

Ref. no.: RfP13/00653

Provision of Specialized Training and Assistance to Strengthen Capacities of Target LGs - LOT 1/ LOT 2/ LOT 3

Annex 1. Specific Content Related Requirements for the Fields Covered by the LOTs			
Specific Content Requirements	Specific Expertise Requirements	Outputs and Results	Tentative Timeframe and workload
LOT 1 Capacity building for improving human resource management in local governments from 30 JILDP communities, including in a gender-sensitive and rights-based manner			
<ul style="list-style-type: none"> Elaborate the capacity Assessment report and the Capacity Building Package on human resource management in the JILDP target communities Provide recommendations and assistance to the Academy of Public Administration (APA) to revise and improve the existing training program on human resource management for local public administration The duration of one training module: 2 training modules/2days each Number of trainings to be conducted: each training module shall be conducted 3 times for groups of approximately 20 participants <p><i>Content requirements for the training program:</i></p> <ul style="list-style-type: none"> The training program should cover, including in a gender-sensitive and rights-based manner, the following subjects, but not be limited to them: <ul style="list-style-type: none"> Public Policies and legal framework for Human Resources in local government in Moldova Design and institutional structure, organizational culture Identifying and planning human resources needs and expertise in local government Recruitment and selection of personnel Induction and work – place integration Development and management of systems to motivate human resources Performance evaluation and feed-back career development, training and professional development ethics, transparency, and conflict of interest in local government and workplace 	<p>Experts' competencies:</p> <ul style="list-style-type: none"> At least 5 years of experience in consultancy and advising in human resource management in local public administration, public policy, local development At least 3 years of experience in developing and conducting trainings including developing course curriculum and training programs in the field of human resource management, 	<p>Capacity Assessment report on human resource management in JILDP target communities elaborated</p> <p>Participants' Guide (up to 30 pages) and Trainers Guide (50 pages);</p> <p>Participant Guide published (200 copies)</p> <p>Training package/Toolkit comprising all training materials elaborated</p> <p>6 training events conducted</p> <p>Number of public servants from JILDP target communities trained in human resource management</p> <p>Training evaluation results</p>	<p>22 working days</p> <p>I module – Q4, 2013</p> <p>II module – Q 1, 2014</p>

	<p>local public administration</p> <ul style="list-style-type: none"> • Previous successful experience in drafting regulations with regard to human resource management 		
<p><i>Requirements for the coaching and mentoring assignment:</i></p> <ul style="list-style-type: none"> • Internal documents of each LGs to be reviewed and improved: organizational chart and mission statements, job descriptions, performance evaluations, conflict of interest forms, of local governments from JILDLP target communities and provide recommendations for improvement • provide on-the-job training and assistance for the following procedures: conduct interviews, evaluate the public servants' performance, conflict of interest management • Compile the 'Guide for personnel' tailored for each LGs which will include the above-mentioned procedures, performance indicators and other useful information for increasing efficiency. • Provide recommendations and assistance to the Academy of Public Administration (APA) to revise and improve the existing training program on human resource management for local public administration. 		<p>30 mayoralties have improved procedures and internal regulations with regard to human resource management in the local governments from the JILDLP target communities</p> <p>30 mayoralties have administrative procedures and standard forms elaborated</p> <p>Guide for personnel developed for 30 mayoralties elaborated</p>	<p>3 days/ community</p> <p>Q 4, 2013 – Q 3, 2014</p>
<p>LOT 2 Capacity building for improving local public finance management and tax collection in local governments from JILDLP communities, including in a gender-sensitive and rights-based manner</p>			
<p>Requirements for the tasks on local public finance management and tax collection:</p> <ul style="list-style-type: none"> • Elaborate the Capacity Assessment report and the Capacity Building Package on local public finance management and tax collection in the JILDLP target communities • The training program will be developed and delivered independently by the Offeror as per the conditions of these terms of references (the training program will be consequently transferred to APA and the Offeror will coach the APA in this process) • The duration of one training module: 4 modules/3 days each • Number of trainings to be conducted: each training module shall be conducted 3 times for groups of up to 20 participants 	<p>Experts' competencies:</p> <ul style="list-style-type: none"> • At least 5 years of experience in consultancy and advising in local public management and tax collection, public policy, local development 	<p>Capacity Assessment report on public finance management in JILDLP target communities elaborated</p> <p>Capacity assessment Report on tax collection in JILDLP target communities</p> <p>Participants' Guide on public finance management (up to 50 pages) and Trainers</p>	<p>55 working days</p> <p>Module 1 – Q 4, 2013</p> <p>Module 2 – Q1, 2014</p> <p>Module 3 – Q2, 2014</p> <p>Module 4 – Q3 – 2014</p>

<p><i>Content requirements for the training program:</i></p> <ul style="list-style-type: none"> • The training modules should cover, including in a gender-sensitive and rights-based manner, the following subjects, but not be limited to: • Local public financial management module: <ul style="list-style-type: none"> - Legal framework with regard to public finance management - Roles and responsibilities of the main public institutions and public servants - Budgetary process (including gender-responsive budgeting): operating budget planning, elaboration, approval, execution, modification, and reporting, budget classification and timetable - Performance measurement, performance based and gender-responsive budgeting - The medium term budgetary framework- responsibilities, process, timetable - Expenditure management, revenue management - Setting user charges and fees - Capital investment plan and capital investment budget; financing and managing the capital investment budget - Internal Auditing - Informational System for Financial Management in local governments • The module on Tax collection: <ul style="list-style-type: none"> - The duties and responsibilities of tax collectors at local level - Calculating the local taxes and fees - Recording tax payers, monitoring tax collection process - Managing the tax collection process - Managing tax-debts collection - Reporting and cooperation with the Fiscal Inspectorate 	<ul style="list-style-type: none"> • At least 3 years of experience in developing and conducting trainings including developing course curriculum and training programs in the field of local public finance management and tax collection, local public administration Previous successful experience in drafting regulations with regard to local public finance management and tax collection 	<p>Guide (50 pages)</p> <p>Participant Guide on public finance management published (200 copies)</p> <p>Training package/Toolkit on public finance management comprising all training materials</p> <p>Participants' Guide on tax collection (up to 30 pages) and Trainers Guide (50 pages)</p> <p>Participant Guide on tax collection published (200 copies)</p> <p>Training package/Toolkit in tax collection comprising all training materials</p> <p>12 training events conducted</p> <p>Number of public servants from JILD target communities trained in public finance management and tax collection</p> <p>Training evaluation</p>	
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<p><i>Requirements for the coaching and mentoring assignment:</i></p> <ul style="list-style-type: none"> • Provide assistance to improve internal regulations and procedures with regard to public finance management (medium term budgetary framework, drafting budgets, capital investment plans, reports, etc.) and tax collection • provide on-the-job training and assistance tailored to the specific needs of the representatives from each LGs with regard to public finance management and tax collection 		<p>30 mayoralties have improved procedures and internal regulations with regard to public finance management and tax collection in the local governments from the JILDLP target communities</p> <p>30 mayoralties have administrative procedures and standard forms elaborated in the field of public finance management and tax collection</p>	<p>7 days/comm unity</p> <p>Q4, 2013 - Q2,2015</p>
<p>LOT 3 Capacity building for improving public procurement and public property management in local governments from JILDLP communities, including in a gender-sensitive and rights-based manner</p>			
<p>Requirements for the tasks on public procurement:</p> <ul style="list-style-type: none"> • Elaborate the Capacity Assessment report and the Capacity Building Package on local public procurement and public property management in the JILDLP target communities • Provide recommendations and assistance to the APA to revise and improve the training program on public procurement for local public administration. • The duration of one training module: 2 modules/2 days each • Number of trainings to be conducted: each training module shall be conducted 3 times for groups of up to 20 participants <p><i>Content requirements for the training program on public procurement:</i></p> <ul style="list-style-type: none"> • The training program should cover, including in a gender-sensitive and rights-based manner, the following subjects, but not be limited to them: <ul style="list-style-type: none"> - The legal and institutional framework with regard to public procurement in the Republic of Moldova 	<p>Experts' responsibilities:</p> <ul style="list-style-type: none"> • At least 5 years of experience in consultancy and advising in public procurement in local public administration, public policy, local development • At least 3 years of experience in developing and 	<p>Capacity Assessment report on public property management in JILDLP target communities elaborated</p> <p>Capacity Assessment Report on public procurement in JILDLP target communities elaborated</p> <p>Participants' Guide (up to 30 pages) and Trainers Guide (50 pages);</p>	<p>Assignment on public procurement: 22 working days</p> <p>Module 1 – Q4, 2013,</p> <p>Module 2 – Q2, 2014</p> <p>Assignment</p>

- Public procurement principles, roles and responsibilities
- Public procurement planning and budgeting
- Types of procurement procedures and the stages of the public procurement process
- Preparing the terms of reference, the documents and the official advertisement of tenders
- E-procurement
- Setting up selection criteria, quality and performance standards, etc.
- Evaluation of the technical offers, selecting the winning offer
- Solving litigations and managing conflicts in public procurement
- Contracting, monitoring and administration of contracts
- Reporting public procurements
- Transparency and communication in public procurement procedures
- ethics, managing corruption and conflict of interest in public procurement

*Requirements for the training program on **public property management**:*

- The training program will be designed and delivered independently by the Offeror (the training program will be consequently transferred to APA and the Offeror will coach the APA in this process)
- The duration of the training module: 3 days
- The number of trainings to be conducted: the training module shall be conducted 3 (three) times for groups of up to 20 participants

Content requirements for the training program on public property management:

- The training program should cover the following subjects, but not be limited to them:
 - Legal framework with regard to public property management in the Republic of Moldova
 - Roles and responsibilities of the main public institutions and public servants with regard to public property management
 - Types of public property: public vs private property, state and local government property, public property of public and private domain
 - The Cadastre: property registration process and procedure, the data to be collected, indicators, etc. mapping, updating the information, IT tools

<p>conducting trainings including developing course curriculum and training programs in the field of public procurement and public property management, particularly at local level</p> <ul style="list-style-type: none"> • Previous successful experience in drafting public documents and regulations with regard to public procurement and public property management 	<p>Participant Guide published (200 copies)</p> <p>One Training package/Toolkit in public procurement and one public property management in local government comprising all training materials developed</p> <p>6 trainings on public procurement conducted</p> <p>3 trainings on public property management conducted</p> <p>Number of public servants from 30 JILD target communities trained in public procurement and public property management</p> <p>Training evaluation results</p>	<p>on public property management:</p> <p>17 working days</p> <p>Q1, 2014, Q3, 2014</p>
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<ul style="list-style-type: none"> - Public property management: inventory and assessment, operation, maintenance and repairs, renting, concession, selling, public private partnerships, etc. - LG assets and the capital investment plan - Privatization - Housing stock - Local public property management, urban management and setting up master plans - Ethics, conflict of interest and transparency in public property management 			
<p><i>Requirements for the coaching and mentoring on public procurement assignment:</i></p> <ul style="list-style-type: none"> • provide assistance in conducting the at least one public procurement procedure • coaching in improving internal regulations with regard to public procurement in local governments • provide assistance and training in developing the standard documents, announcements, contracts and reports on public procurement • provide assistance and coaching in contract awarding and administration • provide assistance in analyzing and solving a conflict related to public procurement procedures • provide coaching and mentoring in improving forms and procedures with regard to conflict of interest, anti-corruption and ethics in public property management • Provide recommendations and assistance to the APA to revise and improve the training program on public procurement for local public administration. <p><i>Requirements for the coaching and mentoring public property management assignment:</i></p> <ul style="list-style-type: none"> • provide coaching and mentoring in developing a comprehensive system of property management, including review and improvement of regulations, tools and procedures with regard to public property management 		<p>Number of recommendation for improving local governments' administrative arrangements, regulations and procedures with regard to public procurement and public property management</p> <p>30 LGs assisted in improving public procurement related documentation and conducting public procurement and property management procedures</p>	<p>Public procurement tasks:</p> <p>2 days/community</p> <p>Q4,2013 – Q2-2015</p> <p>Public property management tasks:</p> <p>2 days/community</p> <p>Q 1 -4, 2014</p>