Programme 4 events to promote the Programme were carried out, namely in Orhei on April 3; Ialoveni, on April 10; Drochia on May 7 and Causeni on May 14, and they were attended by more than 155 persons, mostly from local public authorities. Thus, the competition became more visible among local public authorities and not only. The announcements about the visits, as well as pictures after these events were posted on the Facebook page of the Best Practices Programme.



Programul Bunelor Practici ale Autorităților Publice Locale din Moldova  
25 aprilie

Programul Bunelor Practici ajunge și în localitatea TA pentru a le spune autorităților locale cum să aplice la competiție și să devine învingător!

## Institute for Development and Social Initiatives (IDIS) “Viitorul”

Iacob Hincu 10/1 str., Chisinau  
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[www.viitorul.org](http://www.viitorul.org)

For example, the news about the visit in Causeni was viewed by 140 people:



All posts about the promotional visits on the Facebook page of the Programme were viewed 213 times. Also, the project team tried to promote the Programme in all possible ways: with trainings held at IDIS “Viitorul”, in discussions with public authorities and with other representatives of different civil society organizations. Important partners in promoting the Programme were the Congress of Local Authorities in Moldova and the regional development agencies who disseminated the information among stakeholders and local officials.





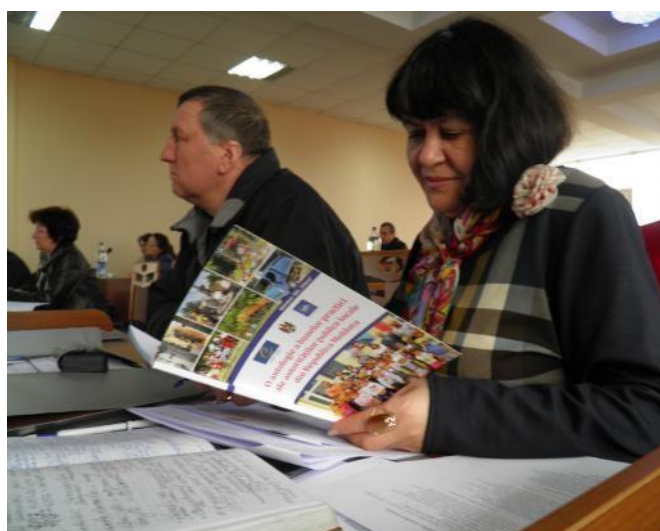
*Causeni*



*Drochia*



*Causeni*



*Orhei*

### Steering Committee Meeting

Members of the Steering Committee Group of the Best Practices Programme 2012 - 2013 met Wednesday, July 2, in a working meeting to assess the best practices in the country. The working group includes representatives of associations of mayors, representatives from the Government of the Republic of Moldova, the USAID project "Local Government Reform", local authorities' representatives and IDIS "Viitorul" experts (See the Annex B for the Agenda of the event). Steering Committee Group of the Best Practices Program aims to monitor and evaluate the implementation of the Best Practices Programme, to oversee the evaluation and selection of the best practices of local authorities.

Thus, during the meeting, the Steering Committee members were introduced to that 56 local practices, analyzed their content, then designating the localities where documentation visits will be carried out. The sections to which local authorities could submit their applications are: **1. Good Governance; 2. Local economic development; 3. Energy efficiency; 4. Local public services.**

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[www.viitorul.org](http://www.viitorul.org)

*"Today's meeting coincided with the event of ratification of the Association Agreement with the EU, which represents a good sign for the Best Practice Programme to promote European experience in the local government. Best Practice Programme celebrates this year 10 years of existence, during which practices with a considerable impact on community development were replicated and promoted", declared Liubomir Chiriac, Executive director of IDIS "Viitorul".*

For the current edition 56 practices from 41 localities of the country, including Transnistrian region were submitted. Regarding distribution of practices by regions, the Centre continues to be the most active. Thus, from Centre were submitted 31 practices, 15 from the North and 9 good practices from the South of the country. Among localities participating in this year we can mention Edinet who managed to ensure free access to information of citizens through information technologies; Mingir from Hincesti district who build a memorial complex dedicated to the victims of famine in 1946 and 1947; Ungheni; Orhei; Lozova from Straseni who organized in the fall of 2013 the second edition of the ethno-gastronomic festival "Bostaniada"; Soroca; Molovata from the Dubasari district; Vinogradovca from Taraclia district; Calarasi, Balti and other villages and cities that have implemented successful projects in the period 2012-2013.

Also, 27 localities from Moldova were selected to be visited during July – August. *"We are going to analyze how practices, which we currently know only from applications, were implemented"* said in this regard, Liubomir Chiriac.

More details about the event, find in the News published on <http://viitorul.org/newsview.php?l=en&id=4416&idc=132>.

The news was viewed 503 times on <http://viitorul.org> and 9 times on the Facebook page of the Programme.

The meeting was announced on the Facebook page of IDIS "Viitorul" (See below), having an impact of 584 visitors.



**IDIS "Viitorul"**  
Postat de Ana Maria Verevita 17:30 iunie · editat

Începe marea competiție a celor mai bune practici în Republica Moldova

Membrii Grupului Coordonator al Programului Bunelor Practici ale Autorităților Publice Locale 2012 - 2013 se vor întâlni miercuri, 2 iulie, ora 12.00, pentru a face cu... [Vezi mai mult](#)

Îmi place · Comentează · Distribuie

1 distribuie

Trupac: - 584 persoane

[Promovează postarea](#)

**Programul Bunelor Practici ale Autorităților Publice Locale din Moldova** a distribuit un link.

3 iulie

Programul Bunelor Practici promovează experiența europeană în administrația publică locală

Membrii Grupului Coordonator al Programului Bunelor Practici ale Autorităților Publice Locale 2012 - 2013 s-au întâlnit miercuri, 2 iulie, în cadrul unei ședințe de lucru, pentru a da o notă celor mai bune practici din țară. Din grupul de lucru fac parte reprezentanți ai asociațiilor de primari, ai Guvernului Republicii Moldova, ai proiectului USAID „Reforma Autorităților Publice Locale”... [Vezi mai mult](#)

**ȘTIRI & EVENIMENTE IDIS | IDIS Viitorul - Institutul pentru Dezvoltare și Inițiative Sociale**  
[viitorul.org](http://viitorul.org)

ȘTIRI & EVENIMENTE IDIS / IDIS Viitorul - Institutul pentru Dezvoltare și Inițiative Sociale: icis.viitorul, experți programe sociale

The information about the meeting was posted on the official web page of the Edinet Town Hall, relating about the fact that Edinet was selected by the Steering Committee members to go forward in the best practices competition: “Orașul Edineț – acceptat în concursul bunelor practici” <http://primariaedinet.md/07-2014/orasul-edinet-acceptat-in-concursul-bunelor-practici/>. The news was also posted on the facebook page of the town:

**Primăria Edineț** a distribuit un link.

4 iulie

Printre localitățile participante în acest an se numără și orașul Edineț, care a reușit să asigure accesul liber la informație al cetățenilor prin intermediul tehnologiilor informaționale, astfel în perioada lunilor iulie-august orașul Edine... [Vezi mai mult](#)

**Primăria orașului Edineț - Orașul Edineț – acceptat în concursul bunelor practici**  
[primariaedinet.md](http://primariaedinet.md)

Miercuri, 2 iulie 2014, membrii Grupului Coordonator al Programului Bunelor Practici ale Autorităților Publice Locale 2012 – 2013 s-au...

At the same time, the media from Soroca wrote about the participation of the local public authority from Soroca in the Best Practices Programme, edition 2012 – 2013. It’s about the local newspaper Realitatea plus, No. 23 (73) from 11 July 2014:



**2** Realitatea Plus  
Nr. 23 \* 11.07.2014

### Bunele practici - în vizorul experților

Membrii Grupului Coordinator al Programului Bunelor Practici ale Autorităților Publice Locale 2012 - 2013 s-au întâlnit recent în cadrul unei ședințe de lucru, pentru a da o notă celor mai bune practici din țară. Din grupul de lucru fac parte reprezentanți ai asociațiilor de primari, ai Guvernului Republicii Moldova, ai proiectului USAID „Reforma Autorităților Publice Locale”, ai autorităților locale, precum și experți IDIS “Viitorul”. Grupul Coordinator al Programului Bunelor Practici are rolul de a monitoriza și evalua implementarea Programului Bunelor Practici, de a superviza evaluarea și selectarea celor mai bune practici ale autorităților publice locale.

Pentru ediția curentă au fost depuse 56 de practici din 41 de localități ale țării, inclusiv dintr-un raion din regiunea transnistreană. Privind repartizarea practicilor pe regiuni, zona de Centru continuă să fie cea mai activă. Astfel, din Centru au fost depuse 31 de practici, din Nord 15, iar din Sud, 9 practici pozitive. Printre localitățile par-

ticipante în acest an se numără orașul Edineț, care a reușit să asigure accesul liber la informație al cetățenilor prin intermediul tehnologiilor informaționale; comuna Mingir din raionul Hâncești care s-a remarcat prin complexul memorial dedicat victimelor foametei din anii 1946 și 1947; orașul Ungheni; orașul Orhei; comuna Lozova din raionul Strășeni care a organizat în toamna anului 2013 cea de-a doua ediție a festivalului etno-gastronomic “Bostaniada”; satul Molovata din raionul Dubăsari; comuna Vinogradovca din Taraclia, orașele Călărași și Bălți, cât și alte sate și orașe care au implementat proiecte de succes în perioada 2012 - 2013.

Orașul Soroca a înaintat spre evaluare câteva practici: în cadrul proiectului de Bună guvernare - săptămâna anticorupție, iar la compartimentul practici ale autorităților publice locale - amenajarea Aleii Îndrăgostiților în Parcul „Mihai Eminescu”, amenajarea terenului de joacă pentru copii „Guguță” din parcul „Grigore Vieru”.





### **Documentation visits**

After being assessed, members of the Steering Committee together with Selection Panel members decided which local authorities should be visited. Documentation visits aimed to examine "live" the way how the local practices are implemented.

Thus, 27 localities from 18 districts were visited in July and August 2014 during 9 visits – 19 localities were visited in July and 8, respectively, in August (The list of all documentation visits and their location on the map can be find in the Annex D and C). The announcements about documentation visits were made public on the Facebook page of the BPP:



Practices were assessed using a survey for assessing the best practices of local authorities nominated at the “Authority with the Best Practice” status (Annex E).

After were visited, local authorities representatives will be invited to present their best practices at a meeting organized at the end of September. After these presentations and the local visits, the Steering Committee members will select the local authorities for which be given the Status "Authority with the Best Practice" in the field where the practice has been implemented. See below some pictures from the documentation visits:



Calarasi Central Park



Together with people from Lozova

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*Kindergarten renovation in Molovata, Dubasari*



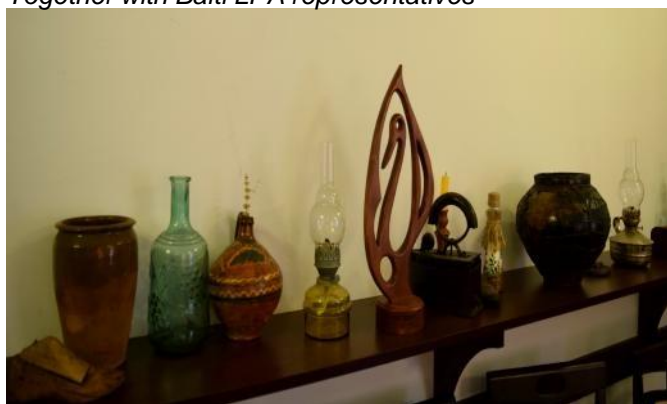
*Heating system in one kindergarten from Balti*



*Together with Balti LPA representatives*



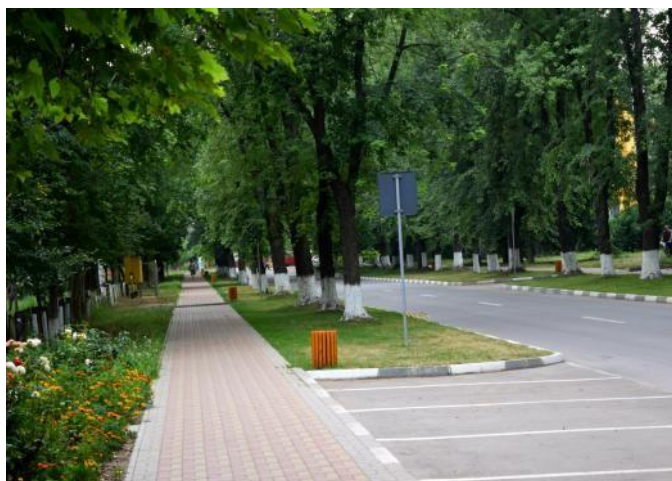
*Energy efficiency project in Chiscareni, Singerei*



*Multipurpose Center in Bahrinesti, Floresti*



*Biomass pellets used to heat the gymnasium "Savciuc Mihail", Busila, Ungheni*



Road modernization in Ungheni



Journalist from Radio Moldova takes interview from Svetlana Bodistean, Coordinator of the Youth Association "Sansa"



Medical Center in Varnita, Anenii Noi



House – Museum "Alexei Mateevici", Zaim, Causeni



Newsletter prepared by the Edinet Town Hall



Kindergarten from Ciujai, Taraclia and the solar collector used for water heating





All documentation visits were promoted through news published on <http://viitorul.org/>, both in Romanian and English languages and also on the Facebook page of the Programme and of IDIS “Viitorul” too. The news on visits can be read at the Annex F.

On another hand, pictures from visits are available on the Facebook page of the Programme. A good example in this respect is the photo gallery on the visit in Edinet and Larga, Briceni, which was visited by 443 persons and liked 11 times.

## AWARENESS

One of the most important communication tool in promoting the Best Practices Programme is the Facebook page: <https://www.facebook.com/pages/Programul-Bunelor-Practici-ale-Autorit%C4%83%C5%A3ilor-Publice-Locale-din-Moldova/234732163398238?ref=bookmarks>. The page was created in April 2014 and till now is being appreciated by 115 persons. It is appreciated of 67 % women and 33% men, almost with the age 25 – 34 (45%). Among them, 97 are from Moldova, 10 from Romania and else from European countries and even USA.

Besides the Facebook pages and the <http://viitorul.org/> website, news regarding documentation visits were made public in various media resources, like the following:

### Local media outlets:

1. Newspaper Expresul: <http://www.expresul.com/2014/08/01/au-ce-arata-au-cu-ce-se-lauda/> (on documentation visits in Ungheni district)
2. Newspaper Expresul <http://www.expresul.com/2014/07/24/au-decis-sa-si-impartaseasca-experienta/> (about the documentation visit in Calarasi)
3. Newspaper Unghiul [http://www.unghiul.info/index.php?option=com\\_content&view=article&id=3497:proiectele-europene-aduc-lumina-in-localitatile-din-raionul-ungheni&catid=13&Itemid=27](http://www.unghiul.info/index.php?option=com_content&view=article&id=3497:proiectele-europene-aduc-lumina-in-localitatile-din-raionul-ungheni&catid=13&Itemid=27) (about the documentation visit in Ungheni)
4. Newspaper Gazeta de Sud: <http://gazetadesud.md/bune-practici-de-administrare-locala-si-servicii-de-calitate-la-zaim/> (about the documentation visit in Zaim, Causeni)
5. Realitatea Plus

### Official websites of local public authorities

1. Edinet: <http://primariaedinet.md/08-2014/vizita-de-documentare-la-edine%C8%9B-a-echipei-pbp/>

### National media outlets

1. Radio Moldova
2. <http://deca.md>
3. <http://www.ziare.md>



## Other

1. Newsletters of the Congress of Local Authorities in Moldova, available online on <http://calm.md/>

## 4. PLAN OF OPERATIONS FOR NEXT REPORTING PERIOD

The plan of operations for the next reporting period has been prepared based on the Administrative Arrangement and the overall plan of activities set and decided by the Programme team according to the budget.

Thus, the following activities are planned to be carried out in the next months:

### A. Presentation of shortlisted best practices and training on disseminating best practices

Representatives of local authorities that were visited will be invited to present their best practices at a meeting **to be held on 30 September** (from 10:00 till 15:00 – the final Agenda will be ready till 24 September). During the event participants will also have the opportunity to find out how to disseminate their experiences in a professional and efficient way. The event aims to create a network of local officials and to share best practices and good experiences.

### B. Preparing a documentary on best practices

The documentary is planned to include all local authorities that have been visited, being based on media materials done during the documentation visits: photos, videos and interviews. Thus, 27 localities will be presented in the movie; structured in 4 sections. The aim of this initiative is to discover the best practices, to promote the best ideas and to find potential solutions for solving local problems. The documentary is planned **to be ready by the middle of October**.

### C. Preparing the Anthology of best practices

The Guide will summarize all applications that were submitted, as well as describing the practices from authorities with the best practice status. **It will be ready in October**. The best practices will be presenting by using the following components: description of locality; summary of the project; beneficiaries; results; innovative elements of the practice and the lessons learned.

### D. National Award Ceremony

The Ceremony will be held with the aim to promote the best practices and to appreciate the efforts of the local administrations participating in the contest. The event is **planned for the end of October, early November**.



## **5. OVERALL ASSESSMENT OF PROJECT ACTIVITIES IN THE REPORTING PERIOD**

Good quality outputs and excellent progress has been achieved during the reporting period by the project team, who was actively supported by local officials. All planned activities have been implemented and an intense rhythm maintained, thanks to the strong team spirit, which has been extremely visible during the activities carried out within the Programme.

Also, a great enthusiasm and motivation was shown from local representatives, who were glad that the project was implemented in this year too. Comparative, in the current edition were submitted more applications and visited with 4 more than in the previous edition of the Programme. The best practices submitted represented relevant and successful stories taking into consideration the current local government reform and the existing socio-economic situation of the country.

## ANNEXES

### Annex A

#### List of submitted applications

##### I. Good Governance

No.	Locality	District	Title of the practice
1.	Anenii Noi	Anenii Noi	Sustainable partnership - key success of the LPA
2.	Budesti	Chisinau	International Community Partnership Budesti (Republic of Moldova) - Cumpana (Romania)
3.	Calfa	Anenii Noi	Removing increased risk of environmental pollution from obsolete pesticides
4.	Cantemir	Cantemir	Improving the square with a playground for children and young people in Cantemir
5.	Edinet	Edinet	Good governance - ensuring free access to information
6.	Malcoci	Ialoveni	Opening a sports center
7.	Mingir	Hincesti	Construction of the Memorial Complex Mingir
8.	Molovata	Dubasari	Renovation of the kindergarten „Romanita”
9.	Larga	Briceni	Transparent administration - informed citizens
10.	Lozova	Straseni	Organize and holding the festival - contest "Ecol Codrilor"
11.	Rusestii Noi	Ialoveni	„Cherry Festival”
12.	Sarata Galbenă	Hincesti	Intercultural exchanges and sustainable partnerships between LPAs and residents Sarata Galbena, Dorna - Arina, Suceava and Scorteni, Prahova, Romania
13.	Secareni	Hincesti	Community involvement in environmentally friendly measures
14.	Sireti	Straseni	Solving social problems of the community through efficient management of not used patrimony



15.	Tatarauca Veche	Soroca	Modern mini-football field in Tatarauca Veche
16.	Ungheni	Ungheni	Modernization and renovation of streets, sidewalks and parking in Ungheni
17.	Soroca	Soroca	Anti-corruption week in Soroca
18.	Zaim	Causeni	Access road to the memorial museum "Alexei Mateevici"

## II. Local economic development

No.	Locality	District	Title of the practice
1.	Bahrinesti	Floresti	Intercommunity multifunctional center
2.	Calarasi	Calarasi	"Donate for your park"
3.	Cetireni	Ungheni	Development of the General Urban Plan of the village and the Technical Project for the construction of local roads with 1,5 km length
4.	Festelita	Stefan Voda	Improving road infrastructure linking social institutions and the district road
5.	Javgur	Cimislia	Modernization of the gymnasium "Constantin Stere" and the kindergarten "Prichindel"
6.	Leova	Leova	Repair works in kindergartens No.1 and No.2 and in the High School "Mihai Eminescu"
7.	Comuna Lozova	Straseni	Ethno-gastronomic festival "Bostaniada 2013"
8.	Orhei	Orhei	Attracting investments for spatial modernization and for ensuring free access of citizens in the territory
9.	Varnita	Anenii Noi	Creating the Youth Fund Varnita in Transnistrian region
10.	Varnita	Anenii Noi	Quality health services in the village as an element of confidence building between citizens on the both banks of Dniester



### III. Energy efficiency

No.	Locality	District	Title of the practice
1.	Balti	Balti	Decentralization of the heating system in educational institutions financed from the municipal budget
2.	Bumbata	Ungheni	Implementing the biomass heating in the gymnasium Bumbata
3.	Busila	Ungheni	Construction of the biomass boiler at the gymnasium "Savciuc Mihail"
4.	Chiscareni	Singerei	Increasing energy independence of the kindergarten through implementation of the project "Clean energy for healthy children"
5.	Cotul Morii	Hincesti	Connecting school - kindergarten to biomass boiler
6.	Fundurii Vechi	Glodeni	Ensuring all social institutions with a secure, competitive and sustainable local heating system
7.	Orhei	Orhei	Repairing two blocks of the preschool institution No.1 from Orhei by implementing energy efficiency principles
8.	Pirlita	Ungheni	"Flowers and talents grow under light"
9.	Radulenii Vechi	Floresti	Conservation of thermal energy by changing windows and exterior doors in the gymnasium of the village
10.	Tatarauca Veche	Soroca	Construction of the biomass boiler at the school - kindergarten in Niorcani
11.	Vinogradovca	Taraclia	"Light the sun - live comfortable"

### IV. Local public services

No.	Locality	District	Title of the practice
1.	Antonesti	Cantemir	Repairing floors from the gym of the gymnasium
2.	Badiceni	Soroca	Offering public services by the municipal enterprise "Badi - Prim"



[www.viitorul.org](http://www.viitorul.org)

3.	Javgur	Cimisia	Renovation of the Javgur gymnasium and creating conditions for training and work for collectives from budgetary institutions
4.	Lozova	Straseni	Construction of the stadium with artificial carpet
5.	Mingir	Hincesti	Modern services offered to citizens by a modern townhouse
6.	Orhei	Orhei	Expansion and modernization of existing local waste management in Orhei and in four neighboring villages
7.	Orhei	Orhei	Waste Water Treatment Plant using Constructed Wetland Technology (CWT)
8.	Pirlita	Ungheni	Assured access to public life
9.	Peresecina	Orhei	Establishing and creating sanitation service in the village
10.	Pervomaiscoe	Drochia	Drinking water supply for villagers
11.	Rusestii Noi	Ialoveni	Artesian well drilling and construction of the water aqueduct
12.	Rusestii Noi	Ialoveni	Repairing and reconstruction of the House of Culture
13.	Selemet	Cimisia	Social center for disabled children and vulnerable families from the village
14.	Soroca	Soroca	Managing Lovers Alley in the park “Mihai Eminescu”
15.	Soroca	Soroca	Managing the sports field in the park “Grigore Vieru”
16.	Soroca	Soroca	Construction of the playground for children "Guguța"
17.	Tipala	Ialoveni	Drinking water supply for Baltati, Tipala



## **AGENDA**

### **Meeting of the Steering Committee of the Best Practices Programme of Local Authorities 2012 – 2013**

*2 July 2014, IDIS “Viitorul”*

12.00 – 13.00 Presentation of best practices submitted by local authorities within the Best Practices Programme, 2012 – 2013 edition

13.00 – 13.30 Nomination of localities where documentation visits will be made

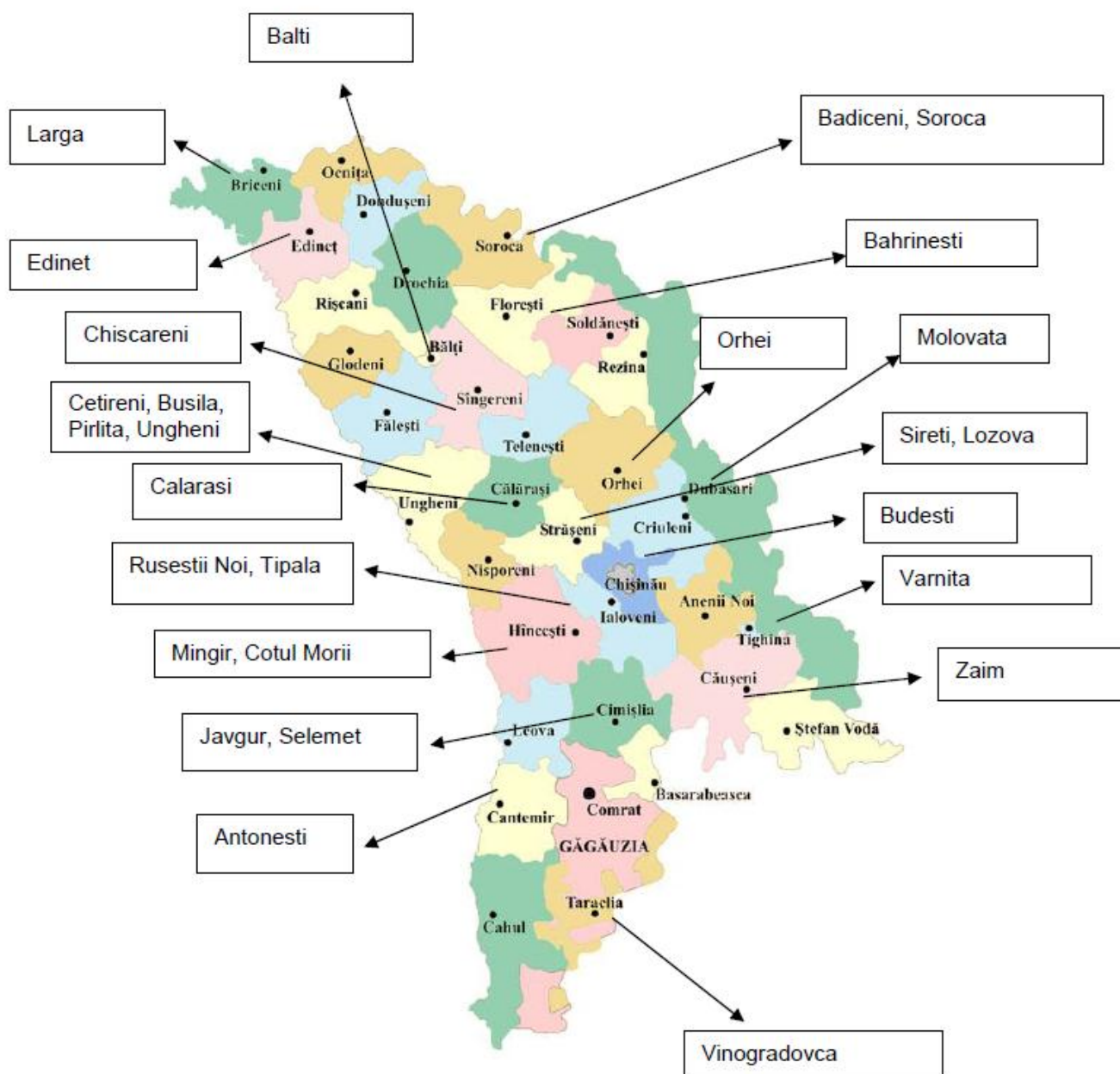
13.30 – 13.45 Arranging organizational details of the documentation visits in selected localities

13.45 – 14.15 *Lunch*

*The Best Practice Programme for Local Authorities in Moldova is implemented by IDIS “Viitorul” with the financial support of the Council of Europe and aims to identify, appreciate, promote and disseminate the best practices among local authorities from Moldova, in order to improve the efficiency of local governance*



Documentation visits on the map (by districts)



**Annex D**

**List of documentation visits carried out**

No.	Locality	Title of the practice	Section
<b>Date: 16 July</b>			
<b>Participants: Ana – Maria Veverita, Anatol Moldovan, Lilian Carmanu, Dorin Vaculovschi, Vlad Catlabuga</b>			
1.	Molovata, Dubasari district	Renovation of the kindergarten „Romanita”	Good governance
2.	Budesti, Chisinau municipality	International Community Partnership Budesti (Republic of Moldova) - Cumpana (Romania)	Good governance
<b>Date: 18 July</b>			
<b>Participants: Ana – Maria Veverita, Anatol Moldovan, Lilian Carmanu, Dorin Vaculovschi</b>			
3.	Calarasi	“Donate for your park”	Local economic development
4.	Lozova, Straseni district	Construction of the stadium with artificial carpet Ethno-gastronomic festival "Bostaniada 2013" Organize and holding the festival - contest "Ecoul Codrilor"	Local public services Local economic development Good governance
5.	Sireti, Straseni district	Solving social problems of the community through efficient management of not used patrimony	Good governance
<b>Date: 22 July</b>			
<b>Participants: Ana – Maria Veverita, Anatol Moldovan, Lilian Carmanu, Dorin Vaculovschi</b>			
6.	Ungheni	Modernization and renovation of streets, sidewalks and parking in Ungheni	Good governance
7.	Busila, Ungheni district	Construction of the biomass boiler at the gymnasium "Savciuc Mihail"	Energy efficiency
8.	Cetireni, Ungheni district	Development of the General Urban Plan of the village and the Technical Project for the construction of local roads with 1,5 km length	Local economic development



9.	Pirlita, Ungheni district	"Flowers and talents grow under light" Assured access to public life	Energy efficiency Local public services
<b>Date: 25 July</b>			
<b>Participants: Ana – Maria Veverita, Anatol Moldovan, Vlad Catlabuga</b>			
10.	Varnita, Anenii Noi district	Quality health services in the village as an element of confidence building between citizens on the both banks of Dniester Creating the Youth Fund Varnita in Transnistrian region	Local economic development
11.	Zaim, Causeni district	Access road to the memorial museum "Alexei Mateevici"	Good governance
12.	Tipala, Ialoveni district	Drinking water supply for Baltati, Tipala	Local public services
13.	Rusestii Noi, Ialoveni district	Artesian well drilling and construction of the water aqueduct Repairing and reconstruction of the House of Culture „Cherry Festival”	Local public services Good governance
<b>Date: 28 July</b>			
<b>Participants: Ana – Maria Veverita, Anatol Moldovan, Vlad Catlabuga,</b>			
14.	Balti	Decentralization of the heating system in educational institutions financed from the municipal budget	Energy efficiency
15.	Orhei	Expansion and modernization of existing local waste management in Orhei and in four neighboring villages Waste Water Treatment Plant using Constructed Wetland Technology (CWT)	Local public services
16.	Chiscareni, Singerei district	Increasing energy independence of the kindergarten through implementation of the project "Clean energy for healthy children"	Energy efficiency



<b>Date: 29 July</b>			
<b>Participants: Anatol Moldovan, Anatol Moldovan, Vlad Catlabuga</b>			
17.	Bahrinesti, Floresti district	Intercommunity multifunctional center	Local economic development
18.	Badiceni, Soroca district	Offering public services by the municipal enterprise "Badi - Prim"	Local public services
19.	Soroca	Anti-corruption week in Soroca  Lovers Alley in the park "Mihai Eminescu"  Managing the sports field in the park "Grigore Vieru"  Construction of the playground for children "Guguta"	Good governance  Local public services
<b>Date: 4 August</b>			
<b>Participants: Ana – Maria Veverita, Anatol Moldovan, Vlad Catlabuga</b>			
20.	Edinet	Good governance - ensuring free access to information	Good governance
21.	Larga, Briceni district	"Transparent administration - informed citizens"	Good governance
<b>Date: 8 August</b>			
<b>Participants: Ana – Maria Veverita, Anatol Moldovan, Vlad Catlabuga, Lilian Carmanu</b>			
22.	Vinogradovca, Taraclia district	"Light the sun - live comfortable"	Energy efficiency
23.	Javgur, Cimislia district	Renovation of the Javgur gymnasium and creating conditions for training and work for collectives from budgetary institutions	Local public services
24.	Selemet, Cimislia district	Social center for disabled children and vulnerable families from the village	Local public services
<b>Date: 11 August</b>			
<b>Participants: Ana – Maria Veverita, Anatol Moldovan, Vlad Catlabuga</b>			
25.	Antonesti, Cantemir district	Repairing floors from the gym of the gymnasium	Local public services

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26.	Mingir, Hincesti district	Modern services offered to citizens by a modern townhouse Construction of the Memorial Complex Mingir	Local public services Good governance
27.	Cotul Morii, Hincesti district	Connecting school - kindergarten to biomass boiler	Energy efficiency



**Annex E**

**Survey for assessing the best practices of local authorities  
nominated at the “Authority with the Best Practice” Status**



**PROGRAMUL BUNELOR PRACTICI ALE AUTORITĂȚILOR PUBLICE LOCALE DIN MOLDOVA**

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***SURVEY FOR ASSESSING THE BEST PRACTICES OF LOCAL AUTHORITIES NOMINATED FOR THE  
„AUTHORITY WITH THE BEST PRACTICE” STATUS***

Location: District: No. of residents: Title of the practice: Section: Date of documentation visit:
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The final report on documentation visits will be based on the expert conclusions on each of the following issues	
<b>I. INITIATIVE</b>	<b>Notes:</b>
1. Was the practice initiated by the local administration of by other actors in the community (youth, NGOs, initiative groups etc.)?	The LPA's initiative
	The community initiative



2. In case the practice was initiated by the community, how its attitude towards the LPA has changed after the project?							
3. Is the practice part of a funding project/program?	Project funded by a single donor (who?) Project funded by several donors (who?)						
4. Who from the local administration participated in designing the practice?							
5. Who from decision makers were involved in implementing the practice?							
6. Has this practice generated new inter – community partnerships during its implementation?							
<b>II. INNOVATION</b>	<b>Notes:</b>						
1. What is the degree of innovation of the practice?	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 15%;">1</td> <td style="width: 15%;">2</td> <td style="width: 15%;">3</td> <td style="width: 15%;">4</td> <td style="width: 15%;">5</td> <td style="width: 15%;"></td> </tr> </table>	1	2	3	4	5	
1	2	3	4	5			
2. Is the practice adopted by any model from another country or implemented at local level?							
3. Are there such practices (which deal with the same issue) in Moldova?	Example:						
4. What is unique and original about this practice, in terms of measures taken and results achieved?	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>						
5. How can this practice present a potential interest for local authorities in the country?							
<b>III. EFFICIENT MANAGEMENT OF RESOURCES</b>	<b>Notes:</b>						
1. How many sources of funding has the practice?	One donor:						
	Several donors:						
	Local budget:						



	Community contribution	
2. Where the local resources efficiently used?	Financial	%
	Human	%
	Equipment	%
3. What is the impact of these resources on the outputs of the practice?		
<b>IV. PARTICIPATION and IMPACT</b>	<b>Notes:</b>	
1. What categories of population had participated in developing the idea and implementing the practice?		
2. What was the participation rate of the civil society in implementing the practice?		
3. What social groups have benefited from the results of this practice?	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> </ol>	
4. Is the practice complementary to the Development Strategy of the village?		
5. Which are the indicators showing the success of the practice?		
6. How was the population informed about the practice?		
7. How the practice was promoted?		
8. How much time has passed since the implementation of this practice? What is the current situation?		
9. What impact has the practice at local and national level?		
<b>V. SUSTAINABILITY</b>	<b>Notes:</b>	





<p>1. Were mechanisms/tools created at local level that could be activated and implemented to solve the problems in the meantime?</p>	<p>Mechanisms: Problems solved:</p>					
<p>2. Is it possible that the practice or its results to continue in one way or another and to be efficient a medium or long period of time? How?</p>						
<p>3. Which elements indicate the sustainability of the practice?</p>						
<p><b>VI. REPLICABILITY</b></p>	<p><b>Notes:</b></p>					
<p>1. Is this a practice that can be applied in other situations or in other village?</p>						
<p>2. Can this practice be useful for other local authorities?</p>						
<p>3. To what extent do you think, as local authority that you have desire/capabilities/possibilities to share the experience of your practice with other local authorities?</p>	1	2	3	4	5	desire
	1	2	3	4	5	capacities
	1	2	3	4	5	possibilities
<p>4. Can the practice be directly transposed in a village/town? What aspects of this practice may be useful to other communities?</p>						
<p><b>VII. DISSEMINATION OF EXPERIENCE</b></p>	<p><b>Notes:</b></p>					
<p>1. Does the local authority need practical training to disseminate the practice?</p>						
<p>2. What is the main message the local authority would like to disseminate with the reference to the practice?</p>						
<p>3. What methods do the local authority propose for disseminating the practice?</p>	<p>1. 2. 3.</p>					

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	4.
4. What resources are necessary to disseminate the practice? Are available for other local authorities those resources that have been used to implement this practice?	

ELSE:



## **News/Press releases on documentation visits**

### **Localities from Hancesti and Cantemir districts, closer to Europe through successful projects**

Last visit within the Best Practices Programme for Local Public Authorities was carried out Monday, August 11 in Antonesti, Cantemir district; Mingir and Cotul Morii from Hancesti, localities that were marked by successful projects in education, energy efficiency and promotion of cultural - historical heritage.

Students from the village Antonesti will start off the new study year on the right foot, because gymnasium where they study provides the necessary conditions for quality education, including a new gym. Since the floor in this class has not been changed for more than 30 years, the gymnasium administration has requested support of the Federal Republic of Germany, who selected this village from other six other that were funded by Germany and managed finally to capital repair the gym floor. Project beneficiaries are 130 students and about 50 local people who make sport. Also in the gym, basketball and table tennis teams have their training. *"The gym was in a disastrous state and physical culture classes could not be spent in such conditions. Thanks to this project the attraction of children to sport and sport education has changed, and the inhabitants of the village gladly attend the sports hall"*, said Vladislav Caramalac, director of the gymnasium. The project has a total budget of 152,000 MDL, the contribution of the German Embassy being 137,000 MDL, and the community one, 15,000 MDL.

A successful project is the Memorial Complex Mingir from Hancesti district, inaugurated in May 2014. Located in the heart of the village, the complex present political, socio-economic and cultural events which villagers have known for the past 300 years and has designed to protect and restore the historical, natural and cultural heritage of the village. An important and special significance of the Memorial is a monument created in memory of the 900 victims of famine in the year 1946 to 1947 from the region. Made of granite with a height of 5 m, is the first monument dedicated to the victims of famine in Moldova. The complex also includes a number of sculptures including a monument erected in memory of the 236 villagers who died in the two world wars, and a memorial wall of the most important figures of the village Mingir. The objective is planned to be included in future in the international tourist circuit.

*"It is a less common practice in the Republic of Moldova, which promotes spiritual values of the nation, the need to know the past and commemorate those who have built their future deeds. It is a practice that required a huge effort, which relies on efficient collaboration between the LPA and the non-government sector. It is an idea that has united residents"*, mentioned the Mayor Lazar Haralambie. The Memorial Complex, a unique complex in Moldova, has a total of 2.5 million MDL, the costs are supported largely by the developer, Iacob Lupanciuc, who is also the author of a monograph of the village, and the money provided by the local authority, the Ministry of Environment and local donations.

Another successful project is the renovation of the Mingir Town Hall. The building and the workspaces of from the town hall were disastrous, cosmetic repairs inside the building have not been made for over 10 years, and outside the building nothing was changed since the construction of the building, ie 1978. Thus, all 11 offices, corridors, lobby and meeting room of the municipal council were repaired. The innovative element that distinguishes this practice from the practice of other cities are characterized by the fact that all

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cosmetic repairs inside the building were made by their own hall employees, involving 23 people, each person investing equal voluntary work of 144 hours each. The works were completed in hours after work and on weekends, and the repair was done in a month. *"A good thing was done and today we have some good conditions to work"*, confirmed Valentina Arnautu, Chef - Accountant at the hall. Meanwhile, the secretary of the council, Igor Stogu believes that citizens come more often at the Town Hall and are satisfied with the new conditions created. The project was funded by the Joint Integrated Local Development Programme, the Government and Local Public Administration, the total cost being about 700,000 MDL.

After the floods from 2010, Cotul Morii was built from the foundation, including public institutions. With the construction of the gymnasium - kindergarten from the village Cotul Morii, appeared necessary to connect the institution to the biomass boiler. The boiler has a capacity of 240 kilowatts per hour and heats over 2700 square meters, being put into operation in November 2013. The project has improved study conditions of children from the commune and from and neighboring villages, energy security of study blocks was ensured and the heating costs minimized. Project beneficiaries are 185 middle school students and 100 children from the pre-school institution. Thus, children and teachers spend their days in class rooms heated by locally produced biofuel.

Cotul Morii is one of the eight communities in the district Hancesti heating their public institutions with energy from biomass. *"The new heating system is an ecologic and efficient one. Turning biomass into energy, the village has become less dependent on traditional sources of heating, and the community can get the energy from own resources. In addition, money spent for fuel remain in the village and help to develop new business and create new jobs"*, declared Lucia Gustiuc, Mayor of Cotul Morii. Energy efficiency project was implemented with the support of UNDP and the LPA, the total budget being 922,860 MDL.

Antonesti, Mingir and Cotul Morii are among those 27 localities from Moldova selected to be visited by the Best Practices Programme team.

After being visited, local authorities' representatives will be invited to present their best practices at roundtable organized in September 2014. After these presentations and the visits, the Steering Committee will select the local authorities for which be given the status "Authority Best Practice" in the field where the practice has been implemented.

The Best Practices Programme for Local Authorities in Moldova was launched in 2005 by the Council of Europe in cooperation with the Government, associations of mayors, USAID project "Local Government Reform" and implemented by IDIS "Viitorul", with the aim to identify, appreciate, promote and disseminate the best practices among local authorities from Moldova, in order to improve the efficiency of local governance.

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<http://viitorul.org/newsview.php?l=en&idc=132&id=4443&t=/NEWS-IDIS-EVENTS/Localities-from-Hancesti-and-Cantemir-districts-closer-to-Europe-through-successful-projects>



## Local governments from the South are investing in the future of children

Friday, August 8, team members of the Best Practices Programme for Local Authorities visited three villages in the south of the country, namely, the commune Vinogradovca from Taraclia, commune Javgur and village Selemet from Cimislia to see how public authorities in these communities invest in the future of children.

If you need solar collectors for your house, then go to the Vinogradovca. Residents from here will show you step by step how a solar collector is manufactured. The same thing was done by 22 citizens through a training conducted in July 2013 for 5 days. The training, moderated by instructors from Moldova and Ukraine aimed at informing people about the availability and efficacy of solar resources. By the end of the training session, participants were able to manufacture with their own materials the first solar collector which is currently installed at the kindergarten in Ciulai, Vinogradovca commune. The collectors of 2 square meters provide hot water up to 80 degrees, children from 2 groups, 43 in number. Besides this, another 20 collectors are present in households from those four villages of the commune. For manufacturing them, households received each 200 Euro from donors, and the rest have invested from their own resources. Thus, in Ciulai 12 households have hot water thanks to innovative heating, while in the other three villages; the number of collectors is two per village.

*"By implementing the project «Light the sun - live» comfortably we managed to have 21 solar collectors. Thus, 20 families and children from the kindergarten have hot water thanks to solar energy",* said the Mayor Tatiana Turcan. According to her, electricity savings were reduced by approximately 18%. The project was realized with the support Gutta Club, the Women in Europe for a Common Future (WECF) and the Village Hall Vinogradovca, the total cost of the project being 11,000 Euro.

Students from gymnasium Constantin Stere from Javgur, Cimislia have better conditions of study. The institution building looks much better now, after the façade, the courtyard of the school and the bathrooms were repaired. Also, both the gymnasium and the kindergarten "Princhindel", located in the same block of the study were connected to biomass energy sources; the boiler installed having a capacity of 320 cwt. As a result, the education conditions of 163 students in gymnasium and 50 children in kindergarten were improved and the costs for heating the building were saved up 50%. *"Ensuring the proper functioning of the gymnasium and kindergarten and providing quality training conditions for students and children were and remain priorities for our local government",* said George Vacarciuc, Mayor of the commune. The project, worth 2 million MDL, was supported by UNDP, Moldovan Social Investment Fund, Moldovan Government, District Council and the local government.

In 2012, at the initiative of the Selemet Village Hall, in partnership with the Humanitarian Organization "Norge Moldova" and the NGO "Bastina", signed an agreement to implement a social project, ie a local public institution. For it a conserved block if the kindergarten has been assigned and renovated for the needs of a social center. Thus, the social center for children with disabilities and those from socially vulnerable families was created, which was opened on 20 February 2013. Currently, the Center is attended by 30 children from socially vulnerable families and 15 children with disabilities, the monthly number of their reaching almost 800 children. *"I come here because I like it, because activities spent here have helped me to overcome my emotions and that I made a lot of friends",* said Daniela, one of the beneficiaries of the center, who especially likes to recite poems. Among the activities carried out by children are preparing homework, drawing lessons, crochet, games of checkers, IT lessons and various fun – educational



activities. Social services within the center are provided by a psychologist, a social worker, nurse and a few volunteers. Children find here a shelter, a hot meal and care they need and the social canteen and the rehabilitation hall recently inaugurated complete the services benefiting these children. *"This practice can be taken by each local government in Moldova as these services require a good deal of people, and to have a bright future, we need a healthy society and encouraged by the authorities"*, said Tatiana Badan, Selemet Mayor. *"The results of the project we see in the happiness of children and there is nothing more important than making a child happy"*, added Mrs. Mayor. The total project budget is 790,500 MDL.

Selemet, Vinogradovca and Javgur are among those 27 localities from Moldova selected to be visited by the Best Practices Programme team.

<http://viitorul.org/newsview.php?l=en&idc=132&id=4440&t=/NEWS-IDIS-EVENTS/Local-governments-from-the-South-are-investing-in-the-future-of-children>

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### **Good governance means public confidence in local government**

Citizen participation in decision making process is an essential prerequisite for local development. This conclusion was reached by team members of the Best Practices Programme for Local Authorities who visited Monday, August 4, Edinet and Larga from Briceni district.

In order to inform citizens about the decisions that are taken in the hall and projects implemented in the community, local government from Larga decided that public meetings be presented online on its website <http://larga.md>. The practice ensures the information for all people both local and from abroad, especially for people who cannot directly present in the debates taking place in the LPA. Beneficiaries include local government, businesses, 50 representatives of state institutions in the territory participating in the contracting of public procurement and over 1800 people using the Internet to track the online discussion in the conference room of the Village Hall. The project has a significant impact for the whole community. Thus, the quality of public service was improved, cooperation with civil society and local government enhanced and transparency increased. If the first online meeting was followed by 67 people, today this figure reaches 660 visitors per session.

*"By ensuring transparency in decision making process in the local government the efficiency, openness, transparency, dialogue and responsibility spirit are promoted. Counselors were disciplined and people have become more informed"*, said Radu Urechean, Mayor of Larga. Practice was launched in October 2013 with the support of UNDP and local government, the practice cost being 86,810 MDL.

On the other hand, administration from Edinet use all possible means of communication with the public: website, official page on social networks, newsletters, flyers, public polls and even billboards located in the city. *"The aspect of communication is paramount to us and we seek any means to communicate with citizens and good governance means a greater public trust in local government activities"*, said the Mayor Constantin Cojocari. Through practice, local government intended to motivate citizens to participate in the decision-making system of the city because, until 2011, citizens were informed just from print media. The first step was taken in 2011, when the webpage: <http://primariaedinet.md/> was created. The page provides information about the city, including news and events, promotes local radio, and allows communication with the Mayor in section "Write the Mayor" and a number of public information. According to the online survey,



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the website is considered very useful in the opinion of 53% of visitors. This was accessed almost by every citizen in the city, with more than 15,330 unique visitors, mostly from Moldova, Romania and Italy.

The daily activities of local government and events taking place in Edinet are promoted through social networks Facebook and Odnoklasniki. Edinet Hall Facebook page is appreciated by over 350 people, impacting nearly 600 weekly posts, while the total views of posts on Odnoklasniki network is 1,419,736, the number of unique visitors being 14,806, of which 61% women. The good news travels fast in Edinet due the monthly newsletter published by the city "News of the day". The latest edition of the publication highlights the results of a public survey, according which the sanitation and repair of roads in the city are the most pressing problems to be quickly resolved.

An interesting thing is the fact that citizens have the opportunity to write to the mayor directly and express their views and wishes. By September, the Mayor aims to collect e-mail addresses of citizens and stakeholders and inform them via email. He also intends to create a social taxi service, a service initiated by the municipality to facilitate the movement of the people in need to assets the major public institutions in the city. For communication and promotional actions, Edinet Town Hall invests annually 5000 lei.

Larga and Edinet are among those 27 localities from Moldova selected to be visited by the Best Practices Programme team.

<http://viitorul.org/newsview.php?l=en&idc=132&id=4438&t=/NEWS-IDIS-EVENTS/IDIS-Viitorul-awarded-the-Freedom-Award&t=/NEWS-IDIS-EVENTS/Localities-from-Hancesti-and-Cantemir-districts-closer-to-Europe-through-successful-projects&t=/NEWS-IDIS-EVENTS/Local-governments-from-the-South-are-investing-in-the-future-of-children&t=/NEWS-IDIS-EVENTS/Good-governance-means-public-confidence-in-local-government>

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### **A community can do everything if unites with each other**

Tuesday, July 29, team members of the Best Practices Programme of Local Authorities have reached the North of Moldova, specifically in Soroca and Floresti. Here, they found six successful projects in the field of spatial planning, water supply, animation of cultural live and even fighting the corruption.

Water supply, waste disposal and transportation, marketing in the rural market, producing oil at the local mill and servicing old persons with firewood. These are public services provided by the Joint Stock Company "Badi Prim" from the commune Badiceni, Soroca district. If the rest of the services are enjoyed by most of citizens, by drinking water benefits 320 households, 300 high school students, 70 kids from the kindergarten, health center staff and the 52 elders from the Asylum "Acasa". For a cube of water, residents pay 10 lei, and for waste, they pay 90 lei. In the cold season, employees from the company perform sanitary cleaning works of the forest belts from the territory, where store firewood and then distribute them at low price or even for free, to lonely elderly and other group of risks. Meanwhile, the village market which is open every Thursday and Sunday, around 250 traders market their products and 300 households come to the mill to grind grain. "Initially we created an intercommunity enterprise, but because it didn't activate properly, we decided to fund a municipal enterprise to manage the most important public services necessary for residents. Thus, the enterprise "Badi Prim" was created", said the Mayor of Badiceni, Valuta Profir. For the foundation of this enterprise, local government has allocated 5,000 lei.



Soroca, situated in the North of Moldova, is recognized not only by the city on the bank of the Dniester, but after hundreds of ideas turned into projects implemented for the benefit of residents. In order to promote the achievements and success stories, the city administration has decided to participate in the Best Practices Programme for Local Authorities 2012 - 2013 with four projects in the field of good governance and public services. The practice that impressed the guests was the campaign against corruption, held between 19 and 25 September 2012 "Anti - Corruption Week". *"The initiative to organize this event came from City Hall which wanted to know what is the degree of confidence of citizens to public institutions and the desire to establish Soroca position on corruption"*, said Elena Bodnarenco, Mayor of Soroca. The purpose of practice is to raise the public and public officials' awareness on corruption and enhancing their role in preventing and combating this phenomenon. Among activities within the campaign are questioning people, organizing drawing contest "My country without corruption" and the essay contest "In my future there is no corruption," round tables, TV shows etc. According to the survey about the level of corruption, applied on a sample of 1025 people, 25% of citizens consider corruption as the main problem in the city, after unemployment (23.6%) and poverty (19.8%); 46% of respondents collided with the situation when they were asked for money, gifts or favors to solve problems; police (20%), health facilities (19%) and education (19%) are perceived as the most corrupt institutions in the city. *"We wanted to question people to realize that corruption is a scourge and a problem both for the city and for society. We especially wanted young people to realize this, in fact they have been actively involved in conducting this campaign"*, added the Mayor. To be noted that more than 200 young people from participated in actions dedicated to the Anti - Corruption Week. *"As a result of this campaign, the interest and attitudes of young people towards corruption has changed and through drawings made by them we understand that institutions are the most corrupt"*, the Mayor said.

Another good practice from Soroca is Valentine's Alley, *"the most loved place for residents,"* according to Ms Mayor, because young who barely know each other, who are married and celebrate their marriage come here. Alley was inaugurated on June 1, 2012 and includes a gazebo, a tree of wishes and a bridge where young people join their destiny. The total cost is 62 thousand lei. If by the year 2011, there was only one playground for children in Soroca, and after coming to the helm of the Hall, Mrs. Bodnarenco, in the city appeared more playgrounds for children. Today in the city there are 11 playgrounds for children and the next will be inaugurated on August 28. One of the first playgrounds of this type is Guguta, located in the center and direct beneficiaries are over 400 children in this neighborhood. Also in the center there is a modern sport field with 18 sports equipment, open with the support of the City Hall and the Association of Legal Clinics in Moldova. The project cost is about 56 thousand lei.

Last destination of the Best Practices Programme team was Bahrinesti from Floresti, called and village with projects because the budgets of project implemented here are 8 times higher than the village budget for 2014. One of these projects is the Intercommunity Multipurpose Center, which is a great social entrepreneurship project that supports and promotes cultural and tourism values. The center was opened in August last year. *"The idea was to revitalize a unique cultural center and create a multifunctional center, for the benefit of villagers and citizens of the North"*, said the Mayor of the village, Feodosia Bunescu. Intercommunity Multipurpose Center has a concert hall, a modern media room, a library, a coffee shop, Wi-Fi, a summer square where cultural activities take place in the summer and even a hotel, thus designed to gather representatives of all generations in the village. Here we can admire the gallery "Village sons" and a museum of Schlumbergeras. Among artistic circles existing in the center are canto classes, choreography, school of violin, flute, painting, theater, craft workshop, circles attended by nearly 200 people, both young





kids and adults. These activities may be attended by residents from neighboring regions or Romania. Thus, Bunescu Feodosia says the tourism is also supported. Recently, the House of Culture has been accessed by 20 women from Dubasari who have learned the art of sewing in groundsel, and in mid-July was held here beautiful folk concert music. In the next two weeks a summer school for children will be held here.

As the result of creating this cultural objective, the relationship between people was strengthened, conditions for the development of social entrepreneurship was created, the image of the village and the degree of cooperation between community actors was enhanced and young children have found a home where they can develop their talents. The intra and inter-cultural dialogue is developed within the project, and the House of Culture is a center of social development in the region. *"A community can all if unites. And the country people deserve investment in culture and better services"*, added the Mayor. The project was funded by the National Fund for Regional Development through the North Regional Development Agency and sources of the Moldova Social Investment Fund, its cost being 3 millions 319 000 lei. The project was completed in October 2012, put into operation in 2013 and is designed for integration in the regional tourist - cultural tourism circuit in the region, from the districts Donduseni, Drochia, Singerei, Telenesti, Floresti and 12 localities situated in Raut river floodplain.

Badiceni, Soroca and Bahrinesti are among those 27 localities from Moldova selected to be visited by the Best Practices Programme team.

<http://viitorul.org/newsview.php?l=en&idc=132&id=4434&t=/NEWS-IDIS-EVENTS/A-community-can-do-everything-if-unites-with-each-other>

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### Energy efficiency solutions for healthier children

The fifth visit within the Best Practices Program for Local Authorities was held Monday, July 28 in Balti and Orhei and in the commune Chiscareni from Sangerei. The purpose of the visit is to see live how the best practices are implemented at the local level. Previously, 13 localities from 7 districts from the country were visited.

The first visited locality was Balti. Seven of the 35 existing preschool institutions in the city were disconnected from the district heating system, being independent boilers installed. Thus, energy losses previously incurred to heat transport have been excluded, hot water supply system was ensured and the opportunity to adapt the heating needs of each institution given. For this project are benefiting 2,493 people, including 2,205 children and 288 staff units. *"It's a relevant practice in energy efficiency, which significantly contributes to saving public money and ensure quality public services, modern and corresponding to current safety standards"*, said the Mayor of Balti, Panciuc Vasili.

The value of a Gcal is 1.4 times cheaper than from the central heating delivered and in the heating season 2012-2013 costs for thermal power institutions in the project was at a level 32% lower than in the season 2011 - 2012: *"If in the heating season 2011 - 2012 were saved 624,000 lei, in season from 2013 to 2014, the economies of the seven institutions reach 1 million lei"*, specified Marina Covali, Deputy Mayor of the city. Total project cost is about 17 million lei. Besides this project, at those 7 preschool institutions windows were changed and the thermal insulation of buildings follows.



Another similar project is found in common Chiscareni where in 2013 solar panels were installed at the kindergarten "Ingerasul". The project includes 60 solar panels (11 kW), which capture solar energy and converts it into electricity, able to replace 90% of consumption need of the institution and 80 tubes integrated into a solar collector system that provides the institution with warm water. New heating system allows the production of 2,000 kWh of electricity per month and 500 liters of water daily. Beneficiaries of the practice are 190 preschool children, aged between 2 and 7 years. The project results can include 14,660 kWh / year of renewable electricity produced; 7200 kWh / year heat produced; 87.4 tone CO<sub>2</sub> / year reduced and more than 28 thousand people informed about the benefits of renewable energy. *"Taking into account a model of international experience in the field, we decided to implement a project in Chiscareni which would use renewable energy, clean energy, green energy, in a useful and efficient way"*, declared Silvia Turcanu, Mayor of the village. The project is a pilot one, being implemented in a public institution, an electricity generation plant connected to the public network which is designed as an energy battery for energy consumption during the night and when the sun's energy intensity is not sufficient to cover the necessities. This practice was initiated to address the main issues of the village and to find durable solutions to their elucidation. *"The project is very good and each municipality in Moldova should implement such a project. First, we keep our land, protect the nature, the health of kinds and the economy of local money"*, added the Mayor. The project was funded by the Global Environment Fund and the Small Grants Programme (GEF SGP), its value being 70 515, 8 \$.

Orhei is another supporter of clean environment, which holds the first Wastewater treatment plant in Moldova using the Constructed Wetlands Technology (CWT) being, in this respect, the biggest plant of its kind in Europe. Treatment plant was put into operation in mid-October 2013 with an initial capacity of 800-1000m<sup>3</sup> / day, in order to gradually achieve during a year the capacity planned under the project, along with plant growth, optimizing the different sections of the station and training of staff station supported by the surveillance team and entrepreneur in this first year of operation. With an area of 5 hectares, it is one of the largest in the world in terms of secondary treatment using natural technology. The plant has improved the quality of health hygiene in Orhei and pollutant discharges were substantially reduced. Also energy consumption is estimated at approx. 1000 kWh / day in a volume of 2000 m<sup>3</sup> / day (0.5 kW / m<sup>3</sup>), most of the pumping stations are required to collect waste water in different stages of treatment of because of the morphology of the zone plate. The energy consumption in an activated sludge plant of similar capacity would be approx. 3500 kWh / day. *"WWTP is the successful history of Orhei due to the synergistic effect of partners who gave us the opportunity to have the highest station in Europe using CWT. The project has a major environmental impact, as in the Raut river water will flow much cleaner than it is now. Also through this project we invest in population health"*, declared Vitalie Colun, Mayor of Orhei. The total value of the project is 4.8 million Euro, money provided by the European Commission, World Bank, National Environmental Fund and the City Hall of Orhei. The implementation period of the project in November 2011 - August 2013.

Another project implemented in Orhei and which is an example to be followed by other local authorities in Moldova is the expansion and modernization of existing local waste management in Orhei and four neighboring villages. It consists of separate collection, recycling and creating modern polygons to store recyclable waste in the city and villages Mitoc, Pelivan, Step-Soci and Bolohan. Thus, 33 selective waste storage (4 + 1) polygons were built, 500 street boxes installed, two trucks for garbage and 300 Euro containers of 110 l purchased. Beneficiaries of the new waste management system are 40,5 thousand inhabitants, 1730 companies and 45 public institutions. For the collection and transportation of waste,



residents pay 9 lei. The total project cost is 4,548,045 lei. In the coming years Orhei will benefit more than 10 million lei, part of which will be used in the construction of water aqueduct system and sewerage networks.

Chiscareni, Balti and Orhei are among those 27 localities from Moldova selected to be visited by the Best Practices Programme team.

<http://viitorul.org/newsview.php?l=en&id=4433&idc=132>

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### **Quality public services, priority for any city!**

Friday, July 25, members of the Best Practices Programme team visited Varnita, Zaim, Rusestii Noi and Tipala. During the visit documentation team members talked with representatives of both working groups responsible for implementing best practices and their direct beneficiaries. The purpose of the visit is to verify information provided in the application forms at the programme by local authorities and learn about successful practices implemented at the local level.

The first destination was Varnita Youth Fund from Anenii Noi district. Varnita Youth Fund is a group of 13 young people selected and trained, which constitutes, promotes and manages transparently a special fund to finance projects initiated and implemented by young people to develop local communities. "*The Fund helps to identify youth problems on both banks of the Dniester and their resolution through fundraising and project implementation*", said Svetlana Budistean, coordinator of the Youth Association "Sansa", umbrella association of the Varnita Youth Fund. Weekly, 13 young people aged between 15 and 19 years get together to establish activities required to solve community problems and identify new funding. Since the creation of this fund, established in 2013, young people were able to collect 5072 MDL by organizing various special events, fund and implement 10 projects and sign three partnerships agreements with local actors and Transnistrian region. The Fund represents a good opportunity for young people to develop skills for identifying and implementing projects, as confirmed by Tatiana, a young woman of 18 years working as a volunteer at the Varnita Youth Fund: "*I learn here how to write projects and how to create partnerships, especially with Transnistrian youth. It is interesting to gain experience in fundraising and project implementation, and together with other members of the fund I feel like a big family*".

The second project participating in the competition of good practices in the same village is the Health Center opened in February 2014 with the support of UNDP and the World Bank. The principal nurse of the Health Center, Veronica Coledinschi, in the institution activates four family doctors, 12 nurses and a tester in the laboratory. Health Center from Varnita provides primary health care both to villagers of Varnita and of Transnistrian region, in more than 10,000 inhabitants. If in 2012 the number of beneficiaries was 8,720, in 2013 it reached 9 549. By the construction of the center and its equip with furniture and modern equipment villagers of Varnita villagers and citizens of Transnistria were assisted in the former musical school building which was designed for ambulatory activity. The building was in a deplorable condition, equipment and furniture were very old, and most medical investigations were made at Bender, Bender and Chisinau. "As the implementation of the project "Qualitative health services as an element of building trust between citizens on both sides of the Dniester", Varnita Health Center has become a model center in the region, promoting services that enhance and strengthen the confidence among villagers from Varnita and



Transnistrian citizens, beneficiaries of health care", said Veronica Stefaniuc, president of the Association of Women in the village Varnita.

Since July 2013, the access to the house - museum Alexei Mateevici, an unique place of tourist interest, became easier. This is because the common Causeni Zaim was built a modern way, with a length of 330 m which provides access to the museum and the local church. Although it is stated in the national tourist circuit, access to the house museum was difficult, and to remedy this situation in 2012, the project which involves the creation of real opportunities for enhancing tourism attractiveness was started.

According to the director and founder of the memorial museum, Ion Gaina, the construction of the access road to the museum is just what the institution needed: *"After the restoration in 2008, the House – Museum "Alexei Mateevici" needed a new road access and parking for buses with tourists visiting the museum. What we did is something extraordinary. The proof that the road has a purpose is show by the figures: in 2013 the number of visitors counted 3,300 people, this year only until May their number reached about 2,000 visitors"*. Following the implementation of the project, the village benefits from other advantages, such as facilitating the movement of tourists to the House-Museum, arranging a parking lot nearby that provides free access of tourists and official delegations to the museum, facts which are confirmed by the Mayor, Ion Veste *"The free access to the House - Museum has created real opportunities to attract a larger number of tourists in the region and optimal conditions for access and parking of transport to the institution and to the local church. However, the interest for the sights of the region was increased, fact which favors the development of tourism and promotes the local image intense"*. The overall objective is to provide real opportunities for the inclusion of South Development Region the in national and international tourist circuit. Total project cost - 1,512,818 lei, money offered by the National Fund for Regional Development.

Once the Programme team members have visited Anenii Noi and Causeni district, the Best Practices Program team members arrived in Ialoveni district, exactly in Tipala and Rusestii Noi. In common Tipala, the local government, with the support of residents and the District Council have managed to supply drinking water to more than 130 homes and six businesses in the village of Baltati. The successful practice, initiated in 2013, consists of renovated artesian wells, development of sanitary protection zone, and not least, the construction of the aqueduct with a length of 7.8 km. *"Drinking water is an indispensable resource for every person, and if this problem had not been solved, the health of Baltati villagers would be endangered and the living standards were low"*, said the Mayor Ilie Castravet. The works costed 625,000 lei. Sewer system construction and the renovation of the kindergarten are other important projects to be implemented in this village.

In the common Rusestii Noi three practices were documented ie "Cherry festival", the Culture House renovation and the water supply. Thanks to these projects image of the common was increased and prerequisites for the local socio-economic sustainable development was created. Currently, 2,600 people have drinking water thanks to a project worth 4.06 million lei, money provided by the National Environmental Fund, local government and inhabitants. In addition to these 800 households, also five public institutions and 12 companies have clean water, the cost of a cube of water being 10 lei. Aqueduct, built in 2012, has a length of 12.7 km and is managed by JV "Rusestii Noi". In addition to this practice, the Mayor Pavel Codreanu, is proud of the newly renovated Culture House. House of Culture, which has not been repaired for more than 40 years, was inaugurated on 21 November 2012: *"As a result of this construction, the image of village has changed considerably, it has become more European and the*



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*activities that people carry out in the Culture House gives them a sense of pride",* declared Pavel Codreanu. Although he made several successful projects, the Mayor has a dream, namely, to create a fanfare and a group of older people. Also in this locality, it is held annually the Cherry Festival, which gathers annually over 300 visitors. The organization and conduct of the 2013 festival involved 17 owners of cherry orchards, strawberry planters, 20 housewives who baked cherry pies, three businesses, and three craftsmen, five people who have made garments, handicrafts, and representatives of the District Council and several public institutions.

Varnita, Zaim, Tipala and Rusestii Noi are among those 27 localities from Moldova selected to be visited by the Best Practices Programme team.

<http://viitorul.org/newsview.php?l=en&idc=132&id=4431&t=/NEWS-IDIS-EVENTS/Quality-public-services-priority-for-any-city>

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### **European projects bring light in villages of Ungheni district**

The third visit within the Best Practices Programme for Local Authorities was held Tuesday, July 22, in Ungheni district. This time, the Programme team visited Ungheni, Busila and Cetirei and the commune Parlita.

Reducing costs for renewable energy to 30%, over 2000 heated square feet and better study and activity conditions for 230 students and the staff. These are the results of a project to construct the biomass boiler at the gymnasium "Savciuc Mihail" from Busila, Ungheni. The successful practice was initiated in the summer of 2012, being functional this spring. The biomass boiler installed at the middle school has a capacity of 180 kw, and on the base on its construction were three principles, namely innovation, efficiency and performance. *"Despite the fact that the windows of the classrooms and the gymnasium entrance doors were changed, the temperature in the cold season let gymnasium desirable because the boiler was located at a distance of 50 meters from building and institution I was forced to spend 30% more energy sources to maintain optimum temperature in the gymnasium. I decided, for this reason, to find a solution, namely, use of local resources for heating",* said the Mayor Valeriu Toderica. In this context, secondary school administration believes that energy efficiency project has the impact the protection of the environment by reducing emissions arising from the coal burning "Biomass means an ecological environment and we should opt as much for such an environment. However, projects that aim to promote the use of biomass should, in my opinion, be actively supported by the public authorities", said the director of the gymnasium, Igor Varlan. Total project cost is 1 million 200 thousand lei.

The second village visited by the Best Practices Programme team was Parlita, where, where, with the joint effort of local government, community and donors were installed more than 75 street lighting lamps were installed, the road which facilitates movement of inhabitants through the common was paved. Those 75 LED lamps were installed on a stretch of 6 km, this service benefiting about 4000 inhabitants. The project, entitled "Flowers and talents grow under light" was worth 280,000 Lei, and the money provided by UNDP and the community. To provide a better connection between local roads with the national road network R1 and R17, and ensure the access to social institutions in the village, a portion of 1.978 km road was asphalted, put into operation on July 7. Activities took place within the project "Assured access to public life", implemented by the Agency for Regional Development from the National Fund for Regional



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Development. The amount requested for this project was 8392.10 thousand lei, of which 150,000 lei the contribution of local authorities. *"We are proud about this road and even people sometimes joke that Europe came to us. This achievement really is a joy for the whole community"*, said the Mayor Ion Bejan. Regarding the street lighting project street, he said the project is necessary and welcome to the community, especially for children and elderly traveling during the night. *"Due to the project we managed to reduce energy consumption by 6-7 times"*, mayor added. Both services are paid from the budget of the local authority, being in the future paid by households from the commune.

At Cetireni, another city in Ungheni, the local government has developed the General Urban Plan of the village, valid until 2020, and the technical project for the construction of a 1.5 km portion of road located in an area affected by climate risks. Through this practice, the local government plans to address the problem of approximately 100 households which are located close to the forest, where, because of the rains, the road is damaged. Also, the project implies to be created 23 streets. The General Urban Plan, is for any village, the main strategic document setting out priorities for local development, important for the welfare of residents. *"We decided to implement this project because the village needs socio - economic development, and this plan will certainly contribute to sustainable development, understanding between people, attracting investment, creating jobs and increasing the local budget"*, said Ana Dicusar, Mayor of Cetireni. Project cost is 452,800 lei.

At Ungheni the Best Practice Programme team went on the most European streets in Moldova. The sidewalks and streets Hasdeu and Bernardazzi connecting the Youth District and Centre, traveled very extensively and severely degraded, were renovated public parks were created and designed green spaces for these streets. As a result, for pedestrian mobility and road traffic on the streets and sidewalks good conditions were created, a highly appreciated comfort by the drivers and pedestrians. Thus, 1.52 km of the street and 2.5 km from sidewalks were renovated, five public car parks with 180 parking spaces and 6 000 sqm of green space designed and about 2,000 cars circulating daily on the new streets. The direct beneficiaries are 32 854 inhabitants of Ungheni, including 12,351 women (over 18 years), 1232 men over 18 years, 9271 children and indirect beneficiaries, approximately 43,900 visitors annually. The total budget is 10 million lei, offered by the Ungheni City Hall and the Moldova Social Investment Fund. *"This practice can serve as a model for community involvement in the identification and prioritization of urban infrastructure problems, to find consensus when the same problem affects all community residents. Also, this practice is a model of efficient management of public affairs on solving major problems in community, as infrastructure, public administration management or the use of quality building materials"*, said the Mayor Ungheni Alexandru Ambros. In the near future in Ungheni will be implemented several European project, including elaboration of the General Urban Plan and the creation of an information and traffic safety system.

Ungheni, Parlita, Busila and Cetireni are among those 27 localities from Moldova selected to be visited by the Best Practices Programme team.

<http://viitorul.org/newsview.php?l=en&idc=132&id=4428&t=/NEWS-IDIS-EVENTS/European-projects-bring-light-in-villages-of-Ungheni-district>



### **Partnership between local government and citizens - the key for successful projects**

Calarasi and villages Lozova and Sireti from Straseni district were visited Friday, July 18 by the team of the Best Practice Programme for Local Authorities from Moldova to learn more about the 400 sqm kindergarten attended by over 90 children, the park upgraded by residents in the town of Calarasi and the unique choir festival in Moldova.

A nice gift for children was given by the Town Hall of Calarasi at their birthday. Thus, on June 1, 2013, in the center of the town the newly renovated Central Park was inaugurated, considered by residents as a city card. Here a children's playground was built, the fountain was rebuilt, installed lighting and planted dozens of species of flowers that give color to the park. Loyal visitors of the park are especially over 930 children and the rest of the population, which counts 16,100 inhabitants and who enjoy by favorable conditions for rest and recreation. The park modernization was one of the town's development priorities identified through a survey applied among residents.

*"I'm proud of this achievement and I consider the park as the greatest project of 2013 for Calarasi. This experience can be useful for each community, especially through involving citizens in identifying project ideas and in the subsequent implementation, fact which contributes to sustainable development of town",* said Nicolae Melnic, Mayor of Calarasi. The Central Park is the result of the social project "Donate for your park" where the entire community has been active in collecting funds and participated in the planning. The project was funded by the Peace Corps, local government and the community, its value being 381,108 lei.

With warm bread, pies and fun, the team members of the Best Practices Programme were greeted by the Mayor of Lozova, Maria Ursachi and people from the village. Guests found out more about the existing projects in the village and the ideas to be implemented. Among projects we can mention the ethnic-gourmet festival "Bostaniada" 2013 edition; a mini-soccer field of 800 sqm and a festival of choral traditions, "Echo of the forest", successful practices included in the Best Practices Programme library. For the start, the team visited the mini-soccer field opened in June. The construction of the field was determined by the lack of sports facilities and the necessity to create conditions for the promotion of sport in the village. Practice is a unique one because on its implementation were many stakeholders involved and because the stadium is the second largest in the country. The project worth is 517,000 lei.

Also in Lozova activates the oldest choir in Moldova, which recently celebrated 106 years. The choir "Doina Codrului" now has 46 members; the senior member has more than 90 years. Also in this choir sings many dynasties of three, four generations. According to the curator Ion Mamaliga, the choir can not be replaced by anything: *"We contaminate them with beautiful things in order to carry on these traditions"*. The curator even writes a monograph on the history and evolution of the choir, entitled "History of Lozova choir". To promote the choral music tradition, Village Hall of Lozova in partnership with Straseni District Council, local businesses and the monastery Stramba – Jiu from Romania have decided to hold the contest – festival "Echo Codrilor". It was held on July 21, 2013 in the forest glade, bringing choirs from Straseni, Calarasi and Orhei. "The festival was a test for our choir and we have been encouraged to keep this treasure that our parents left us as a legacy", said Maria Ursachi. The festival costs 250,000 lei.

Another major festival held in Lozova is the ethnic - gourmet festival "Bostaniada" 2013 which gathered in 2013 over 10 000 visitors. The second edition of the festival was once again a community project with social and economic goals. The festival celebrated the fruits of autumn, and the splendor of the season,



with a special exhibition of the largest strange pumpkins, crafts inspired by nature, ethno music, costume parade, contests, games, carving pumpkins, wine tastings and courses from home. *"The festival was a mini market for local production, and households were able to earn the money they deserved after a year of work"*, said Maria Ursachi. The main goal of the event is to support and promote the rural economy. Thus, more than 100 householders have increased the family budget by selling prepared meals, agricultural and handicraft products. *"The first year I thought that the idea of organizing such a festival was a joke of the villagers, but after what the pies we have prepared were sold 10 minutes, I was convinced that the festival is a welcome for us"*, said Nadeja Dosca, one of the housewives participating in the second edition of "Bostaniada". So much Vera Vornicescu another participant in the festival prepared, 150 pies, eight cauldrons with rolls, 24 rolls and plenty of baked bread, that she received, after this event, the offer to bake at a wedding and even attended other ethno - gourmet festivals from the country. The second edition of the ethnic - gourmet festival "Bostaniada" costed 62,000 lei.

Sireti village from the same district was the third village visited Friday. Because the birth rate is high, the local government has come up with a solution and that is to retrain an unused block of the Health Center in kindergarten, the second in the village. The practice was started in 2010 by a group of parents. *"Experience from Sireti will motivate and other local authorities in the country to use the unused spaces for community needs, reshaping"*, mentioned the Mayor Vasile Cartira.

Currently, the kindergarten "Andries" is attended by 96 children, aged 3 and 7 years, which represent about 70% of preschool children in the village. To ensure the right to education, 25 children from socially - vulnerable families are exempt from the kindergarten taxes. *"Children and parents are pleased with the new kindergarten. The space we have is used both for as the education space and for play, and due to the modern furniture that allows mounting it to the wall, the electricity consumption is reduced by about 20%"*, said the director of the kindergarten, Vera Vranceanu. Total project cost is 1 million 400 thousand lei, 920,000 lei being offered by the Social Investment Fund

Calarasi, Lozova and Sireti are among those 27 localities from Moldova selected to be visited by the Best Practices Programme team.

<http://viitorul.org/newsview.php?l=en&idc=132&id=4424&t=/NEWS-IDIS-EVENTS/Partnership-between-local-government-and-citizens-the-key-for-successful-projects>

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### **Local development performance, a step towards integration into the European Union**

Villages Molovata from the Dubasari district and Budesti from Chisinau were the first places visited Wednesday, July 16, within the Best Practices Programme for Local Authorities 2012 - 2013.

The first destination was Molovata, exactly the kindergarten "Romanita" attended by over 125 children. It was renovated through a large project consisting of reshaping a block of High School "Stefan cel Mare" in the kindergarten. Here, with the joint efforts of teachers and staff at the nursery, the roof was repaired, the facade of institution modernized, the classrooms furnished and efficiency and energy conservation works done. According to the deputy director of kindergarten, Ms. Larisa Gatcan, the institution is attended by children from 2-7 years old, 30% of whom with one or both parents abroad. Meanwhile, kindergarten offers affordable study conditions to vulnerable families, which are exempt from the tuition of children.





*"Innovation of project is the use of modern technology and ecologic materials. Also, thanks to this project we were able to offer all local preschool children better educational conditions",* mentioned in the same context, the Mayor of Molovata, Bejenari Serafim. In the near future, the village administration plans to equip the playground for children from the kindergarten. The total project cost is 4 million lei, money obtained through the Moldovan Government, Dubasari District Council, Moldova Social Investment Fund and the Local Council.

Over 1000 people, of which about 800 children and young people from 22 villages in the country rested free in Romania in the summer of and 2013. This is due to the partnership between Budesti and the commune Cumpana from Romania, initiated five years ago. The project participants from Moldova were rested at the Black Sea and known Cumpana closer and Romanian traditions. On the other hand, the delegation from the partner commune was able to familiarize themselves with the national cultural heritage, to know the most scenic places from Moldova and visit many places in the country. *"Participants at this project are children who have achieved good academic results and can not afford to rest in Romania and see the sea. This is a long – term investment opportunity for young generation",* said the Mayor of Budesti, Nina Costiuc. One of the young men who accompanied children from Budesti is Iulian who was surprised enjoyable by the holiday in Romania, noting that looks forward to go back there and be part of the same experience. At the same time, he wants to study in Romania, which is a European country and provide better opportunities for study. Idea from Budesti was taken by other localities, who had signed partnership agreements with the Cumpana Town Hall, as Straseni, villages Sarata Veche and Puhaceni. Total project cost is approximately 160 thousand lei.

According to Ms Nina Costiuc, the EU integration must be supported by relations of brotherhood and cooperation among states: *"The partnership with the Cumpana Town Hall managed to contribute to the development of relations between local governments on both sides of the Prut, in sharing experience and the active involvement of children and youth. A successful partnership means commitment, organization and dedication to the people and the work you perform".*

Molovata and Budesti are among those 27 localities from Moldova selected to be visited by the BestPractices Programme team.

<http://viitorul.org/newsview.php?l=en&idc=132&id=4422&t=/NEWS-IDIS-EVENTS/Local-development-performance-a-step-towards-integration-into-the-European-Union>

