

MOLDOVA SOCIAL INVESTMENT FUND

PROMOTION HANDBOOK

CHISINAU -2004

CONTENTS

INTRODUCTION

Chapter 1. MSIF PROMOTION OBJECTIVES AND STRATEGIES

- 1.1. MSIF promotion objectives
- 1.2. MSIF promotion strategy

Chapter 2. MSIF PROMOTION AT NATIONAL LEVEL

- 2.1. Promotion activities related to Project cycle
- 2.2. Mechanisms of MSIF experience promotion at the national level

Chapter 3. MSIF PROMOTION AT RAYON LEVEL

- 3.1. MSIF Executive director first visit
- 3.2. Rayon workshop

Chapter 4. PROMOTION AND IDENTIFICATION OF MICRO-PROJECTS/SUBPROJECTS AT COMMUNITY LEVEL

- 4.1. Promotion and identification of micro-projects for Rural community development subcomponent (new communities)
- 4.2. Promotion and identification of subprojects for Rural community Development subcomponent (CDD)
- 4.3. Promotion and identification of subprojects for Small Town Community Development subcomponent
- 4.4. Promotion and identification of subprojects for Social Care Services Component

Annexes

- Annex 1. Guidelines for promotion team

INTRODUCTION

Moldova Social Investment Fund is a Government organization founded by the Government of the Republic of Moldova on May 19, 1997 with the purpose to improve the living conditions of rural population through the rehabilitation of the social/economic infrastructure facilities in rural areas, implementation of primary education and health care services improvement programs.

MSIF I objectives have been fulfilled. The Results achieved during the MSIF implementation formed the basis for the next step – the Government asked the World Bank for the assistance in developing the follow up MSIF II.

The MSIF II objectives are oriented towards contributing to the implementation of the Economic Growth and Poverty Reduction Strategy by empowering poor communities and their institutions to manage their priority development needs.

The MSIF II Project has the following components:

- Component 1 – Community development,
- Component 2 – Social care services development,
- Component 3 – Capacity development, monitoring and evaluation,
- Component 4. Project management

The objectives of Component 1 are to enhance capacities of local government in organising provision of improved priority basic services in partnership with community organizations and civil society. The Component 1 is oriented to finding projects in three subcomponents: (i) rural community development (for the first time participating communities); (ii) rural community development (CDD, communities with previous SIF experience); and III) small town community development.

For the “**first time participating rural communities_**” the assistance is realized through:

1. providing financial support covering 85% of the demand driven MP cost in poor communities, the maximum size of the MSIF II grant will not exceed \$75000.
2. providing technical and informational assistance on formulating the MP proposal, and
3. providing technical and informational assistance during the implementation process. The MSIF II will provide TA in order to ensure sustainability of the rehabilitated project.

For the “ **rural communities with previous SIF experience**” (CDD) the assistance is realized through:

1. providing financial support covering no more than 70% of the demand driven MP cost in communities, the maximum size of the MSIF II grant will not exceed \$25000; if the community manages to mobilise a larger share the total cost of the project can go up

to \$120000, but the MSIF II grant will not exceed \$25000 .

2. providing technical and informational assistance on developing a 5 years Strategic Action Plan for the community social and economic development and in subproject identification.
3. providing technical and informational assistance during the implementation process. The MSIF II will provide TA in order to ensure sustainability of the rehabilitated project.

For the Small Towns sub-component

Urban communities subcomponent will provide assistance for subprojects in towns having developed Strategic Action Plans. For those towns which did not participate in the development of SAPs within either UNDP Local Agenda 21 Project or USAID Local government project there will be offered a possibility to develop them under the technical assistance of MSIF. For that, MSIF will use the capacities developed within those projects. The developed SAPs should be widely discussed in communities and approved by the local council. Towns having benefited from UNDP or USAID assistance to develop SAPs will update them; for that MSIF will sign a MoU with both UNDP and USAID projects for assisting town authorities in that exercise.

MSIF II assistance is provided through:

1. financial support covering 85% of the demand driven MP cost in small towns, the maximum size of the project will not exceed \$75,000 for small towns with a population up to 10,000 and \$ 125,000 for small towns with a population from 10,000 up to 20,000; Community contribution will be not less than 15% of the project cost.
2. technical and informational assistance on developing formulating the MP proposal, and
3. technical and informational assistance during the implementation process. The MSIF II will provide TA in order to ensure sustainability of the rehabilitated project.

The objective of the Component 2 is to develop of a coordinated network of integrated social care services at rayon level . The services to be developed will be oriented towards families in difficult situation, children with disabilities, children in difficulty, disabled adult teenagers in difficulty, elderly people etc.

The maximum amount of grants provided under this component for each rayon will be decided after the elaboration of master plan for every rayon. The share of community should be at minimum 3%. The local governments should ensure the 100% of operational costs.

One of the objectives of Component 3 is to increase the transparency of MSIF and the awareness of poor and vulnerable groups of the programme. The Promotion exercise and this Handbook is one of the ways of achieving this.

MSIF activities are regulated by Moldovan laws and the MSIF Operational Manual. The MSIF

Operational Manual describes MSIF II objectives, organizational chart, typology of micro-projects financially supported by the MSIF II, MSIF tasks at each phase of the micro-project cycle, types and methods of technical assistance provided by the MSIF to various participants in micro-project implementation, procurement, financial and administrative procedures.

The Promotion Handbook is a supplement to the Operational Manual. This Promotion Handbook aims to provide the MSIF promotion staff, the interested NGOs and CBOs, the local government with guidelines for conducting promotion activities at different levels. One of the objectives of the Promotion Handbook is to increase the transparency about the MSIF activities among beneficiaries.

The Promotion Handbook gives a comprehensive description of:

- MSIF II promotion objectives
- methodology of promotion at the national , rayon and community level
- ways of organizing a GCM
- role of community in identification, formulation and submission of the micro-project /subproject proposal
- technical assistance provided by the MSIF during the formulation of the micro-project proposal.

The Promotion Handbook comprises a number of Attachments - operational documents for the promotion phase: promotion message structure, Report on the GCM, Extract from the GCM minutes, Authorization for the IA, micro-project proposal form, Draft of Memorandum of Understanding between MSIF and rayon administration.

Chapter 1: MSIF PROMOTION OBJECTIVES AND STRATEGIES

1.1. MSIF promotion objectives

The Moldova Social Investment Fund **promotion objectives** are as follows:

- Maintenance of an informational awareness of the potential beneficiaries regarding the objectives, procedures and possibilities to obtain financial sources from the fund;
- understanding by the beneficiaries, local and district public administration, NGOs activating in the area of social care services and local development, community-based organizations of the principles of a sustainable community development, holistic approach, involvement, participation, partnerships and sustainability;
- development of attitudes regarding the support of changing processes, social solidarity and involvement in the environment of poor communities, small towns and groups of beneficiaries;
- change of beneficiaries' behavior by their active involvement in the decision making processes, and by assuming some responsibilities in the process of project implementation and their sustainability maintenance;
- acknowledgement of the learnt lessons and positive practices and replication of success through a permanent exchange of experience and lessons;
- influence on the development policies in a progressive way by creating bi-directional communicating mechanisms among the communities and the governmental institutions.

The MSIF promotion activities will be addressed to the following **target groups**:

- Local public administration,
- Civil society,
- Non governmental organizations
- Community based organizations,
- Schools,
- Social institutions,
- Contractors,
- Central government,
- Donors,

- Other organizations and institutions that will collaborate with the Moldova Social Investment Fund.

The main methods and activities used by MSIF during the Promotion campaigns will include the following:

- Seminars in promotion at a national and rayon level,
- Focus-groups, meetings at the community level,
- Participatory monitoring and evaluation with an active involvement of the community members,
- Citizens report cards,
- Seminars with the involvement of all community actors regarding the development of trust relations;
- Publication of operational manuals in a language accessible for all community groups;
- Publication of booklets, leaflets, journal special editions;
- Elaboration and spreading of documentary films about the local development, involvement of the population in their own problems solving process;
- Study trips to the communities that have obtained success in local development;
- Preparation and spreading of materials about the MSIF, communities successful in community development by means of the national and regional mass media;
- Organization of national and regional conferences regarding the dissemination of gained experience and positive practices;
- Organization of seminars for the journalists in the issue of local development and social protection of the vulnerable groups;
- Organization of media campaigns on specific subjects related to local development, as would be for example an ecological campaign;
- Publication of the journal „Alternative rurale” (“Rural Alternatives”) and its dissemination in the communities;
- Publication of the materials from the conferences and seminars organized with the MSIF support and their dissemination in the communities of Moldova;
- Organization in collaboration with governmental institutions of contests for the communities obtaining performances in community development;

- Involvement of communities' representatives, local leaders in the processes of discussion and development of national strategies, elaboration of plans of action, participatory monitoring of the Economic Growth and Poverty Reduction Strategy .

In order to ensure the efficiency of the Promotion campaigns, the MSIF will involve in this process the following subjects:

- Community networks created with the MSIF support,
- Community Information Centers created with the MSIF support,
- Information and development centers created with the MSIF's partners support (SOROS Foundation, Local Agenda 21, Agroinform, DFID Project Support for rural investment project, etc.),
- The network of Social care services,
- Local NGOs created with the MSIF support (Beneficiaries Associations),
- Advisory Board in social care services,
- Advisory Board in local development,
- National NGOs specialized in local development,
- National NGOs activating in the area of mass media (APEL, Independent Center of Journalism, etc.)

1.2. MSIF promotion strategy

The MSIF promotion campaign will be done at three levels:

- National,
- Rayon
- Community.

The MSIF promotion campaign at the national level will be organized and managed by the MSIF specialist in communication strategy. Depending on MSIF needs, the national NGOs specialized in communication and information dissemination will be engaged for organization of different promotion activities.

The MSIF promotion activities at the rayon and community level will be cared out with the assistance of national NGOs selected through national competitive bidding

1.2.1. Criteria for NGOs selection

The main criteria for selection of NGOs are as following:

- At least one year activity experience in the field of community development;
- Experience in organizing of promotion campaigns;
- Experience in organizing of trainings;
- Experience in strategic planning;
- Experience in organizing of sociological researches;
- Experience in small projects management;
- Highly qualified team;
- Branches all over the country;
- Separate and equipped office in order to accomplish the TOR;
- Materials, which would confirm their experience.

1.2.2. Training for selected NGOs

Taking into consideration that selected NGOs will be used for the promotion of MSIF objectives and procedures, the MSIF will organize **a number of training courses** for their representatives on the following topics:

- MSIF objectives and procedures;
- Project components and Project cycle;
- MSIF participatory mechanism for micro project/subproject identification and implementation;
- MSIF sustainability mechanism;
- Training modules used at the promotion and project proposals identification stages;
- Participatory monitoring and evaluation.

1.2.3. Objectives of selected NGOs

The main objectives of the selected NGOs are the following:

- Promotion at the rayon level;

- Promotion at the community level;
- Participatory monitoring and evaluation on community level at the identification and micro project/subproject proposals elaboration stages;
- Organizing of necessary training courses for identification stage of micro project/subproject proposals;
- Communities facilitating at the stage of pre-planning and elaboration of strategic plans for community social and economic development;
- Communities facilitating in the process of organizing of community level promotion campaigns;
- Granting of technical assistance to communities in the process of organizing of General Meetings and identification of priority micro project/subproject proposals;
- Granting of technical assistance to communities that are in the process of project proposals elaboration and collecting of necessary approvals for the assessment stage;
- Granting of necessary technical assistance to communities during elaboration of sustainable development concept for the elaborated projects;
- Granting of necessary technical assistance to communities in establishing of Beneficiaries Associations in order to ensure the sustainability of the renovated objects.

A special role in promoting all subcomponents at the zone and rayon levels will be attributed to the Community network of communities that have obtained financial support from MSIF I Project and the Community Information Centres created with the support of MSIF and the CONTACT Centre. They will take care of correct transmission of messages to the communities of neighbouring villages on experience of MP implementation, best practices, will organise sites visits etc. The messages will be passed through leaflets, meetings, electronically etc.

Chapter 2: MSIF PROMOTION AT NATIONAL LEVEL

2.1. Promotion activities related to Project cycle.

After the approval of the MSIF Project by the Board of directors of the World Bank and the Project ratification through the Parliament, the MSIF Executive Office will organize the promotion campaign of the project at the national level.

The national level promotion campaign will be carried out in conformity with a vast program of information and increase of public awareness of the MSIF II, developed by the MSIF Social and Community Development Department (SCDD).

The main objective of this campaign will be to acknowledge all the interested organisation and institutions in the country about the beginning of the new faze of the MSIF project, about its objectives and procedures, target beneficiaries and benefits.

The following modalities will be used for a successful dissemination of the above mentioned information:

- Project launch seminars,
- Press conference,
- Round table at the television and radio,
- Dissemination of TV films about the MSIF communities,
- participation of the MSIF specialists with the presentation at the meetings organized by the other institutions.
- Publication of a special edition of the journal Alternative rurale,
- Different other publications in the national and regional mass media.

The MSIF promotion activities at the national level will not be limited only to the identification stage of the Project cycle, but will be incorporated into the whole Project cycle and will be developed also at the post implementation stage. The promotion objectives will be appropriate to Project stage and to project components objectives. Thus for example, the promotion objectives at appraisal stage could be:

- Promotion of new technologies in construction to be included in Project design
- Promotion of energy conservation and space utilization measures,
- Promotion of ecological construction materials,
- Promotion of new participatory methods and techniques to be used in community development,
- Promotion of well established sustainability mechanism for renovated projects

At the post implementation stage, the MSIF promotion objectives could be:

- Promoting the MSIF mechanism in community capacity building
- Promoting the MSIF mechanism in development of partnership relations at the community level,
- Promoting the MSIF approach in participatory monitoring and evaluation,

- Promoting the MSIF approach in community involvement in construction process,
- Dissemination of good practices in local development,
- Dissemination of positive models of community based social care services,
- Dissemination of interesting models of partnership development at the local level,
- Promotion of participatory approach toward solving different problems at local level,
- Promotion sustainable community development approach,
- Promotion of new educational programs at the national level, based on MSIF experiences etc.
- Promotion of synergy between different national institutions and organisation working in local development field or in social care services development.

2.2. Mechanisms of MSIF experience promotion at the national level

The Moldova Social Investment Fund Project will periodically analyse according to its objective the impact of the Projects on beneficiaries, the experience and lessons learnt during its activities.

The MSIF consultants will perform the analysis of the impact, experience and learnt lessons with technical assistance of international consultants.

The experience and lessons learnt by the MSIF will be disseminated at national level aiming to maintain a bi-directional informational flow between communities and the Central Government and their taking into account when elaborating new social policies.

The MSIF will use the following mechanism for dissemination of accumulated experiences:

- The Community networks,
- The Social Care Services Network,
- Development of partnerships with other international and local institutions and organizations activating in local development and social care services

2.2.1. The Community networks

The Moldova Social Investment Fund will continue the support and development of the three Community networks.

In order to ensure the sustainability of the Community networks, the Moldova Social Investment Fund will elaborate in common with a national NGO a Network Sustainability Strategy and the networks' plan of actions for the following 5 years. The Network Sustainability Strategy and the plan of actions will be elaborated in a participatory way with an active involvement of the networks' members.

Within the networks' plan of actions the MSIF will support the network activities oriented towards:

- Capacity development in member communities,
- Exchange of information,
- Dissemination of experiences,
- Development of intercommunity partnerships.

The MSIF will encourage the active involvement of the network's members in the following activities:

- Discussion and development of country development strategies, including the EGPRS,
- Elaboration of local development strategies based on national development strategies,
- Participatory monitoring and evaluation of the process of local and national strategy implementation, including the EGPRS,
- Analysis of experience gained by communities in the process of implementation of the MSIF micro projects/subprojects for local development and elaboration of practical recommendations for the Government, local administrations, and local public administrations.

The MSIF will promote and support the following methods of participation and dissemination of experience, used within the networks:

- Seminars at network level,
- Discussions at network level,
- The journal "Alternative Rurale",
- Other national and local journals,
- TV and radio programs,
- Participation of the network members in various work-groups created at national level for national strategy development,
- Study tours,
- National conferences,
- Booklets for dissemination of recommendations at the level of the Government and the district public administration,
- Community centres for development and information,
- Adhering to other networks created by other organizations and institutions.

2.2.2. Social Care Services Network

The MSIF will support the intention of community service centres to create a Social Care Services Network at the national level designated for experience exchange and promotion of social care for vulnerable groups policy changes.

The Social Care Services Network will elaborate the Statute and a plan of actions for two years. The Network Statute will include network's development objectives and goals, mechanisms of objectives achievement, the direction of the network. The plan of action will depend on network's objectives and the needs of community service centres members of the Network.

The MSIF will support the network's activities from the plan of actions oriented towards:

- community service centres capacity development for the improvement of provided services,
- exchange of information, work methods and experience,
- dissemination of experience gained at local, district and national level,
- development of partnerships between centres.

The MSIF will encourage the active involvement of network members in the following activities:

- development and discussions of country development strategies, regarding particularly the components for social care development (EGPRS, Education for all, Child and Family Protection Strategy, etc.)
- elaboration of local strategies for social service development basing on national and local strategies,
- participatory monitoring and evaluation of the local and national strategies implementing process,
- analysis of gained experience and lessons learnt by the communities during the implementation of community service centres and elaboration of practical recommendations for the Ministry of Labour and Social Protection, Ministry of Education, Ministry of Finance, district administration, local public administration,
- active involvement in the discussion of projects and laws in social assistance and protection and elaboration of recommendations for their improvement.
- Organization of campaigns for alternative social care services promotion for disadvantaged people.

The MSIF will promote and support the following methods of participation and dissemination of experience used within the network:

- Seminars at network level,
- Discussions at network level,
- Electronic bulletin,
- Other national and local journals,
- Specialized magazines,
- TV and radio programs,
- Participation of the network members in various work-groups created at national level for national strategy development,
- Study tours,
- National conferences,
- Booklets for dissemination of recommendations at the level of the Government and the district public administration,
- Adhering to other networks created by other organizations and institutions.

2.2.3. Development of partnerships with other institutions and organizations

The Moldova Social Investment Fund promotes the principle of collaboration and partnership between various institutions at all levels.

The Moldova Social Investment Fund is oriented towards the participation at the dialog between institutions interested in local and social care development, resort ministries, development agencies, local, district councils and beneficiaries, having the following aims:

- Transparency of Fund's activities,
- Coordination of activities,
- Permanent exchange of information,
- Dissemination of positive experience and lessons learnt during project implementation,
- Insurance of a synergy and attraction of other financial sources to the MSIF beneficiary communities in order to increase the Project impact and ensure sustainable local development,

- Promotion of changes in social policy based on the lessons learnt during the Project implementation.

For the development of partnerships with various agents and institutions interested in local development and alternative social services development, the MSIF will use the following mechanisms:

- Signing of Memorandum of Understanding with the respective institutions and agencies,
- Creation of MSIF Advisory Boards in local development and social services development, and involvement of representatives from agencies and institutions in the activity of these Boards,
- Participation of the MSIF representatives in other advisory boards and work-groups organized by partner institutions,
- Organization of joined work meetings,
- Invitation of partner organizations to seminars, conferences, study tours.

Chapter 3. MSIF PROMOTION AT RAYON LEVEL

Promotion at rayon level will be carried out in all rayons of Moldova in conformity with the Geographic implementation strategy, approved by the National Board and confirmed by the World Bank.

The purpose of this activity is to disseminate the information about the project at the rayon level and to build partnerships relations with rayon authorities oriented toward successful implementation of the Project in concrete rayon.

The MFIS promotion activities at the rayon level will include:

1. MSIF Executive Director first visit and signing of Memorandum of understanding between MSIF and rayon administration
2. Rayon promotion workshop

3.1. MSIF Executive Director first visit

The **MSIF Executive Director will pay the first visit** in accordance to a previously established schedule. During his first visit he will meet the President of the rayon and other representatives of local public administration (Head of Education department, Head of Local Public Administration department, Head of Construction department, Head of Public Relations department etc.).

The issues that are going to be discussed during first visit:

- the results of MSIF I in this region;
- the MSIF II objectives and procedures;
- the communities from the region that will have access to MSIF financial resources;
- the responsibilities of the region and MSIF during Project implementation.
- The Memorandum of Understanding between MSIF and Rayon administration

3.1.1. MSIF targeted mechanism. The Executive Director will explain to the rayon administration the MSIF mechanism for allocation of funds to rayons per different components.

Thus, the rayon administration will be explained, that in case of the sub component **Rural community development (for the first time participating communities)**, the financial sources have been allocated to each district according to the share of rural population that hasn't benefited from MSIF 1 Project's support.

At the district level the poorest communities, established on the basis of the deprivation index approved by the Ministry of Economy, will be eligible for the project. The deprivation index will work concomitantly with the competition principle. Thus, all the rural communities from the district, which haven't previously benefited from MSIF support, will be ranked according to the deprivation index. For the beginning a number of $n \times 1.5$ deprived communities will be selected, where n is the estimated number of projects, which the district will benefit from (according to the allocated finance). These villages considered to be "the poorest ones" will benefit from intensive promotion, training and community facilitation, regarding priorities identification and micro project proposals drawing.

Example of villages selection. *The financial sources addressed to district X are sufficient for the implementation of 5 projects at a maximal cost. A number of $5 \times 1.5 = 7.5$ communities will be selected from the total number of poor villages ranked according to the deprivation index. Thus, 7 communities will benefit from an intensive facilitation from MSIF and will enter in a transparent competition to obtain the financial sources.*

The competition among the selected communities will be based on the principle "first come – first served" beginning with the stage of project proposals appraisal. The aim of this competition is to motivate the poor communities in obtaining financial sources for their stringent needs.

If one year after the project proposals' submission the financial sources addressed to the district will not be used by the selected communities, then an open competition will be organized for all the communities that haven't previously benefited from MSIF's support.

Regarding the sub-component Rural Community Development (CDD), the rayon administration will be explained that the sub- grants application should be submitted by rural communities that have previously benefited from MSIF 1 Project's support and achieved high performances in community development. The finance allocation will be performed basing on the strategic plan for socio-economic development of the community and will be managed by a CBO/NGO selected by the community.

All eligible communities will have the possibility to participate in the competitions simultaneously organized by MSIF in those 3 areas: North, Center and South. The following criteria will be taken under consideration when selecting the winning communities:

- NGO's possibilities to implement projects in community development according to their statutory objectives;
- NGO's institutional capacity (experience in community development projects implementation, financial management skills, procurement arrangement skills, qualification of NGO's members responsible for future projects implementation);
- Sustainability of projects previously implemented with MSIF support;
- Experience in projects implementation in partnership. Experience in one partnership agreement with the local mayor's office regarding the delegation of responsibility in further sub-projects implementation;

- Percentage of community contribution (at least 30%).

The communities selected as winning will be included in a short list of MSIF and will benefit from training and support in elaboration of strategic plans for socio-economic development of the villages. The selection of project proposals will be performed basing on the strategic plans for socio-economic development of the villages, according to the criteria included in the CDD Manual elaborated by MSIF and approved by the World Bank.

In case of sub-component “Small towns community development” all small towns with population less than 20,000 inhabitants will benefit from a financial support. The financial sources will be distributed among all small towns according to the elaborated strategic plans.

The selection of Sub grant applications will be performed according to a range of criteria: the technical quality, the impact on poverty, the level of citizens’ participation in the development of strategic plans and subproject proposals identification, the ability to mobilize community contributions, etc.

The actual sub-component is oriented towards the LPA capacity development, budget elaboration in a participatory manner, mobilization of local resources, increase of local governments’ responsibility in front of the population for the quality of provided services. In addition to capital investments, MSIF will support such elements of the projects as public hearings on budgets, citizens report cards and mechanisms of community mobilization. The financing of sub- grants will be performed directly through the LPA (mayor’s office) in order to develop their capacities in participatory planning, increase their responsibility in front of the population and insurance of transparency in the ongoing activities.

3.1.2. Memorandum of understanding

During the first visit the MSIF Executive Director will discuss and sign the Memorandum of Understanding with the rayon administration.

The Memorandum of understanding will stipulate the responsibilities of the MSIF Executive Office and of those of the local public administration during preparing and project implementation on the level of region and communities.

Thus, the MSIF responsibilities are the following:

- Provide access to information for rayon administration and local public administration, NGOs from the region regarding the MSIF Project objectives and procedures;
- Grant technical assistance to LPA representatives, community initiative groups during preparing, implementation and providing sustainability to implemented microprojects;
- Permanent LPA training and of community initiative groups regarding community development;

- Granting of technical assistance to LPA, CDD community initiative groups and small towns in organizing the pre-planning process and elaboration of strategic plans for social and economic development of small towns;
- Monitoring and assessment of strategic plans implementation elaborated with MSIF assistance;
- Providing continuous exchange of experience among communities through community network of organizations;
- Stimulating of initiative in advanced villages through organizing of tenders;
- Providing financial assistance to projects implementation submitted by communities in accordance with MSIF procedures;
- Monitoring by LPA, NGOs of financial resources management in the case of CDD projects and projects submitted by small towns.

The responsibilities on the rayon public administration are the following:

- Organizing of Project promotion process on the level of rayon and community;
- Monitoring of rayon communities in order to respect the terms for submitting of project proposals, procedures at the assessment and implementation stages of proposals ;
- Providing free of charge and in due time of necessary coordination documentation for implementation of project proposals;
- Providing of necessary conditions for organizing of training and tenders among advanced communities ;
- Supporting of communities during contribution collection process;
- Mediatization of implementation process of MSIF projects in a certain rayon;
- Assistance to communities in organizing preliminary and final handover of implemented microprojec;
- Supporting of communities initiatives in utilization of modern technologies in construction and implementation of new educational programmes;
- Organizing exchange of experience in the field of community development among settlement throughout the rayon and dissemination of best practices;
- Contribution to providing sustainability of renovated objects and their further development.

During first meeting is going to be discussed the need to organizing a rayon workshop where will participate the regional administration and the representatives from target rayon communities. Will be jointly established the date of workshop, agenda and list of participants.

3.2. Rayon workshop

The rayon workshop will be organized in accordance with the talks held with the administration of the rayon. At the rayon workshop will be invited:

- The rayon administration and representatives of rayon council,
- Mayors, councillors, principals, NGOs representatives from small towns,
- Mayors councillors, principals, NGOs representatives from deprived villages, which didn't cooperate with MSIF,
- Mayors councillors, principals, NGOs representatives from villages that obtained financial support during MSIF I,
- Representatives of rayon services for project coordination,
- Private contractors from the rayon in the area of construction,
- Regional mass media representatives.

The agenda will include a plenary session at which will participate all those invited and will be organized working groups on different components: newly selected villages according to deprivation index, villages that previously obtained MSIF financing, small towns. In the framework of plenary session are going to be discussed the following issues:

- The results of MSIF I Project in the rayon
- MSIF II objectives and procedures,
- Benefits obtained by communities as a result of cooperation with MSIF,
- MSIF responsibilities and the local public administration responsibilities during implementation process of the project in the rayon.

The following issue will be discussed by working groups in participative form:

- The role and responsibilities of partners in implementation of MSIF Project.

The working groups will be facilitated by the representatives of NGOs selected by MSIF.

The length of the workshop will be one day.

At the end of the workshop the NGOs responsible for promotion will announce the schedule of visits to the communities.

Chapter 4: PROMOTION AND IDENTIFICATION OF MICROPROJECTS/ SUBPROJECTS AT COMMUNITY LEVEL

MSIF objectives during the promotion phase at the community level are as follows :

1. Ensure equal access to information by all community groups, including the vulnerable,
2. Increase the awareness of the MSIF II goals and objectives among community members, local organizations, acting on behalf of communities, micro-project Committees.
3. Increase awareness of the types and benefits of the micro-projects supported by the MSIF II, the MSIF approach to identification and implementation of the micro-projects, and the selection criteria and procedures which must be adhered to in order to compete for a micro-project.
4. Increase the level of participation of local communities in project identification and implementation,
5. Ensure transparency of the project and improve the accountability of local government to community groups,
6. Increase communities' capacities through experiences of dissemination and replication,
7. Build inter- and intra-community relationships, contributing to social capital.
8. Promote generation of micro-projects proposals of a high quality, which meet the MSIF criteria.
9. Assist communities with weak or inadequate organizational, technical and financial skills to develop and formulate proper micro-project/subproject proposals.

4.1. Promotion and identification of micro projects for Rural community development subcomponent (new communities)

Promotion at community level will be performed by the national NGOs selected through a national tender.

The promotion stage on community level will consist of the following activities:

- **Organizing of focus groups at community level**
- **Training of community actors in participatory monitoring and evaluation procedures (PM&E)**
- **Conducting of a study regarding economic situation on community level in accordance with the PM&E procedures**

4.1.1. Organisation of focus groups. The promotion NGO, in partnership with LPA representatives, will organize 4- 5 focus groups at community levels with different groups of stakeholders. Thus, the focus groups will be organised with:

- representatives of LPA, local Council,
- economic agents, members of economic associations,
- households members,
- teachers,
- retired persons
- young people.

The main issues to be discussed during this focus groups are as following:

- MSIF II objectives and procedures;
- Community benefits as a result of collaboration with MSIF;
- priority problems which need urgent solution by the community;
- what community should do in order to obtain the MSIF support for solving problems.

The focus group discussions will be provided in accordance with the MSIF Community Capacity Building Handbook (see the Chapter on Tools and techniques).

4.1.2. Training of community actors in participatory monitoring and evaluation procedures (PM&E). After focus group organisation, the promotion NGO will organise a workshop for community actors in participatory monitoring and evaluation procedures.

The Agenda of the workshop will be as following:

- Overview of MSIF II
- PME: conceptual issues
- Why community need to participate into PME procedures?
- PME indicators to be measured by community: project input indicators; community socio economic indicators; procurement indicators; implementation indicators; performance indicators; impact indicators.

- Methodology of measuring indicators.

The methodology on how to provide the workshop is described in the Community capacity building handbook and in PME Operational Manual.

4.1.3. The study regarding economic situation on community level in accordance with the PM&E procedures will be provided by promotion NGO.

The main indicators to be measured will be as following:

- Community population (number, gender, age groups etc.);
- Average family size;
- Employment details (farming, business, private company, banks, teacher, medicine, artisans);
- Education details (no education, primary school, secondary school, college, university, vocational course);
- Overage annual income;
- Assets;
- Infrastructure facilities in the community;
- Condition of infrastructure facilities;
- Basic living conditions.

The methodology how to conduct a study and how to involve population in PME at this stage is described in detail in MSIF PME Operational Manual and in MSIF Community capacity handbook (see Annexes).

After completing of this stage, the NGO responsible for promotion will submit to MSIF a report regarding promotion assessment on community level and which will include the following annexes:

- Minutes of the organised focus groups meetings with the list of participants confirmed by Mayor;
- Brief report on PM&E training performed on community level with the list of participants in training;
- The results of the economic situation on community level in accordance with the specified requirements in PM&E Manual.

During promotion the community actors will be informed about need in organizing of a General Meeting for identification of project proposals. The period will be announced during which the community can organize the general meeting and will submit the request to LPA or initiative groups regarding establishing of a fixed date.

After promotion stage, the NGO will organize a seminar on regional level for LPA representatives and NGOs with the topic „How to organize an efficient General Meeting”. The seminar will be organized in participative manner in accordance with specified cycle in the Manual for MSIF Capacity Building Handbook. At the seminar will be announced the schedule for organizing of General Meetings in different communities.

The Communications Strategy set the following framework for Promotion of this sub-component:

AUDIENCE	BEHAVIOUR CHANGE	MESSAGE SIMPLE SECONDARY		CHANNELS	EVALUATION
Potential new partners. People in potential communities	To join in MSIF project	We can help you help yourselves	Look at what others have done by joining with MSIF. You can bring real benefits to your community	Meetings. Visits to previous MPs. Talking to other beneficiaries . Encouragement from Mayors, local administration, NGOs. Leaflets	Whether new applications are entered. Quality of applications . Ability to work with other partners. Willingness to raise funds and participate in micro-project.

Further Guidelines for the use of the Promotion Teams are at Annex 1 to this document

4.1.4. Organizing of General Meeting. In accordance with the established schedule the regional seminar „How to organize an efficient GM”, the NGO will grant technical assistance and will participate to every GM organized by communities.

The community GM is conducted by the local Mayor. The presidium is nominated initially and which will right down the GM minutes and will attach the list of participants to the Meeting.

The requirements which have to be respected at the organizing of General Meeting:

1. Settlements with a population less than 2000 inhabitants will organize GM at which should be present 30% of adult population
2. Settlements with a population from 2001 to 4000 inhabitants will organize Meetings of representatives at which should participate 15% of adult population
3. Settlements with a population from 4001 to 6000 inhabitants will organize Meetings of representatives at which should participate 10% of adult population
4. Settlements with a population more than 6001 will organize Meetings of representatives at which should participate 5% of adult population

Note:

- At all GM of representatives at least 40% of participants should be women.
- For a micro project proposal in order to become valid it must be voted by 50% + 1 persons participant at the GM, and confirmed by personal signatures.
- For settlements stipulated in p. 2-4, the communities (LPA and IA) will organize referendum. For a micro project proposal in order to become valid, it must be voted by 50% of adult village population, confirmed by their personal signatures.
- For all GM and meeting of representatives will be prepared the lists with personal signatures of the participants.
- The selected Implementing Agency at the GM (representatives) in number of 5-9 persons will consist of not less than 2 women.

The GM (representatives) agenda:

1. The GM (MR) objectives and information about community
2. Information about MSIF II Project
3. Identification of priority proposal for micro project
4. Identification of amount and type of community contribution
5. Selection of Implementing Agency

Promotion NGO message for the General Community Meeting

At the General Community Meeting the Promotion NGO team will inform community about:

1. Goals and objectives of the MSIF II.

2. The MSIF organizational structure.
3. Types of micro-projects financed by the MSIF II, offered opportunities and benefits
4. Micro-project implementation cycle.
5. Role of the community in identification and implementation of a micro-project.
6. MSIF II requirements for micro-project identification
7. Procedures and criteria of micro-project selection by the MSIF.
8. The need of the community to invest. Community investment as an essential selection criterion.
9. Types and amount of investments.
10. The necessity to ensure sustainability of the rehabilitated project.
11. Competitive selection of micro-projects within one region.
12. TA and training offered by MSIF to communities and primaria.

The team will explain the procedures of micro-project identification by the community, necessary conditions that have to be met during the selection of the Implementing Agency, documents that the community has to submit to the MSIF in case a micro-project is proposed.

Then the Promotion NGO team will answer questions from participants to clarify some issues related to the MSIF II activities and its procedures.

During the discussions generated at the meeting, the Promotion NGO team behaviour and the degree of openness towards the participants of the meeting is extremely important.

The promotion specialists should:

- not speak more than 30-40 minutes,
- be accessible from the linguistic standpoint,
- be easily understood by each community member,
- have a logically structured presentation,
- be coherent,
- be convincing,
- to be based on concrete examples brought from other communities, on comparison, deductions, rationale,
- to use the visible materials (photos, charts etc).

The Promotion NGO team members have to be welcoming for the community members, answer any questions from the audience and manifest interest for the information coming from the community members.

Selection of the Micro-project Implementing Agency. After the selection of the micro-project proposal, community members will select an Implementing Agency, which will handle the submission of the micro-project proposal to the MSIF, the organization, implementation of the micro-project and providing for the sustainability of the rehabilitated facility, representing at the same time community's interests in its relationship with the MSIF.

The following can serve as an Implementing Agency:

- **Mayor's Office.** The community has the right to select as an Implementing Agency the local public administration bodies. This should be supported especially based on the fact that the facility that needs rehabilitation is at the balance sheet of the Mayor's Office and the Mayor's Office shall further continue to provide for the sustainability of the rehabilitated facility.
- **A local Non-Government Organization.** In case the community entrusts a local non-government organization with the implementation of the micro-project proposal, the general community meeting or that of its representatives can elect it as an Implementing Agency and confirm its choice by a power of attorney.
- **The Micro-project Committee.** This is a group of people elected by a majority of votes by the participants at the General Community Meeting or the Meeting of the Representatives. People competent in the field of the selected micro-project, beneficiaries of the implemented micro-project, representatives of the local government should be included in the Micro-project Committee. The Micro-project Committee shall consist of 5-7 members. According to the Operational Manual, the Committee shall contain 2 women.

After the General Community Meeting, the Promotion NGO team shall meet with the Implementing Agency and shall provide needed TA in the development of the micro-project proposal:

- proving of the identified problem,
- the micro-project objective,
- ways to achieve the proposed objective,
- expected results,
- the impact of the implemented micro-project and its beneficiaries,
- community's investment,
- the Bill of Quantities.

All the documents that should be submitted by the IA to the MSIF shall be examined:

- the form of the micro-project proposal;
- letter of authorization for IA ;
- meeting's decision.

The IA shall be instructed how to fill in every separate document. The members of the IA shall be once more informed about the need to submit the lists with the signatures of the GCM or referendum participants to the MSIF. Alongside with this, if necessary, the terms for the conducting of the referendum, as well as for the submission of the documents to the Fund shall be established.

Eligibility criteria for submitting a micro project proposal:

- the selected object must be of a stringent for the community

- the selected object must comply with the types of MSIF II Project
- the selected object must be a Mayor's office property
- from the renovated object must benefit not less than 1/3 of village population
- the micro project should be accomplished from technical and institutional point of view
- the cost must not exceed from the side of MSIF 75000 USD
- the object should correspond to the types of projects foreseen for MSIF II Project
- the micro project implementation period should not exceed 5-6 months
- community population should invest not less than 15% of total microproject cost (cash, materials, labor force)

Note: In case if the object is part of social infrastructure – schools, kindergartens etc. 20% of village contribution must be cash, collected by villagers, the rest of contribution can be money, materials collected from different sponsors. In case if the object belongs to economic infrastructure than 50% of village contribution is cash collected from villagers, the rest – money, materials collected from different sponsors.

4.1.5. Preparing and submitting of micro project proposal . After organizing of community GM (representatives), the micro project Implementing Agency will prepare and submit to MSIF the following documents:

1. Request for micro project proposal
2. Decision of the GM, minutes of the meeting
3. Letter of authorization for IA
4. Lists with signatures of participants to the meeting and referendum

The MSIF Executive Committee will examine and take a decision upon the micro project proposal in accordance with the given resources for every region and according to the principle „First come – first served“. The villages that have not been accepted for assessment stage will be moved to the waiting list. In case if the communities from the approved lists do not respect the requirements and terms set, they will be removed from contest and replaced with those from waiting list. The Executive Committee establishes the terms for presenting of required documents for the next stage.

4.2. Promotion and identification of subprojects for Rural Community Development Subcomponent (CDD)

4.2.1. Promotion objectives. The activities for subprojects promotion and identification under the actual sub-component will be oriented towards:

- The facilitation of the process of participatory elaboration of a strategic plan for socio-economic community development,
- Facilitation of community actors involvement in the process of participatory monitoring and appraisal,
- Facilitation of community members involvement in the process of community priority problems identification,
- Facilitation of the negotiation process between different social groups on the priority needs to be submitted as subproject proposals to MSIF,
- Providing of technical assistance to community groups in the elaboration of the Sub Grant Application form and its submission to MSIF

4.2.2. The role of Promotion NGO. In order to obtain the expected objectives, **the NGOs selected by MSIF will complete the following actions:**

- Organization of training for the community leaders, particularly the local NGO created with MSIF's support at the time of the first project implementation, regarding the methods of community participatory involvement (creation of focus-groups, identification of priority problems, methods of participatory monitoring and evaluation, negotiation of priority problems at the level of community groups, creation of the Community Development Committees, establishment of partnerships between the community actors, strategic planning as a way of a sustainable development of the community, etc.).
- Supervision of the pre-planning process organized by the local NGO at the community level (creation of focus-groups to discuss the priority problems and propose candidates in the Community Development Committee, creation of the Community Development Committee, the execution of a socio-economic study of the community by means of participatory monitoring and evaluation methods, etc.).
- Organization in common with the local NGO of the process of elaboration of the Strategic Plan for socio-economic community development.
- Supervision of the process of discussion and adjustment of the strategic plan for socio-economic development elaborated in different community groups (the process will be organized by the local NGO by means of focus-groups).

- Facilitation of the local NGO in the process of General Meeting or Representatives Meeting organization.
- The supervision of the Strategic Plan for socio-economic community development approval at the Local Council
- Providing of technical assistance to local NGOs in the process of Sub-Grant Application elaboration

4.2.3. Methodology of promotion and subprojects identification. The promotion and identification of subprojects for Rural Development subcomponent (CDD) will be organized in accordance with the principles described in MSIF Community Driven Development Operational Manual. Thus, the identification of the Sub-grant Applications will take place in a few stages:

1. Organization of a contest for the communities willing to implement a CDD Grant at zone level
2. Development of a Strategic Plan of social economic development of the village for a 5 year period
3. Selection of the subprojects to be included in the Sub-Grant Application at the General Meeting of the village

4.2.3.1. Organization of contest for communities willing to implement a CDD Grant. MSIF will publish an announcement in the republican and rayonal press regarding the organization of a contest for the communities willing to implement CDD mini grants. In the contest there will be encouraged to participate performing communities that: 1) have implemented at least one project supported by MSIF and 2) have performances in community development.

The application to participate in the contest can be submitted by the Beneficiaries Association created with MSIF support, in partnership with the local mayoralty.

The application for participation in the contest will be made on the basis of a participation form developed by MSIF that will include questions on the following aspects:

- Name of the Beneficiaries Association submitting the Application
- Name of the community
- Name of the micro-projects implemented in the community with MSIF support
- Activities carried out in the community during the last three years, including the ones carried out in partnership with NGO, LPA, businesses etc
- Priority activities for implementation in the next three years

- Degree of population availability to contribute (by money, labor, materials) to solving the problems
- Availability of community actors to develop and implement a strategic Plan of the village social economic development etc.

Along with the participation forms, the Beneficiaries Associations intending to participate in the contest will submit the following documents:

- Copy of the Association Statute; number of the Bank Account
- Association's CV (records) with a description of the activities conducted in the community, showing their cost and financial sources;
- Current financial statement
- CVs of Association' Chairperson and Accountant that will be involved in the grant implementation
- Partnership agreement between the Association and Mayoralty regarding the development of the Strategic Plan of the community social and economic development

Local public administration departments of the rayonal Councils will be asked to get involved in the process of information dissemination about the contest and organizing the contests. They will be responsible of the distribution and collection of the contest participation forms in the rayon communities.

Based on the received participation forms and submitted documents, the MSIF Advisory Board in local development will select the Beneficiaries Associations that will be able to benefit from grants for the implementation of some subprojects.

- **Eligibility criteria:** Association's possibility to implement community development subprojects in relation to the statutory objectives, collaboration experience with MSIF, experience of organizing community activities, financial management experience, partnership concluded with the local mayoralty regarding the development of the Strategic Plan of the village social economic development.
- **Means of evaluation and selection.** The first BA from N villages will be selected (N will be determined by the available resources and the amounts requested by the communities), in conformity with the principle "first come, first served", but having an eligibility score higher than 300. The score will be calculated on the basis of the following weighed criteria:

Nr	Criteria	Weight
1	Association's possibility to implement community development subprojects in relation to statutory objectives and the partnership agreement concluded with the local mayoralty regarding the development	10

	of the Strategic Plan of the village social economic development	
2	Collaboration experience with MSIF (activities of maintaining and extending MSIF subprojects in the last year, including their expression in amounts of money)	25
3	Experience of organizing community activities (activities carried out by BA with other organizations and bodies or independently, including their expression in amounts of money)	25
4	Partnership experience (activities carried out in the last year in partnership with other NGOs, LPA, including mayoralty activism, companies, degree of population's availability to contribute)	20
5	Financial management experience (accuracy of accounting, activities organized by communities through the Association's accounting – amounts disbursed through the Association)	20

Each of the criteria is evaluated on a 5 points scale (0 – total lack of compliance, 5 – maximum compliance). The Evaluation Commission will appreciate the scores as a result of studying the bids submitted to the contest and the score will represent the average of the scores given by each member of the commission separately.

4.2.3.2. Development of Strategic Plan of village social economic development. The Promotion NGO will organize at the regional level the training of selected Beneficiaries Associations and mayors in “Methods of facilitation and involvement of community in the development and implementation of community development strategic plans”. The duration of the seminar will be of one day. The issues to be tackled are:

- Organization of focus groups and General Meeting of the village as a method of involving community in the process of developing the strategic Plan of the village development
- Setting up the village Development Committee and its role in the development and monitoring of the strategic Plan implementation
- The role of the mayoralty Council in the process of development and implementation of the plan
- Methods of monitoring plan implementation

After the seminar, the selected Beneficiaries Associations will organize the community facilitation process in order to involve the community population in the development of the village social economic development Plan.

The Beneficiaries Association will organize at least three focus groups in the community (with

the mayoralty, councilors, businessmen, community NGOs, elderly people, youth, women etc.), where the following questions will be raised for discussion:

- the need to develop a village social economic development Plan,
- priority problems that need to be solved in the community in the next 5 years,
- the necessity to organize a community Development Committee that will develop a village development Plan and to delegate representatives from the respective groups to that Committee.

The discussions held in the focus groups will be reflected in elaborated minutes. At the same time, in order to document the discussion, a List of participants to the discussion will be put together with their signatures.

As a result of representatives being delegated from different focus groups, the village Development Committee will be set up and approved by the local Council decision. That Committee will summon at least two representatives from each of the groups: women, youth, elderly people, businesses, associative sector, mayoralty and the local Council.

The responsibilities of the village Development Committee will be:

- to develop the strategic Plan of community social economic development;
- to supervise and monitor the fulfilment of the strategic plan;
- to present a semi-annual report agreed with the mayor before the local Council on the progress of implementation of the strategic development Plan;
- to present an annual report agreed with the mayoralty before the General Meeting of the community on the fulfilment of the annual plan.

The period of village Development Committee's activity coincides with the length of the village strategic development Plan and is not longer than 5 years.

The village Development Committee with the technical assistance of MSIF selected NGOs will develop a Strategic Plan of community social economic development.

The Strategic Plan of social economic development of the village will be elaborated for a period of at least 5 years and it will include the following strategic directions: economic, social, cultural, ecologic. For each direction there will be developed a number of activities in time, as well as their preliminary estimated costs and possible financial sources. The Plan will be correlated to the possible extent with the mayoralty's budget and will be largely oriented towards the efficient use of financial, material resources and local human potential. At the same time, the Plan will take into consideration the results of the discussions held in the focus groups on the community priority problems.

At the end of the planning process, the Beneficiaries Association will organize focus groups again (with mayoralty councilors, businessmen, community NGOs, elderly persons, youth, women etc.), where the elaborated strategic Plan of village development will be discussed. Based on the held discussions and proposals for improvement, the Beneficiaries Association will make the necessary changes in the elaborated plan.

4.2.3.3. Selection of subproject proposals to be included in the Sub-Grant Application.

The Beneficiaries Association together with the Mayoralty will also organize a General Meeting of the community. If the village population is under 2000 inhabitants, there will be organized a General Meeting with 30% of the adult population of the village present. If the village population is over 2000, there will be organized a Meeting of representatives of all neighborhoods, socio-demographic groups, which will be attended by: 15% of the adult population in villages with 2001-4000 inhabitants, 10% -- 4001-6000 inhabitants, 5% - over 6000 inhabitants. The list of participants with their signatures will be made. Promotion NGO representatives will be present at this meeting.

The General Meeting of the village or the Meeting of the Representatives will raise for discussions the following questions:

- The Strategic Plan of the village social economic development elaborated by the village Development Committee.
- Priority problems to be submitted to MSIF in order to obtain financial support (at least 2 problems will be selected).
- At the same time, the community will select the problems according to their priority (for example, the problem that needs to be solved first of all, second, third etc.). The proposals will be valid, if over ½ of the participants to the Meeting vote for them.
- Community contribution.

In the case of a representative Meeting, the Beneficiaries Association will organize a referendum in the village and will collect people's signatures for the proposals made at the meeting, described in their priority order.

After the General Meeting of the village and, in some cases, the organization of a referendum, the Beneficiaries Association, together with the village Development Committee, will introduce the necessary changes in the strategic development Plan of the village elaborated with respect to the participants' proposals at the meeting, and will present the Plan for approval to the local Council.

The local Council will make a decision in conformity with which: a) the 5 year Strategic Plan of social economic development of the community will be approved; b) the mayor will be responsible to report every six months to the broader Session of the local Council with the participation of the village Development Committee about the progress of plan fulfilment; c) the mayor, Beneficiaries Association and Development Committee will be responsible to organize annual reports before the village General Meeting regarding the fulfilment of the annual plans.

4.2.3.4. Submitting of Sub-Grant Application to MSIF. After the General Meeting of the village and, in some cases, the organization of a referendum, the MSIF selected NGOs will facilitate the Beneficiaries Association in preparing the Sub-Grant Application for obtaining financial resources from MSIF. The Grant Application will be developed in accordance with the MSIF standard form.

The Beneficiaries Association will submit to MSIF along with the Sub-Grant Application the following documents:

- Minutes of the discussions in focus groups and of the General Meeting.
- Lists of participants to the discussions in focus groups and the General Meeting with their signatures.
- Decision of the local Council on the creation of the village Development Committee.
- Copy of the Strategic Plan of social economic development of the village approved by the local Council.
- Decision of the local Council on the approval of the Strategic Plan.

The Sub-Grant Application will be registered with MSIF in accordance with the procedures of the Project. The Sub-Grant Applications after registration will be handled by MSIF according to the principle “First come, first served” at every stage of subprojects’ cycle. It means that, if the request was registered first, it will be the first one to go through the evaluation process.

Details of principles of CDD Project implementation may be found in the MSIF CDD Operational Manual, and in the Participation Handbook.

4.3. Promotion and identification of subprojects for Small Town Community Development Sub-component

The activities regarding the promotion and identification of subprojects under this component will be oriented towards capacity development of the local public administrations in:

- Citizen’s implication in the decision making process,
- transparency insurance and accountability,
- development and providing of social services according to the needs and expectations of the small towns population.

Activities for promotion and facilitation at the level of small towns will be organized by national NGOs selected by MSIF on a national competitive basis. In order to develop the capacities of local public administrations, the NGOs will orient their activities more towards the facilitation of involvement and development processes than towards the direct organization of activities. The

local public administration will act as the main actor in the process of local development.

4.3.1. The methodology of sub projects identification at the level of small towns. After the organization of the district promotion workshop, the Local Council of the town will approve a decision regarding citizens' involvement in the process of elaboration of strategic plans for socio-economic development of the town and another one regarding the creation of an Organizational Committee for the process of strategic pre-planning and citizens' involvement.

The facilitating NGO will organize the training for the Organizational Committee, LPA representatives regarding the modalities of citizens' involvement in the planning process and will facilitate:

- the elaboration and approval of the Organizational Committee's plan of actions and work schedule,
- the elaboration of citizens report cards and the creation of work-groups by quarters for citizens' survey. The citizens report cards will include questions on the stringent needs to be solved in town for the next 5 years.
- Piloting of the citizens report cards with the community actors (LPA, Local Council. Private agents, NGOs),
- The process of research itself carried out by the community work-groups,
- Dissemination of the research results through the local mass media, booklets spread to households,

After the end of the community research and its results dissemination, the Organizational Council will organize a Meeting of the quarters' representatives to discuss the following questions:

- LPA's report on budget spending for the previous years. Information on modalities and sources for local budget formation.
- Information on the results of research performed at the quarter and town levels.
- Delegation of quarter's representatives in the Socio-economic Development Committee of the town,
- Additional proposals regarding the plan for socio-economic development of the town will be required.

The Socio-economic Development Committee of the town will include representatives of the LPA, private sector, associative sector and 2 representatives from each quarter of the town. The

total number of persons included in the Committee will not exceed 25 persons. After the approval of the Socio-economic Development Committee of the town, the Organizational Committee for the process of pre-planning will stop its activity.

The Socio-economic Development Committee of the town, the President of the Committee, the Statute and the plan of actions will be approved by the decision of the Local Council of the town

The Socio-economic Development Committee of the town with the facilitation from the NGO selected by the MSIF will elaborate the strategic plan for socio-economic development of the town for 5 years on.

Work-groups of Advisory Boards will be created during the process of plan elaboration. Diverse specialists in the respective area or responsible for the respective sectors in town will be attracted in the Advisory Board together with the members of the Socio-economic Development Committee of the town

The elaborated project of the strategic plan will be published in a special edition of the district journal and will be diffused in every household of the town. The information on the date of public discussions of the plans by quarters will be published as well. Simultaneously, minimum 3 special mailboxes will be put in the town and quarters to allow the citizens to submit their proposals in reference to the elaborated strategic plan. A special telephone number will be announces to receive permanently the proposals from the territory.

Focus groups will be organized in each quarter that will discuss the elaborated project of the plan and will receive proposals for improvement. The Socio-economic Development Committee of the town in common with the Advisory Boards for various strategic directions will study the received proposals regarding the strategic plan of the project and will modify the plan.

The Local Council will organize the public hearing for discussion of the final variant of the strategic plan. The strategic plan, elaborated for 5 years including details for the first year, will be approved by the Local Council. At the same meeting the priority proposals will be selected from the plan for the first year of activity to be submitted for support to the MSIF. The approved strategic plan and the information about the selected proposals will be published in the local mass media.

The facilitating NGO will offer technical assistance to the local public administration in Sub Grant application writing and submission to the MSIF.

The local public administration will submit to the MSIF the Sub-Grant Application form accompanied by the following documents:

- The decision of the Local Council on the creation of an Organizational Committee for the pre-planning process and its regulation approval,
- The plan of actions of the Organizational Committee,
- Citizens report card form,

- The results of the research based on the citizens report cards
- The minutes of the Representatives Meetings by quarters with the list of participating persons,
- The decision of the Local Council on the creation of a Socio-economic Development Committee of the town and its regulation approval,
- A copy of the Regulation and the plan of action for one year of the Socio-economic Development Committee of the town,
- The minutes of the focus-groups discussions on the elaborated plan, including the list of participants,
- The decision of the Local Council of the town regarding the approval of the Strategic Plan for Socio-economic Development of the town and the selection of priority proposals to be included in the Sub-Grant Application form ,
- A copy of the Strategic Plan for Socio-economic Development of the town, approved by the Local Council.

4.3.2. Citizen's involvement in monitoring and revising of strategic social and economic development plan. The town Social and Economic Development Committee will monitor through the Consulting Councils the implementation of the strategic social and economic development plan. The persons from LPA responsible for different direction in the social and economic development plan will present every 3 months a report before the Consulting Councils regarding plan implementation and once in half a year – report before town social and economic development Committee.

At the end of each year the Town social and economic development Committee, together with local Mayor's Office will elaborate citizen report cards, through which will be studied the level of satisfaction of citizens by improved services as a result of plan implementation, will identify new proposals regarding review of plan for the next year. The cards and plans for the next year will be delivered to citizens by mail. The recommendations and proposals will be collected using the methods above mentioned (special mailing boxes for collection of cards, special phone line, district representatives in the town social and economic development Committee).

The town social and economic development Committee will examine the submitted proposals and will organize public audiences in each district at which will be presented reports on plan accomplishment for the previous year, as well as will be discussed amendment proposals.

Finally, the Local Council will organize an enlarged session with the participation of town social and economic development Committee and other citizens, where will be discussed the report for the previous year, the plan and budget for the next year.

The involvement process of citizens in elaboration and monitoring of strategic development plan

implementation will be accompanied by a public awareness campaign for different groups of population in order to make the process efficient and develop a partnership between LPA and civil society. During this campaign will be largely used local mass media (newspapers, radio, TV stations), focus groups, round tables, brochures, leaflets etc. In the regional newspaper will be opened a permanent column called „Social monitoring,, where will be permanently published materials regarding participation of citizens in planning and monitoring processes.

4.4. Promotion and identification of subprojects for Social Care Services Component

4.4.1. Promotion at national and rayon level. The promotion will be performed at a national and rayon level. Promotion at a national level will be done by means of the republican mass media. Promotion at a rayon level will be done by organization of several one-day promotion workshops in the 32 rayons of Moldova. Mayors, representatives from the Rayon Council, social welfare offices, educational boards, construction and public utility departments, active local and rayon NGOs, rayon mass media will be invited to the workshop.

Representatives from MSIF and other financing organizations supporting similar programs, as well as mayors from the localities offering alternative social services will participate at the workshops.

Information on the following subjects will be presented at the workshops:

- The concept of SIF 2 Component II – development of a coordinated network of integrated social assistance/protection for groups in difficulties and the outputs to be obtained following the implementation;
- Possibilities and condition of financing from MSIF;
- Procedures of preparation and implementation of the project;
- Potential social impact of the project on rayon's development;
- Collaboration inside the network of organizations activating in the area of social services;
- Procedures and criteria of rayons selection;
- Necessity to create a Coordination Committee (CC) at a rayon level;
- The responsibilities of implementation partners: MSIF, Rayon Councils, Local Councils, NGOs.
- The modality of an intention letter writing for the participation in the MSIF 2 Project.

4.4.2. The selection of rayons.

The Rayon Council will create the **Coordination Committee (CC)** at the rayon level. The existence of a CC is a compulsory eligibility condition for the participation in the contest. The CC

should have in its composition representatives of the rayon council, social welfare service, health direction, medical psycho-pedagogical commission, educational direction and construction and public utility department.

The Coordination Committee will be responsible for:

- Full analyse of the social assistance/protection service system at the rayon level;
- Elaboration of a strategic plan for social assistance/protection services development at a rayon level;
- Elaboration of concrete projects and their submission to MSIF;
- Monitoring of projects implementation.

Contest Announcement

MSIF will publish in the republican and regional press and on MSIF's website an announcement regarding the organization of a contest for the rayons willing to implement coordinated networks of integrated social care services at the rayon level. The rayons will be stimulated to manifest their interest and to submit a written request for this issue.

The expression of interest and the request for participation at the contest can be submitted by the Rayon Council (signed by the president of the rayon council, based on the decision of the rayon council.) within a two weeks period after the contest announcement, according to a model elaborated by MSIF.

The training regarding the modality of Sub-grant application form drawing up (RFA)

All the applicants will be invited to a workshop regarding the modality of Sub-grant application form drawing up. The seminar will last one day and will be held in 5 regions.

Rayon's Coordination Committee representatives will participate at the workshop regarding the modality of application form drawing up (see annex A).

Based on a participative method, technical assistance will be provided and practical exercises on application forms elaboration will be done.

The workshop will be moderated by MSIF's representatives.

The time limit of Sub-grant application form filling-in will constitute 30 days from the date of the workshop.

MSIF Advisory Board in Social Care Services

Moldova Social Investment Fund will create an Advisory Board in social care services, its members being the representatives of the Ministry of Labor and Social Protection, Ministry of Education, Ministry of Finance, National Council for Child and Family Protection, financing organizations, NGOs (minimum 7 persons).

The Advisory Board will be created based on the working-group “Creation of social care services”, which has activated at the preparation stage of MSIF 2.

The Advisory Board will be legitimated by MSIF National Board and will have the following objectives:

- Selection of the rayons that will form the coordinated network of integrated social assistance/protection services;
- Preliminary approval of project proposals;
- Expertise of project proposals’ social design;
- Determination of any eventual overlapping/repeats of project proposals with other programs taking place in the region (World Bank, UNICEF, DFID, USAID, etc) in order to avoid such situations.
- A permanent exchange of information between the organizations working in this domain.

Rayons selection

The Advisory Board will select the rayons based on Sub-Grant Application form’s corresponding to the evaluation criteria and on the visits in field and will propose them to MSIF National Board for approval.

A number of six (6) rayons will be selected for project implementation, based on the following criteria:

- Level of development of the rayon/local public authority capacity in the social services area;
- Readiness for change/reform of the rayon/local public authority;
- Existence of strategic plans for socio-economic development;
- Experience in implementing similar projects;
- Financial, material and other resources available;
- Human resources available;
- Presence and level of development of the NGO/associative sector;
- Level of community participation and involvement;
- Degree of difficulty of the social issues (vulnerable groups etc).

After approval by the National Board of the six selected rayons, a Memorandum will be signed between LPA and MSIF, containing the responsibilities of the both parts.

4.4.3. Elaboration of a strategic plan for integrated social care services development at rayon level

The selected rayons will elaborate a strategic plan for integrated social care services development at a rayon level and the corresponding subprojects proposals.

In order to elaborate the strategic plan and subproject proposals, the selected rayons will receive technical assistance and training from an *international consulting company*, which will be competitively selected (QCBS) based on the terms of references and on the contest organized by MSIF .

The technical assistance for strategic plan and subproject proposals' preparation will be offered to selected rayons during 12 months and will include the following aspects:

- Comprehensive analysis of the social assistance/protection services at Rayon level
- Mapping the system of social assistance/protection services at Rayon level; identifying gaps, needs and priorities to be addressed;
- Developing the strategic (master) plan for social assistance/protection services development, with the involvement of all stakeholders at Rayon and local level;
- TA for developing and preparation of the subproject proposals, in accordance with the strategic plan for social services development at Rayon level;
- TA for the development of social partnerships at Rayon level between LPAs at various levels, the nongovernmental sector and other social partners, in elaborating and implementing of various projects within the Rayon strategic plan;
- TA for elaborating the social design of each subproject proposal from the Rayon strategic plan;
- Elaborate mechanisms for monitoring and evaluation of the implementation of the strategic plan at Rayon level, including mechanisms for information and dissemination at national level of the experiences accumulated during project implementation;
- Identification of training needs at Rayon level, associated to the implementation of the strategic plan and according subprojects;
- Identification of further needs for TA to accompany the subprojects during the first year of functioning.

The team of international consultants will secure training at Rayon level, both to the APL representatives and NGOs active in the field and other social partners, regarding:

- Situational analysis and use of data in strategic planning;
- Development of integrated services for social assistance/protection and their coordination at Rayon level; decision-making mechanisms;

- Standards for quality social services; application and monitoring of standards;
- Elaborating subproject proposals for social assistance/protection services;
- Social services management;
- Effective/efficient communication and communication strategies;
- Public awareness;
- Community involvement; coordinating volunteer activities;
- Social partnerships development;
- Organizational planning and development.

Training will also include as participants central level representatives of main ministries involved in the social protection field (MLSP, Education, Health etc).

4.4.4. Submission of documents package at MSIF

The Coordination Committee of the rayon will form a package of documents to be presented to MSIF, containing the followings:

- Strategic plan of integrated social care services development.
- Concrete elaborated subproject proposals, each one of them consisting of:
 - Detailed description of the subproject with estimated cost.
 - Enclosure with the list of beneficiaries.
 - The implementation schedule of the subproject.
 - Detailed financial and sustainability plan.
- The list of staff needed for the project functioning, along with the LPA responsibility for the staff remuneration. Confirmation letter from the LPA regarding the salaries of staff activating in the given social service.
- LPA responsibility for covering the operational cost of the facility given for social services for at least 3 years.
- LPA responsibility for taking the facility on its balance and keep it out from privatization for 15 years. Confirmation letter regarding preservation of the statute of facility for a period of 15 years and confirmation letter that the objects are on the Mayoralty's balance.
- LPA commitment to co-finance 3 % of investment cost guaranteed by the letter from the Mayoralty.

- LPA commitment for monitoring and supervision of subproject implementation.
- Training plan elaborated according to the levels categories based on created services.

The package of documents will be registered at MSIF according to standard procedures.

The Communications Strategy set the following objectives for the I Social Care Services Component:

AUDIENCE	BEHAVIOUR CHANGE	MESSAGE SIMPLE SECONDARY		CHANNELS	EVALUATION
Local Administration, Social Care providers. NGOs. Government Ministries. Vulnerable groups	A willingness to adopt the plan and put it into practice	We can show the way forward for social care in Moldova	MSIF trusted to bring different groups together. Can encourage new thinking to give new hope to the vulnerable. We can get the support of local and national government .	Meetings. Workshops. Training of social care providers. Training of local administration staff. Training of NGOs. Presentation to local and national government	Whether new plan is adopted. Different partners work together. Transfer of funds to community-based groups. Local and National government show interest in plan implementation
As above	A willingness to make sure integrated social care services will work in pilot regions	When social care agencies cooperate, improved services follow	Services need to be more client-oriented. The vulnerable groups can start to bring about change by being involved.	Workshops Training of social care providers Training of vulnerable groups Training of local administration staff Training of	Whether the cooperation has started Whether the client is at the centre of activities. How the vulnerable groups are involved

			Local and National government are supporting this	NGOs	
--	--	--	--	------	--

Annex 1: Guidelines for Promotion Teams

The **Communications Strategy** set the following guiding principles for any communications activity, including Promotion:

1. What is our objective?
2. Which audiences need to be reached?
3. What changes in behaviour are required?
4. What messages could be appropriate?
5. Which channels of communication would be most effective?
6. How will the communication process be monitored and evaluated?

Recommendations for the promotion specialists on how to behave while conducting an interview:

1. Start any interview with a greeting and introducing yourself, specifying that the team arrived in the community with the purpose to conduct interviews.
2. Introduce the MSIF II, explain the objectives of the MSIF II and the purpose of the visit.
3. Start questioning referring to something very important in order to mobilize the respondent's interest.
4. The interview has to be conducted informally, combining questions with discussion.
5. Be objective and impartial.
6. Be respectful and encourage participation in the discussion, smile to confirm what your respondent is saying.
7. Let the other member of the team finish his/her question. Don't interrupt.
8. Ensure the participation in the discussion of every member of the focus group. Avoid "monopolisation" of the discussion.
9. Ask the opinion of every member of the group.
10. Take a sensitive approach to delicate issues.
11. Take turns to make notes, not to embarrass the respondent.
12. Be careful about movements and gestures. Avoid questions suggesting an answer and appreciation of values.
13. Avoid "yes" or "no" questions, preferably put questions requiring explanation.
14. Group interviews shall not exceed two hours, individual interviews - 30 minutes.
15. Conclude each interview politely, thanking the participants.

Common mistakes made during interviews by the promotion specialists (should be paid attention in order to avoid):

1. Listen inattentively
2. Repeat questions
3. Helping the respondent to answer
4. Senseless questions
5. Tactless questions
6. Jumping over, avoiding the answer
7. Leaving the answers without any appreciation
8. Questions suggesting answers
9. Extended interviews
10. Excessive generalization of information
11. Excessive reliance on what the elderly people, men, the most educated people say
12. Ignoring facts that do not fit the concepts of the interviewer
13. Giving too much importance to answers containing quantitative data
14. Incomplete notes.