



COUNCIL OF EUROPE CONSEIL DE L'EUROPE

A NATIONAL TRAINING STRATEGY FOR LOCAL GOVERNMENT IN MOLDOVA

TRAINING NEEDS ANALYSIS

- Uses questionnaires, workshops, consultations; provides underpinning for NTS
- Takes account of experience / assessments of stakeholders and vision of local government
- Takes account of training implications of legislation
- Identifies gap between “where we are” and “where we need to be”

NATIONAL TRAINING STRATEGY

- About national focus on training requirements
- Harness current and new energies in common direction
- Should lead to better leadership, management, public services and community engagement
- Should lead to changing attitudes and improving skills
- Creates a training environment

ASSUMPTIONS

- **Ownership by:**
 - local government / associations
 - central authorities
 - other stakeholders
- **Current training provision not coordinated, sporadic, partial, supply driven, unsustainable**
- **Commitment by stakeholders to make local government effective and democratic**

PRINCIPLES

- Responds to need
- Makes best use of existing capacity and experience
- Embraces wide range of training opportunities
- Aims at longer term self-sustainability
- Builds new capacity

LOCAL CAPACITY

- Municipality:
 - responsible officer, Municipal Training Plan, resource allocation, internal programmes, personal development plans
- Associations:
 - Training programmes to support municipalities
 - Capacity to deliver NTS

NTS ELEMENTS

1. Library, database, information services
2. Quality assurance – programmes, trainers, training providers
3. Building municipal and association capacity
4. Identification of core training for staff and elected representatives

NTS ELEMENTS (cont.)

5. Commission new training and new training approaches
6. Advisory service
7. Promote internships, exchanges, study visits; international links
8. Research, updating TNA

INSTITUTIONAL ARRANGEMENTS

- Mechanism to help deliver the NTS
- Centralised or pluralistic approach?
- Affordable
- Responsive to municipal needs
- Reflects “ownership”
- Build on existing arrangements or new agency?

THE WIDER CONTEXT

- Awareness of local democracy
- Status of local government officials
- Real transfer of competences and resources
- Clear role for elected representatives

KEY QUESTION

Could an NTS bring about an increase in, and a more effective use of, training resources, leading to better local government in Moldova?