

Contract for consulting firms and other service providers

Contract pentru companii de consultanță și alți prestatori de servicii

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

Contract number: CS2018-005
Project: Modernization of local public services in the RM
Project number: 14.2267.4-001.00
Processed by: Andrei Zapanovici



Based on the General Terms of Contract (local) the present Contract is concluded between Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, represented by

Prezentul Contract este încheiat în baza Termenelor Generale de Contractare (pentru contracte locale), între Agenția de Cooperare Internațională a Germaniei (GIZ), în persoana

Modernization of local public services in the RM
66, Bernardazzi str.
MD 2009, Chișinău, Moldova
tel: +373 22 228319
e-mail: andrei.zapanovici@giz.de

(hereinafter referred to as "GIZ")
(în continuare numită "GIZ")

and/și

Private Institution "Center for Organizational Consultancy and Training" (CICO)
95A, Alexandru Hajdeu str.
MD-2012, Chișinău, Moldova
Tel/fax: +373 22 212203
e-mail: info@management.md

(hereinafter referred to as "Contractor")
(în continuare numit "Contractant")

Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Registered offices
Bonn and Eschborn, Germany

Friedrich-Ebert-Allee 36+40
53113 Bonn, Germany
T +49 228 44 60-0
F +49 228 44 60-17 66

Dag-Hammarskjöld-Weg 1-5
65760 Eschborn, Germany
T +49 61 96 79-0
F +49 61 96 79-11 15

E info@giz.de
I www.giz.de

Registered at
Local court (Amtsgericht)
Bonn, Germany
Registration no. HRB 18384
Local court (Amtsgericht)
Frankfurt am Main, Germany
Registration no. HRB 12394
VAT no. DE 113891176
Tax no. 040 250 56973

Chairman of the Supervisory Board
Dr Friedrich Kitschelt, State Secretary

Management Board
Tanja Gönner (Chair)
Dr Christoph Beier (Vice-Chair)
Dr Hans-Joachim Preuß
Cornelia Richter

Commerzbank AG Frankfurt am Main
Bank code: 500 400 00
Account: 58 89 555 00
BIC (SWIFT): COBADEFFXXX
IBAN: DE45 5004 0000 0588 9555 00

1. Purpose of the Contract

The assignment of the company has the objective to provide training courses on conflict management and public speaking for APA trainers as part of APA institutional capacity development process. As a result of the training, the trainers will acquire practical skills in organizing training courses for public servants and applying the recommendations, lessons learned and methodologies in their daily work within the Academy. Also, the training will contribute to high-quality capacity development processes for public officials via capacitated trainers in accordance with the APA Trainers Development Procedures/requirements and as part of implemented Quality Management System within the APA's Department for Professional Development which is aligned to European standards.

2. Terms of Reference

The Contractor undertakes to provide the services listed in the Special Agreements (Annex 1). The Special Agreements shall constitute an integral component of this Contract.

3. Assignment of Personnel

The Contractor shall assign appropriate specialists in order to perform the services.

4. Reports/appraisals

Reporting/submission of the handover of work is governed by the Special Agreements (Annex 1).

5. Remuneration

For the performance of services the Contractor shall be remunerated as follows:

Total amount up to 19,800.00 MDL
(in words: nineteen thousand eight hundred MDL)

The exact value shall be settled based on the Act of acceptance of services performed.

All costs incurred in connection with the performance of the services are deemed settled herewith.

1. Scopul Contractului

Misiunea are ca obiectiv furnizarea de cursuri de formare în domeniul gestionării conflictelor și al discursurilor publice pentru formatorii APA în cadrul procesului de dezvoltare a capacităților instituționale APA. Ca urmare a instruirii, formatorii vor dobândi abilități practice în organizarea de cursuri de instruire pentru funcționarii publici și aplicarea recomandărilor, lecțiilor învățate și metodologiilor în activitatea lor zilnică în cadrul Academiei. De asemenea, formarea va contribui la procese de dezvoltare a capacităților de înaltă calitate pentru funcționarii publici prin formatori capabili, în conformitate cu procedurile / cerințele de dezvoltare a formatorilor APA și ca parte a sistemului de management al calității implementat în cadrul Departamentului de Dezvoltare Profesională al APA, aliniat la standardele europene.

2. Termeni de Referință

Contractantul se angajează să presteze serviciile prevăzute în Acordul Special (vedeți Anexa 1). Acordul Special este parte integră a prezentului Contract.

3. Repartizarea Personalului

Contractantul va delega specialiștii solicitați cu scopul implementării serviciilor stipulate.

4. Rapoarte/evaluări

Raportarea/predarea serviciilor este reglementată prin stipulările Acordului Special (vedeți Anexa 1).

5. Remunerare

Contractantul va fi remunerat pentru serviciile prestate, după cum urmează:

Suma totală până la 19,800.00 MDL
(în cuvinte: nouăsprezece mii opt sute MDL)

Valoarea exactă se va stabili în baza actului de predare-primire a serviciilor.

Toate costurile aferente implementării serviciilor sunt stipulate în prezentul Contract.

Contract for consulting firms and other service providers

Contract pentru companii de consultanță și alți prestatori de servicii

The tax provisions are listed in the Special Agreement in the section entitled "Other Provisions".

Prevederile fiscale sunt expuse în Acordul Special, capitolul "Alte Prevederi".

6. Payments

Payment of the remuneration agreed on in Section 5 shall be effected following the performance of services, acceptance of services performed, and invoicing.

6. Plăți

Plata remunerării stabilite în Capitolul 5 va fi efectuată ca rezultat al implementării serviciilor, în baza actului de predare/primire a serviciilor prestate și prezentării facturii.

The invoice shall be submitted as 1 original.

Contul spre plată se va prezenta în original.

7. Other provisions

7.1 The original vouchers must be submitted for all items of the Contract for which documentary proof is required.

7.1 Documente originale vor fi prezentate pentru toate pozițiile contractuale, la care se cere dovadă scrisă.

7.2 The Contractor shall carry out project accounting in keeping with the principles of proper bookkeeping.

7.2 Contractantul va efectua contabilitatea proiectului în conformitate cu principiile de contabilitate corespunzătoare.

7.3 GIZ shall have an unrestricted right to examine the project accounts at any time. This shall not affect the obligation of the Contractor to submit original vouchers.

7.3 GIZ are dreptul să examineze, fără restricții, conturile proiectului în orice moment. Acest lucru nu va afecta obligațiile Contractantului de a prezenta voucher-ele în original.

8. General Terms of Contract

8. Condiții Contractuale Generale

8.1 The Special Agreements shall constitute an integral component of the Contract.

8.1 Acordul Special este parte integrantă a prezentului Contract.

8.2 The General Terms of Contract (local) shall constitute an integral component of the Contract. The Contractor hereby declares that it is familiar with the General Terms of Contract (local).

8.2 Condițiile Contractuale Generale (contract local) sunt parte integrantă a prezentului Contract. Contractantul declară că a luat cunoștință de Condițiile Contractuale Generale.

8.3 This Contract shall be drawn up in two originals. The Contractor shall receive one original.

8.3 Contractul se întocmește în 2 (două) exemplare originale. Contractantul va primi un original.

8.4 All modifications to this Contract shall be made only in writing.

8.4 Toate modificările la prezentul Contract se vor efectua numai în scris.

Chișinău, 10.04.2018

Chișinău, 10.04.2018

Contract for consulting firms and other service providers

Contract pentru companii de consultanță și alți prestatori de servicii

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

GIZ

Christina Otto
Project Manager

Andrei Zapanovici
Head of Administration

Tax number
42297012

Bank data / date bancare:
BC "MOBIASBANCA-GROUPE SOCIETE
GENERALE" SA, Chișinău
c/b: MOBBMD22
IBAN: MD73MO2224ASV17473837100

Annexes

1. Special Agreement
2. General Terms of Contract (local)

Contractor

Nicolai Loghin
Director Executiv

Tax number
1011620000647

Bank data / date bancare:
BC "Moldova-Agroindbank" SA, fil. 11
c/b: AGRNMD2X
IBAN: MD72AG000000002251672891

Anexe

1. Acord Special
2. Termenii generali de contractare (locală)

Special Agreements

Acord Special

Contract number: CS2018-005
Project: Modernization of local public services in the Republic of Moldova
Project number: 14.2267.4-001.00
Processed by: Andrei Zapanovici
Contractor: **A.O.Centrul de Instruire și Consultanță Organizațională**

1. Terms of Reference

Period of event:
April – May 2018

Purpose of activity:

The assignment of the company has the objective to provide training courses on conflict management and public speaking for APA trainers as part of APA institutional capacity development process. As a result of the training, the trainers will acquire practical skills in organizing training courses for public servants and applying the recommendations, lessons learned and methodologies in their daily work within the Academy. Also, the training will contribute to high-quality capacity development processes for public officials via capacitated trainers in accordance with the APA Trainers Development Procedures/requirements and as part of implemented Quality Management System within the APA's Department for Professional Development which is aligned to European standards.

Methodology:

- Power Point presentations;
- Group discussions;
- Exercises.

Workshop includes:

Group discussions, presentations, role play exercises, feedback from trainers.

1. Termeni de referință

Perioada evenimentului:
Aprilie - Mai 2018

Scopul activității:

Misiunea are ca obiectiv furnizarea de cursuri de formare în domeniul gestionării conflictelor și al discursurilor publice pentru formatorii APA în cadrul procesului de dezvoltare a capacităților instituționale APA. Ca urmare a instruirii, formatorii vor dobândi abilități practice în organizarea de cursuri de instruire pentru funcționarii publici și aplicarea recomandărilor, lecțiilor învățate și metodologiilor în activitatea lor zilnică în cadrul Academiei. De asemenea, formarea va contribui la procese de dezvoltare a capacităților de înaltă calitate pentru funcționarii publici prin formatori capabili, în conformitate cu procedurile / cerințele de dezvoltare a formatorilor APA și ca parte a sistemului de management al calității implementat în cadrul Departamentului de Dezvoltare Profesională al APA, aliniat la standardele europene.

Metodologie:

- Prezentări Power Point
- Discuții în grup;
- Exerciții.

Seminarul include:

Discuții de grup, prezentări, exerciții de joc pe roluri, feedback de la formatori.

Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Sitz der Gesellschaft Bonn und Eschborn

Friedrich-Ebert-Allee 40
53113 Bonn, Deutschland
T +49 228 44 60-0
F +49 228 44 60-17 66

Dag-Hammarskjöld-Weg 1-5
65760 Eschborn, Deutschland
T +49 61 96 79-0
F +49 61 96 79-11 15

E info@giz.de
I www.giz.de

Amtsgericht Bonn
Eintragungs-Nr. HRB 18384
Amtsgericht Frankfurt am Main
Eintragungs-Nr. HRB 12394
USt-IdNr. DE 113891176
Steuernummer 040 250 56973

Vorsitzender des Aufsichtsrats
Staatssekretär Hans-Jürgen Beerfeltz

Vorstand
Tanja Gönner (Vorstandssprecherin)
Dr. Christoph Beier (Stellv. Vorstandssprecher)
Tom Pätz
Dr. Hans-Joachim Preuß
Cornelia Richter

Commerzbank AG Frankfurt am Main
BLZ 500 400 00
Konto 58 89 555 00
BIC (SWIFT): COBADEFFXXX
IBAN: DE45 5004 0000 0588 9555 00



Acord Special

Participants:

Approx. number of participants – up to 15 persons.

Description of activity:

The Agenda of the event is attached.

Requirements towards the provider:

- availability of certificates in the field according to the Moldovan legislation and Policies in the field;
- provider shall provide premises of corresponding capacity to the total confirmed number of participants, as well as access to power plugs and sockets as to connect the necessary equipment;
- to serve meals according to hours and menu agreed with the project representative;
- caterer will provide a staff of properly trained and experienced personnel to ensure satisfactory performance of the Services;
- ensure a professional attitude and proper business attire, ready to meet or service a client at any time;
- ensure staff professional attitude and uniform standards;
- ensure quality of catering services;
- caterer will at all times maintain clean, orderly, and sanitary conditions in all kitchens, food preparation areas, service areas, cooking equipment, floors, chairs, tables, and any other locations associated with the Services;

Competencies:

- Demonstrated experience and reputation in the provision of similar events.

Participanți:

Numărul aproximativ de participanți – până la 15 persoane.

Descrierea activității:

Agenda evenimentului se atașează.

Cerințe față de prestator:

- prezența certificatelor în domeniu în conformitate cu legislația și politicile existente ale RM;
- să ofere spațiu de capacitate corespunzătoare numărului total confirmat de participanți, precum și acces la prizele de rețea pentru a conecta echipamentul necesar;
- să servească mesele în conformitate cu meniul și agenda evenimentului, agreată cu reprezentantul proiectului;
- să pună la dispoziție personal pregătit și experimentat, pentru a asigura o bună calitate a serviciilor;
- să asigure o atitudine profesională și pro-activă în deservire;
- să asigure o ținută și atitudine corespunzătoare standardelor;
- să asigure calitatea serviciilor de alimentare;
- să mențină în condiții curate, ordonate și sanitare toate bucătăriile, zonele de preparare a alimentelor, zonele de deservire, echipamentele de gătit, podelele, scaunele, mesele, precum și orice alte locații asociate cu serviciile contractate;

Competențe:

- Experiența și reputație demonstrată în furnizarea de evenimente similare.

Acord Special

- Demonstrated experience in coordinating all phases of group meeting/banquet functions.

2. Place(s) of Assignment

Republic of Moldova

3. Reporting

The Contractor shall attach to the original invoices a detailed break of the services provided, including menu description for the meals provided, list of equipment/rooms rented, list of the served persons and details on any other type of service agreed and contracted.

4. Procurement of Equipment

Not applicable.

5. Other Provision

All services shall be provided based on a written request from GIZ and a follow-up confirmation from the Contractor.

All services shall be exempt from VAT, with deduction right, settled and paid in MDL by bank transfer, as per the previously agreed Terms of Reference.

Parties shall have the right to terminate the Contract, upon written agreement signed by both parties.

All disputes and difference, which may arise in connection with the present Contract, shall be settled by means of negotiation between the Parties. If the Parties do not come to mutual agreement during the negotiation, the disputing shall be finally settled in court, in accordance with the legislation in force of the Republic of Moldova.

- Experiență demonstrată în coordonarea tuturor fazelor de organizare a seminarelor de grup.

2. Locul implementării

Republica Moldova

3. Raportare

Contractantul va anexa la originalele conturilor spre plată devizul de cheltuieli în conformitate cu serviciile prestate, care va include meniul detaliat a meselor oferite, lista echipamentului/sălilor oferite, lista persoanelor deservite și detalii cu privire la orice alt tip de serviciu agreeat și contractat.

4. Procurarea Echipamentului și Materialelor

Nu este aplicabilă.

5. Alte prevederi

Toate serviciile se vor presta în baza solicitării scrise din partea GIZ și a confirmării ulterioare din partea Contractantului.

Toate serviciile se scutesc de TVA, cu drept de deducere, se vor achita în lei Moldovenești, prin transfer bancar, și conform prevederilor Termenilor de Referință.

Părțile au dreptul de a rezilia Contractul, prin acordul scris al ambelor părți.

Toate disputele sau divergențele, care pot apărea în legătură cu acest Contract, se vor soluționa prin negocieri între ambele părți. Dacă părțile nu vor atinge o înțelegere comună în procesul negocierilor, disputele se vor transmite în curte, conform prevederilor legislației în vigoare a Republicii Moldova.

Special Agreements

Acord Special

The Contractor is responsible for paying taxes, levies or fees to the Government of Moldova according to the local legislation in force.

Contractantul este responsabil pentru plata impozitelor, contribuțiilor sau taxelor, după cum este prevăzut de legislația în vigoare a RM.

Table 1. Services and rates agreed by both parties

Tabel 1. Servicii și tarife aprobate de ambele părți

| Event Overview | | | |
|---|----------|-----------------------|---------------------|
| March 2018 | | | |
| Service description | Quantity | Price per day/ MDL | Total price, MDL |
| Conflict and Stress Management | 1,5 days | 4950 MDL | 7425 |
| Oratory Art: Developing presentation skills, communication. Listening techniques. | 2,5 days | 4950 MDL | 12375 |
| TOTAL costs | | | 19 800 |

Terms of reference

Terms of Reference

for contracting of consultancy company to deliver training course for Academy of Public Administration (APA) trainers as part of APA institutional capacity development in the framework of the project „Modernization of Local Public Services in the Republic of Moldova”

This contract is estimated for the period xx April 2018 – 30 May 2018 and will contribute to the project indicator D 1.

Contract number:

Project number: 2014.2267.4-001.00

Budget line 4.1.2.2 Operational Plan 2018

1. Context

The German Development Cooperation (GIZ) in collaboration with the Ministry of Agriculture, Regional Development and Environment (MARDE is currently implementing a project in Moldova entitled: “Modernization of Local Public Services in the Republic of Moldova”. The project aims at improving the conditions of local public service delivery in the Republic of Moldova, assisting regional and local actors in linking local needs with regional and national priorities through integrated planning and programming, improving service infrastructure through specific investment measures, improving cooperation on service delivery through Inter-Municipal Cooperation (IMC), capacity development of service providers through developing their managerial, financial, and technical capacities for delivery of quality services, mobilizing clients / citizens for improving Local Public Services. In the frame of the project, LPAs are also supported to develop their capacity on identification, development and management of regional projects in Moldova.

In 2012, GIZ, in collaboration with MARDE, started the cooperation with the Academy of Public Administration in order to incorporate training elements and lessons learnt from the project into the national curriculum. A tripartite Memorandum of Understanding (MoU) has been elaborated and signed: *“The MoU will govern the trilateral cooperation between MARDE, APA and GIZ, aiming to enhance cooperation in the process of implementing regional development policy through capacity development of the following target groups: trainers delegated by the memorandum’s parties, local public administration I and II (LPA I, II), Regional Development Agencies (RDAs), Regional Councils for Development (RDCs).”*

Based on the MoU, the Capacity Development Program is developed in coordination with the involved parties in order to promote the regional development policy.

Specific Objectives of *Partnership between APA-GIZ MLPS-MARDE*:

1. Development of Training Modules for public institutions (LPAs level I+II, RDCs, MARDE, RDAs) (Curricula development for training courses, facilitator's toolbox, participant's toolbox)
2. Organizational/ Institutional Development of APA
3. Exchange and Networks of local, national and international good practices

The process of preparation the training material:

- The curriculum for training courses is developed by APA and national experts depending on the subjects. The training courses are dedicated to representatives of LPA I and II, RDAs staff and RDC members. The curriculum is usually developed on the basis of existing programs involving all parties of the MoU in this process.
- When the training materials are developed, the Training of Trainers (ToT) courses for APA professors and external experts are organized.
- Piloting of training courses and potential revisions based on the results of the piloting.
- Continuous implementation of training courses accompanied by regular evaluations.

The MoU clearly outlines the division of tasks and responsibility of the parties. The partners agree that the curriculum should be jointly developed by APA's Professional Development Department and MARDE, while GIZ will provide additional expertise and act as a moderator and facilitator. It was decided that the trainers who will carry out the programme will be comprised of APA academic staff. They required additional instruction in specifically designed train-the-trainer courses. In particular, they will cooperate with the MARDE staff in order to receive up-to-date information about the status of the on-going developments in the field of regional development (policy formulation and implementation). Moreover, it was envisaged to offer to the APA-professors additional training sessions aiming to develop methodological/ academic skills in the field of vocational training. In MARDE case, the staff will act as trainers in the programme/courses. These representatives will be also encouraged to participate in the sessions dedicated to the improvement of "skills for vocational training".

Starting with 2013 and up to the present, the following training courses have been developed and implemented:

1. "Regional and Local Planning and Programming" with two modules:
Management and integrated strategic
Project development and management
Both modules comprise 5 days (40 hours).
2. The training course "Regional Development" was developed in 2013 for a duration of 5 days (40 hours)
3. The training course "Leadership development in public administration" was implemented in 2014 for 3 days (24 hours)
4. The training course "Public Procurement and conflicts of interest in the public procurement process" was developed in 2016 for a duration of 5 days (40 hours)
5. The training course „Local and Regional Marketing for competitive regional development" was developed in 2016/2017 for a duration of 3 days (24 hours)
6. The training course „ Public Property Management" was developed in 2017 for a duration of 2 days for accountants (16 hours) and 2 days for cadastral engineers (16 hours)

All modules offered the participants practical guides for trainers, steps and methodological suggestions; lessons learned and recommendations are systematically evaluated by the beneficiaries of the training courses.

In accordance to the above-mentioned MoU, GIZ intends to support APA to ensure a qualified training process using modern instruments and methods within the teaching process. In this regard, a systematic process of quality management of the overall training process yields the potential to further improve the quality and impacts of APA's professional trainings.

2. Objective of the Assignment

The assignment has the objective to provide training courses on conflict management and public speaking for APA trainers as part of APA institutional capacity development process. As a result of the training, the trainers will acquire practical skills in organizing training courses for public servants and applying the recommendations, lessons learned and methodologies in their daily work within the Academy. Also, the training will contribute to high-quality capacity development processes for public officials via capacitated trainers in accordance with the APA Trainers Development Procedures/requirements and as part of implemented Quality Management System within the APA's Department for Professional Development which is aligned to European standards.

3. Key Tasks and Activities

| Activity | Tasks |
|--|--|
| Implementation of the training course on Conflict Resolution and Public Speaking | <ol style="list-style-type: none"> 1. To prepare agenda and methodological concept in English language in coordination with GIZ and in according to the GIZ Template; 2. To prepare the training materials /handouts (PPT presentations, handouts) in cooperation with APA, based on APA needs and responsible GIZ Advisor; 3. Ensure implementation of 4 days training course; 4. Ensure the evaluation of the course based on the evaluation questionnaire; 5. APAs award certificates. |

4. Requirements, format and duration of the training:

4.1 Requirements towards the consulting company:

- min. **10 years** of experience of cooperation with local governmental and nongovernmental organisations in the field of capacity development on management, leadership, conflict resolution, public speaking, financing, accountancy and good governance etc..
- highly qualified, specialized and knowledgeable experts/moderators with profound experience in conducting and supporting similar events and expressed his short-term availability.

4.2 Requirements towards trainers:

- over **15 years** of experience in the field of Human Resources, conflict /stress management and public speaking, with the vast experience of national and international projects of training, consultancy and coaching
- the capacities of using techniques and instruments which have been adapted to meet the needs of the academic environment.

The trainer shall have the following competences:

- Proven analytical capacity and strategic thinking;
- Excellent interpersonal and supervisory skills;
- Excellent communications, organizational and management skills in a complex multi-stakeholder environment;
- Ability to handle effectively multiple tasks without compromising quality, team spirit and positive working relations.
- Strong results orientation;
- Flexible and responsive with a client-oriented approach.

4.3 Formats used, language and topics of the training, duration

The training course will take **4 days**. The training will be carried out in Romanian language.

Participants: approximately 15 trainers and heads of departments of Academy of Public Administration.

The training subjects will be in accordance with topics suggested below:

A. Conflict resolution and stress management - 1.5 days

The Learning Objectives: At the end of this program, participants will be able to:

- Understand the sources of organizational and team conflicts;
- Prevent conflicts through communication and more effective interpersonal and professional relationships;
- Identify development opportunities in emerging conflicts;
- Reduce the impact of organizational conflicts.

The proposed training subjects:

Organizational stress - causes, effects and stress management:

- The harmful effects of stress;
- Self-control and management of your own behaviour Conflict Management;
- Relationship between stress and conflict generation. The influence of emotional state on performance. The relationship between emotions, thoughts and behaviour;
- Signals of a possible conflict. Proper identification and interpretation;
- Typical errors of approach and behaviour in conflict situations;
- Reactive and proactive attitude;
- Constructive communication strategies;
- Position and interests of the parties - key factors in solving the conflict;

ToR

- Dialogue and negotiation in conflict situations;
- Techniques for Enhancing Emotional Competence.

B. Public Speaking: Developing presentation skills, communication - 2.5 days

The learning Objectives. At the end of the training the participants will be able to:

- Know how to structure an effective speech;
- To adjust the speech according to the public audience;
- To know more instruments on how to start and end a speech;
- To use elements that have persuasive effects for a particular audience.

The proposed training subjects:

- Prepare the speech;
- Methods, tools for impressing / captivating trained adults / the public;
- Structure of speech;
- Choosing the methods of argumentation;
- The fundamental elements of success in non-verbal communication to start a speech;
- Exercises to control the tone of the voice;
- Use of visual means - ppt, flipchart or video;
- Strategies to keep public attention;
- Managing difficult / challenging audience;
- Answering questions from the public; Techniques to work with a "difficult" audience, answer to "difficult" questions;
- Methods of making improvised speeches; practical exercises;
- Little details with high impact in a speech;
- Making individual presentations.

The consulting company will be responsible for the execution of the assignment in accordance with the requested activities mentioned above and will prepare the necessary materials for the training. The training materials will be developed in Romanian language and distributed in Word electronic version as well as in printed form to the APA trainers prior to the training session. The trainer(s) will come up with proposals to develop agenda, the training materials in coordination with APA Professional Development Department as well as the responsible GIZ Advisor.

5. Place(s) of Assignment

The place of assignment: Academy of Public Administration premises, 100, Ialoveni Street, Chisinau, Republic of Moldova.

6. Final Deliverables, formats, and language and timeframe:

| Activity | Deliverables | Format | Timeframe |
|--|--|-------------------------|---|
| Implementation of the training course on Conflict Resolution and Public Speaking | Handouts materials for training courses (presentations, exercises) | Word/pdf, Doc, PPT, Ro, | Max 1st week after the contract is signed |

ToR

| | | | |
|--|--|------------------------|--|
| | Agenda | Word, En, GIZ Template | Max 5 days after the end of the assignment |
| | Summary of the evaluation forms for organized training course and summary of the evaluated knowledge results of participants | Word, EXC, Ro, En | |
| | Links to organized training courses | website links, Ro | |
| | APAs award certificates | Scan, pdf, Ro | |
| | Brief final report on the assignment | Word, EXC, En | |

7. Budget for the assignment:

The approved MLPS budget for this assignment is **up to 4 working days for:**

- Conflict resolution and stress management - 1.5 days
- Public Speaking: Developing presentation skills, communication - 2.5 days

8. Time Frame and Acceptance Procedures

| | |
|-------------------------|------------|
| Start of the assignment | xx.04.2018 |
| End of the assignment | 30.05.2018 |

9. Reporting

Reporting will be done before the payment request and not later than 5 days after the end of the assignment bearing documentation that proves the work done in accordance with the requirements from Section 6.

10. Additional and organizational conditions:

| | |
|----------------------------|--|
| Coordination with partners | All information materials have to be coordinated with GIZ and should be prepared in accordance with the GIZ visibility requirements. |
|----------------------------|--|

11. Main Contact Persons

| | |
|--|--|
| Project "Modernization of Local Public Services in the Republic of Moldova" (MLPS) 66, Bernardazzi str., Chisinau MD 2012 | |
| Responsible GIZ MLPS Advisor | Ms. Tatiana Bilba (tatiana.bilba@giz.de) |
| GIZ MLPS Head of IA1 National Policy Advisor | Mr. Alexandr Muravschi (alexandr.muravschi@giz.de) |
| GIZ MLPS Head of Administration | Mr. Andrei Zapanovici (andrei.zapanovici@giz.de) |

Date 27.03.2018