

30 years of



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democratic initiatives and successful ideas



Chisinau, 2023

Anniversary reflection and stocktaking



Liubomir CHIRIAC,
PhD, University Professor
Executive Director of IDIS “Viitorul”

As we reach our 30th anniversary, it's time to reflect on our journey and enjoy what we have achieved. Our institution was originally set up as a Foundation, with the aim of strengthening civil society, democratising and Europeanising our society, and developing a spirit of responsibility among both authorities and citizens.

Een from the beginning, IDIS “Viitorul” has proposed to come up with objective analysis and research, innovative projects, and recommendations of international best practices focused on social, economic, and administrative dimensions, in order to contribute to the modernization and westernization of Moldovan society. We would like to believe that during the three decades IDIS “Viitorul” has made a clear contribution to the realization of national priorities and, at various turning points in the evolution of our country, the experts of our institution have used their knowledge and expertise to work with the Government and the Parliament.

In the 30 years of activity, through the IDIS “Viitorul” creative laboratories, several generations of talented researchers have passed, successfully facing the major challenges in society. Dozens of young people have acquired knowledge and developed analytical skills, having been effectively involved in the research process of socio-political-economic phenomena in the country. In this context we proudly mention the beautiful results

recorded by IDIS “Viitorul” experts in the elaboration of studies and analyses, highlighting in particular the remarkable level of an important number of works. From 2010 to date alone, IDIS “Viitorul” experts in collaboration with other colleagues from the country and abroad have produced more than 500 titles of studies, analyses, manuals, syntheses, and guides in various fields: foreign policy, economy, public administration, regional and local development, business development, local finance, European integration, Transnistrian conflict, energy efficiency, education, etc.

In this way, the innovative ideas generated, the policy options suggested, the new approaches proposed, and the public policies recommended have positively influenced the agendas and behavior of politicians, including in many cases the decision-making process at both regional and national levels. IDIS “Viitorul” has an educational role not only for the elite but also for citizens, and the general public. In this regard, I mention just a few of the effective initiatives with national resonance:

- **Language training for the Moldovan allophones.** At the initiative of IDIS “Viitorul”, the National Association of European Trainers in Moldova (ANTEM) was created in 2005, responding to the language training needs of adult non-Romanian speakers and foreign citizens in the Republic of Moldova. More than 500 civil servants from localities with a

multi-ethnic population have benefited from ANTEM training courses.

- **Strengthening local autonomy.** Also at the initiative of IDIS “Viitorul”, in 2010, the Congress of Local Authorities of Moldova (CALM) was created, whose mission is to promote a democratic, decentralized, transparent, and efficient local public administration, able to contribute effectively to the development of local communities and provide its members with quality public services.
- **National Business Agenda.** IDIS “Viitorul” has always advocated the development of the business environment, market economy, and free competition - essential factors in the development of the national economy. To promote the interests of the business environment and cultivate new approaches to the interaction between business and public authorities, 15 years ago the national dialogue platform - **National Business Agenda** - was established, which brings together about 40 business associations in the country, representing over 90% of the national economy.
- **Best Practice Programme.** The Best Practices Programme launched in 2005 and implemented by IDIS “Viitorul” aims to identify and disseminate at the local level the best practices and initiatives that come from local authorities and that could then be taken up by other communities in the country. Between 2005 and 2022, more than 500 communities in the Republic of Moldova shared their best practices, which were published in ten anthologies and successful practices became the subject of nine documentary films.
- **Cross-border cooperation.** In order to boost cross-border cooperation between neighboring communities and enhance the development of the regional economy IDIS “Viitorul”, since 2017, has initiated cross-border projects on the development of green tourism. These projects have a beneficial impact on the development of the business environment in the Soroca-Iampil and Cahul-Reni-Galati cross-border regions.

- **Public procurement.** Since 2016, IDIS “Viitorul” has focused its efforts on improving public procurement mechanisms through digitization, transparency and open access, paying special attention to the process of monitoring the integrity and transparency of public procurement. Additionally IDIS “Viitorul” contributes to improving and expanding monitoring capacities by civil society and media.

But as Margaret Mead, one of the world’s great anthropologists, said, “Never doubt that a small group of intelligent, committed people can change the world. Indeed, it is the only thing that has changed the world so far.” IDIS “Viitorul” believes that the world can be changed for the better. And that’s what we’ve been trying to do for 30 years.

IDIS “Viitorul” team along with other civil society organizations were among the first to condemn in the strongest terms the Russian aggression in Ukraine. IDIS “Viitorul” has continued and continues in this uncertain period to work with Ukrainian CSOs, ordinary citizens, businessmen, and local authorities on different dimensions to solve specific problems. We are confident in Ukraine’s victory in this war and we do not doubt that this victory will bring about positive changes in the world.

Life is like riding a bicycle. To keep your balance you have to keep going forward. That’s what we do. Someone said that the best years are the years to come. In this context, we very much hope that the next 30 years will be even fuller and more beautiful for the IDIS “Viitorul” team.

One thing remains indisputable, the IDIS “Viitorul” team will make every effort to contribute to the intensification of the European path of the Republic of Moldova, supporting the democratization process of the country which will ultimately contribute to the welfare of our citizens.

I congratulate the IDIS “Viitorul” team for their professionalism and probity. Happy Birthday IDIS “Viitorul”.

Liubomir CHIRIAC,
Executive Director,
IDIS “Viitorul”

I am proud to be one of the founders of this think tank



Igor MUNTEANU,
Doctor, university lecturer
Founder

I am proud to be one of the founders of this think tank, IDIS “Viitorul”, which has provided in these 30 years of operation an instrument of excellence, public policy, and education for democracy.

Thirty years ago, I had the inspiration to launch the Viitorul Foundation, which had the privilege of being the first think tank in the Republic of Moldova. We had with us Mr. Eugen Carpov, diplomat, Vlad Spânu, diplomat and entrepreneur, Dr. Igor Boțan, today President of ADEPT Association, Mr. Oleg Ungureanu, diplomat, Tatiana Pârvu and many other well-known personalities who decided to support our initiative as a sign of solidarity with civil society. Since then, we have always wanted this non-governmental organization to set itself the ambition of educating quality elites by promoting the ideal of individual freedoms, good governance, and the virtues of European-style democracy. The genuine meaning we wanted to attribute to this foundation was to build a “better future” out of many possible ones, a catalyst for new ideas and action, which would be expressed in English by the concept of “think tank”.

Mobilizing expertise and ideas to influence decision-making made sense so that ideas could help

solve the many problems of extreme poverty, systemic inequalities, extreme urban-rural disparities, the spread of infectious diseases, armed conflict, frozen in the interests of external players, international terrorism, and organized crime, was the *prima ratiōne* (raison d’être). We knew that we had to have enhanced capacities to capture public attention as well as the political imagination of incumbent decision-makers, generating public debate, and offering practical and creative solutions to shape alternatives to a reasonable public agenda.

IDIS ideas have often found fertile ground in the field of decentralization and local autonomy. IDIS was the only think tank to provide assistance to the Public Administration Commission in 1999 at the time of the transition to counties in the Republic of Moldova and to support regional development. After 2003, IDIS was the only genuine advocate of mayors’ associations to defend their autonomy and local powers from the dictatorship of the party with a constitutional majority (PCRM), simulating various local taxes, analyzing the powers prescribed by legislation, and supporting the package of laws on local public authorities (2005-2008). It is no coincidence that the emergence of CALM and the very name of



this prestigious association of local authorities in the Republic of Moldova is due to the joint effort of IDIS and VNG (Netherlands). Between 2007-2011, IDIS had one of the most productive periods of its functioning as a public policy institute, developing stable and credible partnerships with dozens of international and national partners, on complex areas such as economic analysis, social and demographic policies, budgets and feasibility studies on areas of interest for the institute's local and national beneficiaries.

I am glad to know that IDIS has become over these 3 decades a public policy laboratory, but also a policy agenda-setter because, as John Kingdon said in his famous treatise *Agendas, Alternatives and Public Policies*, the function of think tanks is to translate persuasive ideas into realities expected by citizens, which requires patience, expertise, the right connections with the

decision-making environment and timing. Because, as we know, good ideas are not enough. In other words, many decision-makers have ideas and even work hard to seek solutions to acute problems faced by citizens, and people in think tanks can play a constructive role by bringing practical and feasible options that can be adopted on the political agenda. And to succeed, IDIS has always known that it needs a few basics. It needed political independence and neutrality. It needs good, real ideas; it needs coalitions of actors to support its ideas; it needs institutional capacities (including sufficient and adequate resources) to support and shepherd its ideas in a dynamic context; and, last but not least, it needs the right moment to promote its ideas.

IDIS Viitorul is today a reference of professionalism and integrity, which gives it the role of promoter of good ideas especially when citizens need them.

Igor MUNTEANU,
 Founder IDIS "Viitorul"



IDIS “Viitorul” team

<http://www.viitorul.org/en/experts>



Igor MUNTEANU
Founder



Liubomir CHIRIAC
Director IDIS “Viitorul”



Carolina UNGUREANU
Vice-director, manager of projects, expert



Viorel CHIVRIGA
Expert in economic policies



Veaceslav IONIȚĂ
Expert in economic policy



Veaceslav BERBECA
Policy expert



Ana ZNACENI
Specialist in development projects and grants



Ion MUNTEAN
Associated expert in energy issues



Angela SECRIERU
Associate expert in financial policies



Leonid LITRA
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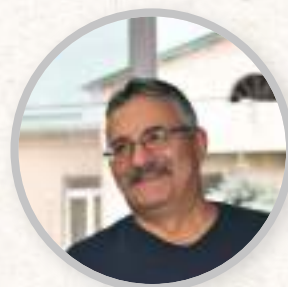
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policies



Pavel VINTILĂ
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in politics



Tatiana PARVAN
Office manager/
Logistical assistant



About us

Institute for Development and Social Initiatives (IDIS) “Viitorul” (hereafter IDIS) is an independent think tank, established in 1993, combining social, political, and economic research with strong advocacy components. The institution conducts applied monitoring research on several areas: economics, social policy, EU policies, regional development, but also security and foreign policy risks. It also organizes public events and has an active presence in the media. IDIS “Viitorul” combines a network of closely linked professional groups organized in thematic areas. IDIS “Viitorul” allocates significant resources to combine sector studies and advocacy through partners and stakeholders (trade unions, business associations, policy innovators, social entrepreneurs, local authorities, educators, and others).

Thus, IDIS “Viitorul” promotes its ideas, although it supports a significant number of analytical products on various areas of political, social, and economic interest. IDIS “Viitorul” is not a politically affiliated think tank and rejects partisan connections. IDIS operates in accordance with the Institutional Development Strategy, and according to the Strategy, it continues to play an important role in assisting Moldovan decision-makers to comply with institutional

responsibilities and build consensus on national priorities, bringing the country on the path of European reforms and values.

In 2010, the Ministry of Justice recognized the Institute as a public association in accordance with the Law on Public Associations. A Board of Directors oversees the programs and projects implemented under the institutional responsibility of the Executive Director. In accordance with the provisions of the Strategy, the Board provides support to the institution in strategic and research matters, on programs and budgetary issues.

In 2016, IDIS established its first International Board, whose members joined for a four-year term to guide the areas of economic and social policy, new ideas for business, government affairs, foreign policy, education, defense and security, cyber, and e-government. Board members participate in annual or special meetings of the International Advisory Board that come to the Republic of Moldova or other locations by organizing media releases, and online coordination meetings with the IDIS management team. Participation in flagship projects also provides important leverage for Board members to oversee and expand IDIS' areas

of work, professional networks, and institutional affiliations. Strategic evaluation is carried out at IDIS through annual evaluations, established by the Executive Director and Board members.

At the same time, a Code of Ethics came into force in January 2016. Since the first stage of IDIS's development, its operational tasks and strategic views have become more complex. Diversification of funding sources, setting higher standards and clear rules for experts and technical staff have considerably improved IDIS management.

IDIS "Viitorul" is the legal successor of the Viitorul Foundation and broadly maintains the traditions, objectives, and principles of action of the Foundation, including building democratic institutions and developing a spirit of effective accountability among politicians, civil servants and citizens; strengthening civil society and critical thinking; promoting the freedoms and values of an open, modernized and pro-European society.

In the areas of organizational development, IDIS adopted a procedures manual in 2015, which is regularly updated (the latest version dates from 2022) and defines:

- ▶ the general organization and principles of the institution;
- ▶ personnel policies;
- ▶ general office operations;
- ▶ project development and management;
- ▶ budgetary process;
- ▶ accounting and financial management;
- ▶ asset management;
- ▶ procurement policy;
- ▶ fight against fraud and corruption;
- ▶ plan of measures to ensure cyber security;
- ▶ environmental protection policy etc.

The mission of IDIS "Viitorul" is

- to contribute to the consolidation of an environment conducive to democratic change in the Republic of Moldova, to the strengthening of centers of reflection and synthesis on the vital issues of political, social, and economic transition; to encourage the reform of the local and regional public administration system; to strengthen democratic norms and the rule of law in the context of a growing civil society in which citizens act voluntarily and consciously to express their own interests, to have free access to information and to achieve the objectives they have set themselves;
- to be a leading public policy institute that contributes essentially to the growth of the independent thinking environment, the competitiveness of Moldovan society and economy, in a well-governed, educated citizen-friendly state.





Dirk MATTHEISEN

President of Partnership for Transparency

Since 2020, Partnership for Transparency (PTF) has collaborated with IDIS “Viitorul” on a five-year project to Increase the Integrity of Public Procurement through citizen monitoring and reporting in the Republic of Moldova. Building on in-depth training of representatives from 26 media and civil society organizations (CSOs), the project is funding and mentoring 12 CSOs to conduct procurement monitoring. The project aims to foster a coalition of procurement monitors, as well as a multi-stakeholder platform to advocate for improvements in public procurement that is supported by an online portal. The overall goal is to ensure that findings from monitoring lead to actions that improve the integrity of public procurement. PTF believes a strong and respected local CSO is key to the success of any community-focused project. PTF is fortunate to have such a partner in IDIS, which possesses the requisite substantive knowledge, expertise, and technical skills. We are grateful for their outstanding cooperation and support and look forward to jointly carrying out the remaining phases of the project. PTF appreciates the opportunity to complement the work of such an inspiring and competent partner organization. We sincerely hope our partnership will continue beyond this project. IDIS, congratulations on 30 years of service. The citizens of Moldova are fortunate to have you working on their behalf.

PRIORITY AREAS:

In line with the institution’s development strategy, IDIS “Viitorul” has set its programmatic objectives on three priority areas:

- **Modernization of the public sector** (it operates as a resource center, a specialized unit for research and training in the field of local and central public administration);
- **Strengthening the market economy** (carries out ongoing economic analysis and forecasting, economic education and evaluation of fiscal policies, monitoring of social policies and poverty reduction);
- **Creating a competitive society** (specializing in social policy, civic education, democratization, foreign policy, European integration, crisis management, and prevention. The department’s experts carry out research in the thematic areas for which they are responsible and promote sectoral reforms, organize training courses, and run public campaigns to stimulate civic participation).



Language training for the Moldovan allophones. At the initiative of IDIS “Viitorul”, the National Association of European Trainers in Moldova (ANTEM) was created in 2005, responding to the need of language training of adult non-Moldovan speakers and foreign citizens in the Republic of Moldova. More than 500 civil servants from localities with a multi-ethnic population have benefited from ANTEM training courses.

SPECIALIZED EXPERTISE AND TRAINING:

- Macroeconomic and microeconomic studies;
- Agriculture and land relations;
- Energy system and components of the national and regional market;
- Monetary and fiscal policies;
- Labor studies, social relations;
- Decentralized policies: status, role, and powers of local and sub-national authorities;
- Strategic planning: options and tools for local development;
- Analysis of state policies in the pre-university and university education system;
- Commercial and banking risk analysis;
- Quantitative and qualitative public opinion research;
- National and sectoral consumer confidence;
- Institutionalizing public-private partnerships;
- Political and electoral behavior analysis;
- Associative management and training on advanced advocacy skills;
- Impact analysis of government policies and decisions;
- Specialized training in public administration, strategic planning.



Strengthening local autonomy. Also at the initiative of IDIS “Viitorul”, in 2010, the Congress of Local Authorities of Moldova (CALM) was created, whose mission is to promote a democratic, decentralized, transparent, and efficient local public administration, able to contribute effectively to the development of local communities and provide its members with quality public services.



Dan DUNGACIU,

Director of the Institute of Political Science and International Relations “Ion I. C. Brătianu” of the Romanian Academy

I started my first collaboration with IDIS “Viitorul” almost 20 years ago, enough time to be able to follow, even intermittently, sometimes from a distance, the work of this prestigious and prodigious institute. It was and is a rarity in the tumultuous landscape of the Republic of Moldova, always performing, constant with itself, serious and professional, regardless of the times. There is no issue that IDIS has not touched, from mobilizing local administration to strategies for addressing or resolving the Transnistrian conflict. And it has done it every time in its own style: serious, thorough and fruitful. “I worked too at IDIS “Viitorul”! is the expression of an undoubted professional consecration. It is relevant to the recent case of a former minister in Chisinau, who was associated in the public arena with IDIS, although he had passed through there in a flash and had been an expert for many years at another institute in the Republic of Moldova. But the IDIS stamp proved more striking. This, and many others, say a lot about the public prestige of this institute, conquered daily, with toil and sweat, without fuss and without much noise. IDIS’s work has reached 30 years and has achieved an unparalleled public consecration, fully deserved and to be admired. Happy birthday, IDIS “Viitorul”!

IDIS “Viitorul” products



**Studies / Analytical reports /
Synthesis reports / Monitoring reports /
Evaluation reports / Mapping reports**



**Proposal notes / Analytical notes /
Position papers / Opinions /
Position papers / Appeals / Memo**



**Public policy / Policy proposals /
Public policy recommendations /
Policy analysis**



**Policy Briefs / Policy Study / Policy Paper /
Policy Proposal / Trend Hunter /
Policy Report / Discussion Paper**



**Information brochures;
Foreign Policy Bulletins**



Anthologies



Sociometric laboratories



People Watch



Economic Monitor / Economic Outlook



Social Monitor



Indices



Interviews



Information leaflets / Information leaflets



Guides; Methodologies; Infographics



Priority directions of activity of IDIS “Viitorul”



The Public Sector Modernisation Department operates as a resource center, a specialized research and training unit in the field of local and central public administration.

PRIORITY AREAS:

- strengthening judicial institutions;
- promoting effective decentralization;
- decision support and modernization of public sector policy-making;
- ensuring accountability and performance-oriented support to central and local authorities;
- strengthening administrative and political institutions built on European values;
- effective implementation of local and regional development strategies;
- the public-private partnership, fiscal decentralization;
- ability to build representative municipal organizations;
- energy efficiency;
- cross-border cooperation;
- inter-municipal cooperation;
- local and regional development.



The Functional Market Economics Department carries out current activities in economic analysis and forecasting, economic education and fiscal policy evaluation, social policy monitoring and poverty reduction.

PRIORITY AREAS:

- strengthening a competitive and strong business environment;
- delivery of economic education programs to increase demand for the application of economic instruments with a democratic character;
- creation of representative associations of private entrepreneurship;
- promoting a modern and effective performance - oriented agriculture in line with the European model;
- promoting policies and means to ensure the energy security of the state;
- improving the management of public finances;
- improving the public procurement system;
- increasing the competitiveness of the Moldovan economy through export promotion and infrastructure development strategies.

The Competitive Society Department is a unit designed to promote performance standards in the evaluation, development, and implementation of public policies (especially in the social field), as well as to carry out sustained advocacy and lobbying activities for processes of transformation and modernization of Moldovan society.

PRIORITY AREAS:

- supporting the manifestation of alternative political options and political pluralism;
- human capital development;
- strengthening social cohesion, well-being, and poverty reduction;
- facilitating the identification and dissemination of good practices in local government;
- increasing the capacity of civil society to direct social pressure so as to increase the accountability and responsiveness of local and central authorities;
- involving citizens in the decision-making process and promoting transparency and efficiency;
- supporting the European integration process;
- supporting gender equality and promoting women in political and social life;
- conflict resolution, etc.



Alexandru STRATAN

corresponding member of the Academy of Sciences of Moldova, Rector of the Academy of Economic Studies of Moldova

On the occasion of the celebration of three decades since the establishment of IDIS “Viitorul”, on behalf of ASEM, I extend my warmest congratulations for the significant progress and outstanding results achieved by you in your efforts to modernize and constantly adapt to the requirements and challenges of economic and social developments in the period we are going through. We particularly appreciate the seriousness, competence, discernment and dedication of the members and collaborators who are part of this great team. We are convinced that many years of success will follow, based on the organisation’s competitive strengths, proven over time, on the competence, professionalism and loyalty of its members, on the quality of the services provided and on the partnerships initiated and developed. We are constantly happy for the achievements of IDIS “Viitorul” and consider it a viable partner in the realization of our educational path. IDIS “Viitorul” actively participates in the life of the university as a partner in organizing and conducting scientific events. After 30 years of activity, IDIS “Viitorul” has succeeded in becoming a leader of opinion in the community, one of the main sources of information for those who seek change and take the initiative, but above all to be an element of stability and professionalism. We wish IDIS “Viitorul” continued success on the road to progress on which it has embarked.

Public Sector Modernisation Department

As the legal successor of the Viitorul Foundation, IDIS broadly maintains the traditions, objectives, and principles of action of the Foundation, including in the field of public administration, including strengthening local autonomy, developing a spirit of effective accountability among local elected officials, civil servants and citizens of the country, strengthening civil society and critical thinking at the local level, involving citizens in decision-making at the community level, promoting freedoms and values of an open society, making local and regional development more efficient, modernizing public services, etc. Thus, we mention some of the most important projects, in the field of local public administration, implemented in the period 1995-2022:



- **September 1995-May 1996** - “Viitorul” Foundation experts were involved in the Public Administration Working Groups and Expertise of the IFES Foundation - Moldova, taking part in a series of seminars and conferences held by the latter;
- **In June 1996** - Viitorul Foundation, in cooperation with IFES - Moldova, initiated the program “Modernization and local development in an open society”. The project has given rise to several studies and proposals to improve legislation in the field of local public administration, to clarify relations between the center and the regions, to decentralize public services, to deconcentrate and extend the powers recognized to local public authorities;
- **July-August 1998** - “Viitorul” Foundation experts were involved in a training and exchange program in Portugal, Belgium, and the Netherlands, under the aegis of the Academy of Administrative Studies of Moldova and the similar Academy in Lisbon;
- **September 1996** - presentation of a Study at the Conference organized by the Parliament of the Republic of Moldova and the LODE Programme of the Council of Europe entitled: Towards a proper partnership between citizens and local authorities;
- **December 1996** - Participation in the organization of a Conference in Sofia, Bulgaria, in cooperation with the European Fund for Freedom of Expression (France) and Borrowed Nature (Bulgaria);
- **January-February 1997** - “Viitorul” Foundation experts conducted 15 regional seminars on public administration reform in 4 different regions of the country;
- **March 1997** - Publication of a Guide for Local Elected Officials in Public Administration, OSI/LGI;
- **April 1997** - Organisation of an International Conference on “Public Administration in Transition”, with broad participation from similar institutions in Hungary, Poland, Romania, and Ukraine;
- **May 1997 - July 1998** - The Viitorul Foundation initiated a new program, entitled: “Local Development through Innovative Communities”,

funded by OSI/LGI. The goal of this program was determined by the support and strategic orientation of local communities in the Republic of Moldova towards the development of sustainable local initiatives, strengthening the partnership between authorities and local NGO groups, providing these authorities with elements of a dynamic model of development, oriented towards the democratic involvement of citizens in the decision-making mechanisms of local interest, infrastructure development and efficient economy;

- **October 1997** - writing and publication of the Study: “Concepts and Practices of Local Development in Moldova”, with the financial support of LGI/OSI;
- **March 1998** - Publication of the Study entitled: “From Centralism to Decentralisation”, funded by LGI/OSI;
- **March-November 1999** - Implementation of the project “Promoting Transparency for Citizens”, funded by the Eurasia Foundation;
- **March 1998 - March 1999** - implementation of the project: “Citizens’ participation in decision-making mechanisms”, in cooperation with the European Foundation for Freedom of Expression, a project carried out simultaneously in Bulgaria, Romania, and the Republic of Moldova;
- **December 1998-August 1999** - “Viitorul” Foundation experts participate in a global research

project conducted by UNOPS/UNDP, Case Studies of Best Practices in Civil Service Reforms;

- **April 1999-September 2000** - Participation in an EU PHARE Training and Research Programme, Training for CEI countries in transition, carried out by L’Europa Centro Orientale e Balcanica, Bologna University, Italy;
- **April 2000-March 2001** - Implementation of the project: “Building an Accountable Local Government in the Republic of Moldova”, funded by LGI/OSI and Soros Foundation, whose goals were oriented towards training local elected officials and municipal civil servants, providing consultancy and legal expertise services to local public authorities, publishing studies and books on the reform of the public administration system in the Republic of Moldova, supporting local initiatives and social development of municipalities, involving citizens in the life of their communities;
- **March 1998** - publication of a Citizen’s Guide, funded by the Eurasia Foundation;
- **May 18, 1999** - Viitorul Foundation was accepted as an Institutional Member of NISPACE, with the aim of increasing the quality of its experts’ expertise, transferring knowledge and qualitative practices from Central European countries, initiating the formation of a Curriculum for local and municipal elected officials in the country, developing professional research;



- **April-October 2000** - implementation of a series of regional seminars, under the title “Training and Education Initiative for Local Elected Officials”, funded by the Soros Foundation - Moldova;
- **October-November 2000** - publication of new studies and books in the Viitorul Foundation’s library: “ABC of Local Development, Local Council in Action and Public Services”;
- **May-November 2000** -Development of a Training and Dissemination Agenda as part of a wider program funded by the Westminster Foundation for Democracy, UK;
- **September 2000** - Publication of a chapter on the Republic of Moldova in Volume II of the LGI/OSI Anthology of Local Governments in Eastern Europe;
- **May-December 2000** - Implementation of a joint program on the promotion of rural tourism and diversified development in the Republic of Moldova, funded by the World Bank and the Soros Foundation;
- **June-July 2000** - editing and publication of a Study on Regional Development in the Republic of Moldova, a White Paper on Local Governance in the Republic of Moldova, and another Study on Local Public Finance;
- **June-December 2000** - Experts of the Viitorul Foundation participated in the editing and publication of the 3rd volume of the LGI/OSI Anthology of Local Governments in the States of the former USSR;
- **August 2000-December 2001** - “Viitorul” Foundation experts participated in a series of regional and national seminars in strategic planning, legislative reform, and training of trainers for elected officials and civil servants from various municipalities and communes of the Republic of Moldova, in cooperation with the Urban Institute (USAID Program);
- **August 2001** - Publication of a Study on the Quality of Management of Municipal Public Services;
- **April-December 2001** - Implementation of a regional development program with UNDP funding. The project carried out in a consortium with the Austrian company Human Dynamics Gmb, aimed at assisting regional authorities in Ungheni County to develop and

Right from its inception, IDIS “Viitorul” has set its sights on several priority areas:

- (1) promoting more transparent and accountable governance in the Republic of Moldova;
- (2) reforming the system of local and regional public administration;
- (3) providing technical and theoretical support for sustainable local development;
- (4) regional cooperation and strengthening of local autonomy;
- (5) promoting administrative and fiscal decentralization;
- (6) promoting the concept of energy efficiency at the local level.

initiate the implementation of a new system of local and regional public administration;

- **November 2001** - Strengthening Decentralization and Local Financial Autonomy in the Republic of Moldova, training and research project carried out with the financial support of LGI/OSI and Soros Foundation - Moldova;
- **March 2002-March 2003** - IDIS experts carried out the project “Increasing popular support for functional autonomy of local authorities in the Republic of Moldova”. The project included a wide-ranging media campaign to support these reforms, develop policy recommendations and stem trends toward the re-centralization of decision-making power;
- **July-September 2002** - IDIS implemented a community development program in cooperation with IMF-Moldova, with funding from DFID;
- **2005-2021** - more than 450 communities in the Republic of Moldova shared their good practices which were published in ten anthologies;
- **2005-2021** - IDIS experts directly contributed to the drafting and improvement of about 15 laws related to public administration and the economy.

A1 SUPPORT FOR DECENTRALIZATION



Alina RADU

director, co-founder of
"Ziarul de Gardă" (ZdG)

IDIS "Viitorul" contributed to the establishment of the Agency for Regional Development through Local Autonomy (ADRAL), president A. Chetraru, 1998; of the National League of Mayors' Associations of Moldova (LNAPM), president V. In 1998-2001, ADRAL represented the voice of the counties and municipalities of the Republic of Moldova at the Congress of Local and Regional Authorities of the Council of Europe, where representatives of local and regional authorities debated common problems, confronted their experiences and presented the views of their governments. LNAPM was a network of Moldovan LPAs, which brought together more than half the number of mayors between 2000 and 2010.

IDIS carried out secretariat work and provided advice on areas such as LPA legislation, decentralization, economic development, partnership building, etc. LNAPM is a founding member of the Network of Associations of Local Authorities of South East Europe (NALAS) and has been active in this association. IDIS "Viitorul", in collaboration with LNAPM, published more than 70 issues of the newsletter "The Mayor", several studies, and reports on local self-government which were distributed in all the municipalities of the Republic of Moldova. Subsequently, IDIS "Viitorul" promoted the idea of setting up an association of local public authorities that would effectively represent the interests of all associations of local authorities and provide a unified platform for dialogue with the central authorities. Thus, on 21 March 2010, the General Assembly of the Congress of Local Authorities of Moldova (CALM) was held in Chişinău, which took over the powers and functions of representation of LNAPM.

IDIS "Viitorul" was one of my jobs for two years. I then decided to retire from journalism for good, disillusioned by the political control and unethical involvement in election campaigns of the newsrooms where I worked. That's how I ended up in a place where there were no political bosses, and where activities were transparent and funded just as transparently. Thus, at IDIS, while carrying out several media projects, I learned many things along the way that helped me build a different future in the media and maybe even a different future for the media in Moldova. After two years at IDIS, in 2004, I came back to the press, and together with some colleagues we launched Ziarul de Gardă. I think it was the first newspaper in the country to be funded transparently, based on grant applications, subscriptions, media services based on ethical standards. Transparent funding of ZdG was made possible because of the lessons learned at IDIS. We wish you a future full of lessons but also of apprentices who will come to IDIS to learn how to build useful, transparent and sustainable things.





A2

PROGRAM OF BEST PRACTICES OF LOCAL PUBLIC AUTHORITIES IN THE REPUBLIC OF MOLDOVA

The Programme of Best Practices of Local Public Authorities in Moldova is an initiative launched in 2005 by the Council of Europe in cooperation with the State Chancellery of the Moldovan Government and IDIS “Viitorul”. The Best Practices Programme implemented by IDIS “Viitorul” aimed to identify and disseminate innovative and efficient initiatives in local public administration in the Republic of Moldova, as well as to publicize the experience and the outstanding results of local public authorities and institutions in the country. The Programme of Best Practices of Local Authorities in Moldova promotes good practices and successful projects that have had a significant impact on the community and its population. The competition topics address democratic governance and digitization of services, local development through community involvement, authentic traditions, sustainable energy efficiency, and quality public services. As an approach to raising awareness and recognize the performance of local public administration in the Republic of Moldova, the competition ends with the awarding of best practices at the National Awards Ceremony and their dissemination at national level through an *Anthology of Best Practices*.

Objectives of the Best Practice Programme:

- To recognize and promote the best performing local public authorities in key areas of local government activity.
- Raising standards in local government by identifying and recognizing successful and innovative practices.
- Develop better public services, high standards of service delivery, and improved local management.
- Strengthening local autonomy and encouraging local initiative.
- Promoting cooperation and territorial consolidation of administrative-territorial units.
- Sharing ideas at the level of public authorities on how they could encourage good practice.
- Create and develop a national network of local leaders.
- Strengthen the relationship with central public administration to support local initiatives.

Between 2005 and 2022, more than 500 communities in the Republic of Moldova shared their good practices, which were published in ten anthologies, and these successful practices became the subject of nine documentary films distributed to public authorities across the country. Representatives of local public administrations participating in the Best Practices Programme have the opportunity to be inspired and implement successful models in their localities. In this way, local government can become more effective and the quality of life of citizens can be visibly improved.



A3 CONTRIBUTIONS TO THE CREATION OF LEGISLATIVE PREREQUISITES FOR NEW PUBLIC ADMINISTRATION REFORMS

IDIS “Viitorul” experts have also been instrumental in creating the legislative premises for new reforms in public administration, economy, and social sector in the period 2005-2023:

- **Law on LPAs (2006-2007);**
- **Law on Administrative Decentralization (2006-2007);**
- **Law on Local Public Finance (2013) with subsequent amendments (2014, 2015);**
- **Law on Public Procurement (2016) with subsequent amendments (2020, 2021);**
- **Law 74 for Utilities (2020);**
- **Law on National Training Strategy for Civil Servants and Local Elected Officials for the period 2007-2010;**
- **Law on Authorization of Execution of Construction Works (2010) and amendments (2013);**
- **Law on Foreign Trade (2010) and amendments (2012, 2013);**
- **Law on Competition (2012) and amendments (2013);**
- **Law on Approval of the National Decentralisation Strategy (2012);**
- **Law on Energy Efficiency (2018);**
- **Law on Road Fund (1996) with amendments since (2014, 2017);**
- **Law on Domestic Shipping (2013);**
- **Law on the Court of Accounts (2008);**
- **Law on State Control (2012) with amendments since (2018, 2020, 2021).**



Viorel FURDUI

Executive Director of the Congress of Local Authorities of Moldova (CALM)

IDIS “Viitorul” occupies a particularly important place for local public administration in the Republic of Moldova, for CALM, which currently represents the overwhelming majority of LPAs, but also for me. IDIS has made a strategic and decisive contribution to the development of the current and modern vision and concept of local public administration, the place and importance of a system of local public administration based on the principles of decentralisation, subsidiarity and local autonomy. The policy studies, analyses, manuals and guides, as well as the many information and training activities for local elected officials, central public administration officials, civil society, etc., carried out by IDIS experts, have contributed enormously to the training, professional development and quality improvement of thousands of people involved in public administration. Also IDIS, over the years, has actively participated in the development of the legal and institutional framework of LPAs and local self-government in the Republic of Moldova. For many years, IDIS has been the main defender of LPAs and local self-government at national and international level, in relation to various attempts by governments to violate local self-government and the rights and interests of local communities. IDIS initiated and contributed decisively to the establishment and consolidation of local authorities in the Republic of Moldova, by uniting them within the League of Mayors’ Associations, and later by creating the Congress of Local Authorities of Moldova (CALM), an organisation that now unites the overwhelming majority of LPAs in the Republic of Moldova and is recognised nationally and internationally as a strong, independent and credible voice of LPAs. CALM took over from IDIS the process of consolidating, modernising and defending the rights and interests of local authorities in the Republic of Moldova.



A4 PUBLIC PROCUREMENT AND OPEN CONTRACTING

Public procurement accounts for a substantial share of public budgets, representing around 20–25% of national public budget expenditure. According to the latest statistical data, the volume of public procurement contracts awarded by the Moldovan authorities in 2022 exceeds 22 billion lei, including low-value contracts of about 9 billion lei. The large volume of financial resources and the interest of the private sector in these public contracts make procurement highly vulnerable to risks of fraud and corruption. The watchdog role of civil society helps to ensure that the principles of transparency, competition, legality, and efficiency are respected in the procurement process. In order to ensure efficient procurement, IDIS “Viitorul” has advocated and continues to advocate for a comprehensive and coherent legal framework, digitization of the procurement process, transparency, and open access to data, as well as a system of certification of specialists.

Over the years, IDIS has implemented a number of initiatives and activities aimed at contributing both to the development of the sector and to informing the general public about the importance of transparency and efficiency in every procurement carried out by public institutions. To this end, a series of analyses, reports, and proposals for policies and improvement of legislation have been prepared, publicly discussed, and put on the table of decision-makers.

A vital but problematic component in procurement is human resources. The capacities of pub-

lic authorities are limited and the professionalization and certification mechanism is lacking, leading to poor quality of documentation and procurement outcomes. In 2016, when a new law on public procurement was approved in order to align with the EU acquis, IDIS was the first organization to start a series of training activities for local public authorities and procurement specialists. Subsequently, IDIS promoted the need for the adoption of strategic documents on the public procurement sector setting out a vision and concrete goals for public procurement. Thus, the first Public Procurement Sector Development Strategy for 2016 - 2020 was approved and its implementation was closely monitored by IDIS experts.

The integrity of public procurement is another component on which IDIS focuses its attention. On this dimension, IDIS monitored in 2019 and 2020 the Sectoral Plan of Anti-Corruption Actions in Public Procurement for the years 2018–2020. In 2019, IDIS developed a new tool to measure the perception of all actors on the public procurement system. The Public Procurement Perception Index, now in its 3rd edition, provides decision-makers and the public, in a comprehensive and systematic manner, with information on the current state and evolution of the sector in terms of legislation, integrity, transparency, competition, and efficiency.

IDIS promotes and contributes to the development of sustainable public procurement through which more value for public money can

be achieved. Through the development of guidelines, analyses, and policy proposals, we aim to promote sustainable public procurement practices by encouraging public authorities to procure goods, services and works that have a reduced environmental impact throughout their life cycle.

In addition to its efforts to monitor the integrity and transparency of procurement, IDIS “Viitorul” contributes to the improvement and expansion of civil society and media monitoring capacities. Thus, the IDIS team of experts has developed a comprehensive training program on public procurement that has benefited over 30 representatives of civil society, media, and business.

IDIS has implemented a number of projects in the field of public procurement, among which we can mention:

- **2020-2023** – Increasing the Integrity of Public Procurement, in partnership with the Partnership for Transparency Fund;
- **2020-2023** – Consolidation of sustainable public procurement in the Republic of Moldova, financed through a national program by the National Agency for Research and Development;
- **2019-2017** – “Cutting edge improvements in the public procurement system in Moldova through inclusiveness, creativity, and law-abiding practices”, Contract CRIS N ENI/2017/383-476, financed by EU and co-funded by UK Aid with the support of the UK Government;
- **2018** – “Promoting sustainable local development through transparent use of public money”, implemented by Policy Association for an Open Society (PASOS), sub-grant within the project “Partners in Empowerment” (ENPI/2014/354-731), funded by EC;
- **2017 (March-May)** – Developing Open Contracting in Moldova through informing and capacity-building activities for participants in the public procurement process, financed by World Bank Group;
- **2016** – Building a transparent and sustainable public procurement system through an efficient and permanent monitoring process, funded by the EU through the “Facilitating regional activities of civil society in the neighborhood” managed by the Policy Association for an Open Society (PASOS).



Aurelia PERU

PhD in political science,
journalist

The founding of IDIS “Viitorul” in the Republic of Moldova was a genuine confirmation of the involvement of mature civil society in public policy research and evaluation, advocacy and the modernization and transparency of the policy dialogue between stakeholders. I have had the pleasure and great responsibility to collaborate with IDIS “Viitorul” in several projects on the dimension of public communication, politics and social-political studies. It was a challenge for me, as a representative of the academic and journalistic environment, a test of confirmation and implementation of theoretical knowledge and professional skills. For me, as for many other representatives of academia, IDIS “Viitorul” is associated with several qualifiers, such as Professionalism, Responsibility, Quality. I think I will not be exaggerating anything if I say that the studies launched in this independent think tank have long been an unquestioned brand, both nationally and internationally. What I have appreciated about the performance of IDIS “Viitorul” is the objectivity of the research, which has never created fertile ground for uncertainty or political manipulation. This is what I appreciated and why any invitation to collaborate was for me a serious test of professional qualities. Happy birthday IDIS “Viitorul”! Take care of our future!





A5 TRAINING AND ASSISTANCE

IDIS “Viitorul” experts have organized and conducted seminars, workshops, and specialized schools for representatives of local public administration on the most current areas: fiscal decentralization, streamlining public services, establishing public-private partnerships, writing European projects, etc. Only in the period 2009-2013 about 160 seminars for about 4000 local elected officials and civil servants from all districts of the Republic of Moldova were carried out in the framework of the projects: *Consolidation of the local autonomy through increase of the professionalism of the new elected local officials in Republic of Moldova, Hans Seidel Project, 2012; Training services for Newly Elected Local Officials LOT 4 - JILDLP (UNDP Project, November 2011 - January 2012); Support target LPAs in strengthening their capacities to plan, budget, implement, monitor and evaluate in an efficient manner (UNDP Project 2010).*

The IDIS Good Governance Department operates as a resource, training, and research center on areas related to local public administration. One of the department’s objectives is to build the capacity of first and second-tier local government representatives, with a focus on newly elected women mayors and councilors. Thus, in order to strengthen their capacity to serve as effective legislators after local elections, over the years IDIS “Viitorul” has initiated complex training programs for local leaders, both women and men with a focus on the roles and responsibilities of newly elected officials, principles of good

governance through participation and inclusion, effective communication with constituents, fundraising techniques, creation and allocation of local/regional budgets, etc.

Gender equality and inclusion are cross-cutting elements of the training program. In this regard, we can mention the following projects: ‘Provision of consultancy services for the design, organization, and delivery of post local elections seminars for newly elected women counselors at district and local level’ (October 2015 - July 2016) funded by UNDP; ‘Involvement of local journalists to be better informed and skilled in the fields’ (2015) funded by UN Women; ‘Provision of specialized training and capacity building assistance to target local authorities’ (2013-2015) funded by UNDP.





Cross-border cooperation is a key element of the European Neighbourhood Policy, which covers 16 countries along the EU's external border. Under the European Union's assistance programs, the Republic of Moldova is eligible to participate in three cross-border and transnational cooperation programs: the Interreg Next Romania-Republic of Moldova Programme 2021-2027; the Interreg Next Black Sea Basin Programme 2021-2027 and the Danube Region Programme 2021-2027. The projects funded under these programs benefit communities in the participating countries, including those in the Republic of Moldova, to improve education, healthcare, nature conservation, etc., as well as to develop and promote tourism.

To enhance economic development and contribute to the promotion of business and entrepreneurship in the tourism sector, IDIS "Viitorul" has initiated and started two cross-border projects aimed at developing and promoting cross-border tourism. Thus, in 2017 - 2019 through the project "Rural Tourism - a sure step towards fostering cross-border cooperation between Soroca (Republic of Moldova) and Yampil (Vinnytsia region, Ukraine) districts" funded by the European Union through the Moldova-Ukraine Eastern Partnership Cross-Border Cooperation Programme, the capacities of tourism service providers and local authorities in the field of cross-border tourism were strengthened. The cross-border project included a series of trainings, study visits to

guesthouses, information materials such as a guide for tour operators, a tourist map, and support in organizing four local festivals. A documentary film was also shot to highlight the tourist heritage of the Soroca and Yampil districts. At the same time, the infrastructure of the House of Culture in the Soroca district was improved, as well as two museums in the town of Yampil, Vinnytsia region of Ukraine.

Another project carried out by IDIS in the period 2020-2023 was the one on: "Development and promotion of green tourism in the Danube sector of the Black Sea Basin (Cahul District Council, Republic of Moldova; Danube University of Galati County (UGAL), Romania and Reni Territorial Community, Ukraine)", funded by the European Union through the Black Sea Basin Joint Operational Programme 2014-2020, which aimed at exploiting the tourism potential in the region, contributing to increasing the management capacities of regional and local authorities and entrepreneurs in the field of cross-border green tourism, as well as assessing the situation and contributing to the improvement of business development and promotion programs and entrepreneurship in the cross-border tourism sector.



The Institute for Development and Social Initiatives (IDIS) “Viitorul”, taking over the Slovak experience, monitored in 2016–2021 the local public authorities in the Republic of Moldova to determine the level of transparency in their activity. The research assessed 32 districts and 60 first-level administrative-territorial units in the Republic of Moldova, including 40 cities (municipalities) and 20 of the largest villages (communes) in the country.

The assessment of public authorities covered nine areas of transparency with over fifty indicators. The areas and indicators assessed covered the competencies and obligations with which district and local administrations are legally entrusted, as well as areas considered important for good governance, which according to international standards are subject to transparency requirements. As a result of the monitoring, the ranking of the most transparent municipalities in the Republic of Moldova was established annually. The position of a locality in the ranking showed its level of transparency. Therefore, the higher a locality was ranked, the smaller the space for corruption and non-transparency. The rankings can be accessed on the website www.localtransparency.viitorul.org where anyone interested can compare the performance of each of the local public authorities on each transparency indicator and their progress or regression over time.

This ranking is also a tool for identifying major problems, obstacles, and gaps in the transparency of local public authorities and supporting them in their efforts to raise the level of transparency. In addition, recommendations have been made to improve transparency and ensure the provision of public information to citizens. According to the latest monitoring, the overall average transparency of districts is 42.22% and of localities is 30.44%, which is an increase compared to the previous average transparency rankings conducted by IDIS “Viitorul”.



A8 COOPERATION WITH CHIȘINĂU MUNICIPALITY



In the framework of the project “European Future of Chișinău Municipality”, implemented by IDIS “Viitorul”, during 2011-2013, in cooperation with the Chișinău City Hall, with the financial support of the Hanns Seidel Foundation, it was possible to:

PUBLICATION OF THE “ANTOLOGY OF SUCCESSFUL PRACTICES OF COMMUNITIES IN CHISINAU MUNICIPALITY”

The best practices of the communities in Chișinău municipality were awarded merit diplomas at an award ceremony held on 9 December 2011. Some 12 communities from the Chișinău municipality were publicly recognized for their best practices. The status of best practice in the municipality of Chișinău was awarded in four categories: I. Good governance: successful community partnerships; II. Strategic management of local communities; III. Local economic development: achievements and performance; and IV. Energy efficiency and local infrastructure improvement. The best municipalities in these categories were Colonița, Grătiești, Budești, Tohatin, Ciorescu, Trușeni, Vadul lui Vodă, Cruzești, Durlești and Cricova.

LAUNCH OF THE DOCUMENTARY FILM “CHIȘINĂU – A EUROPEAN CAPITAL”

The documentary film, launched on January 19, 2012, at an official ceremony held in the National Museum of Archaeology and History of Moldova, is a premiere to promote the investment, tourism, and cultural potential of the capital, and was produced with the financial support of the German foundation Hanns-Seidel, in collaboration with the Chișinău City Hall. The film, available in Romanian and English, was distributed to diplomatic missions and international organizations resident in the Republic of Moldova. The twenty-minute



Vasile BOTNARU

journalist emeritus,
broadcaster at
“Vocea Basarabiei” TV/Radio

Three decades ago, the founders of the Institute for Development and Social Initiatives (IDIS) probably imagined that the future they had committed themselves to building would be tangible, predictable, built on the foundation of expertise and foresight likely to help governments avoid as far as possible the application of populist, petty, wasteful and - most importantly - time-consuming managerial solutions. The reality, however, has turned out to be much more rooted in the past. Citizens have proven to be reluctant to reform social initiatives, while comfort and pettiness discouraged the intellectual investment that IDIS generously and consistently offered. Instead, it has increased the value of accumulated experience, experience to which the metaphorical saying “He who has no elders, let him buy his own” refers. Who doesn’t have a think tank like IDIS “Viitorul” should buy its branded intellectual products.





Oleksiy SOLDATENKO

co-founder, Institute for Regional Media and Information (IRMI, Ukraine)

A country's future depends directly on how strong its civil society is, how free the media and how well-developed its democratic institutions are. In Ukraine we know this perhaps more than anyone else right now. And in many ways the challenges we face are similar to those in Moldova. In whichever project IRMI works together with IDIS Viitorul, we have always admired the high level of expertise, precision and punctuality. We are happy to maintain a working and friendly relationship with you for many years. Congratulations on this wonderful anniversary. May reliable friends always be by your side. And may inspiration never leave you.

documentary captures the city's two decades since the Declaration of Independence of the Republic of Moldova, focusing on the architectural landscape and historical monuments. At the same time, personalities such as Maria Cebotari, Maria Biesu, Valentina Naforniță, etc. have expressed their opinions about what Chișinău means for European culture. The documentary film highlights Chișinău as a city of youth and opportunities.

INCREASING ENERGY EFFICIENCY IN CHIȘINĂU MUNICIPALITY

During 2010-2013, IDIS "Viitorul", in cooperation with the Chișinău City Hall, implemented the project "Increasing energy efficiency in Chișinău and Sevastopol municipalities based on existing positive experience", financially supported by the European Union Delegation through the CIUDAD Programme (Cooperation for Urban Development and Dialogue). The project lasted 36 months and included several activities, including the elaboration of the EPADP for the municipality of Chișinău; feasibility studies and investment projects, elaborated by IDIS experts, in the fields of public lighting, urban transport, thermal insulation of residential buildings; thermal insulation in schools; two exhibitions presenting innovative and energy-efficient technologies. The Chișinău City Hall, in partnership with IDIS, presented on 30 January 2013 the Sustainable Energy Action Plan for the Municipality of Chișinău (SEAP). Chișinău became the first administrative-territorial unit in the Republic of Moldova to develop a SEAP, committing itself to reduce CO2 emissions by 20% by 2020, to increase the use of renewable energy by 20%, and to increase energy efficiency by 20%. At the same time, depending on the sector examined, IDIS experts have developed concrete measures and an action plan to reduce CO2 emissions and increase energy efficiency for 2012-2020.

METHODOLOGY OF APPLICATION OF LOCAL TAXES IN CHIȘINĂU MUNICIPALITY

In the process of implementation of the project "Methodology for the application of local taxes in the municipality of Chișinău" (2021), funded by Abt Britain, through the Good Governance Fund Technical Assistance Facility Eastern Partnership program, IDIS "Viitorul" analyzed the tax collection system in the municipality of Chișinău and came up with a series of proposals and recommendations for methodologies on the creation of a flexible, differentiated and transparent system of local taxation. Thus, the following was developed and proposed: Methodology for the application of the fee for commercial and/or service establishments; Methodology for the application of the fee for land planning; Methodology for the application of the sanitation fee; Methodology for the application of the fee from dog owners; Methodology for the application of the parking fee; Methodology for the application of the fee for public lighting; Methodology for the application of the development fee.





Ensuring effectiveness in preventing and fighting corruption is provided for in the Association Agreement between the Republic of Moldova and the European Union. One of IDIS' priorities and directions of activity is sustainable economic development, strengthening integrity in the public sector, and effectively fighting corruption at all levels. IDIS "Viitorul" advocates for a society with zero tolerance for corruption and a public and private sector whose basic pillar is integrity. To achieve this goal, IDIS contributes by proposing solutions to improve the legal and institutional framework, monitoring public policy documents, and increasing transparency in the public sector through a systemic and participatory approach. Over the years, IDIS has implemented several projects and initiatives on reducing the risks of corruption, strengthening integrity in the public and private sectors, and educating society with zero tolerance toward corruption.

DEVELOPING PUBLIC POLICIES ON STRENGTHENING INTEGRITY AND PREVENTING CORRUPTION

IDIS "Viitorul" provided support to the National Anti-Corruption Centre in the process of adjusting and extending the Action Plan of the National Integrity and Anti-Corruption Strategy until 2023. At the same time, the IDIS "Viitorul" team developed the *Local Integrity and Anti-Corruption Action Strategic Plans of Ungheni Municipality*

(for 2022-2024) and *Cahul Municipality* (for 2022-2025) in collaboration with the local public authorities of Ungheni and Cahul, and with the support of EU4Moldova-UNDP. The integrity plans were developed using a methodology based on a strategic and participatory approach, with an analysis of the activities and services provided by the municipalities and the involvement of all local stakeholders. The "Islands of Integrity" methodology involved the diagnosis of vulnerable public activities/services and the identification of solutions to prevent and address corruption risks by applying Robert Klitgaard's corruption formula.

ASSESSING AND MONITORING THE IMPLEMENTATION OF INTEGRITY STRATEGIES, INTEGRITY PLANS AND INSTITUTIONAL INTEGRITY REQUIREMENTS IN CENTRAL AND LOCAL PUBLIC AUTHORITIES

Over the years, IDIS "Viitorul" experts have supported the authorities in their efforts to evaluate and monitor the implementation of strategies, action plans in different sectors, as well as local and sectoral integrity and anti-corruption action plans. These include sectoral anti-corruption plans in the area of public procurement and taxation, and a number of local (district) Integrity Plans. These present progress, including the impact,

on the implementation of the actions set out in the policy documents, identify shortcomings and also make a number of recommendations to help strengthen institutional integrity and reduce the risks of corruption in public procurement and taxation.

At the local level, IDIS monitored the implementation of local (district) anti-corruption plans in Cahul, Cantemir, Leova, Straseni, Hincesti, and Ialoveni. The monitoring reports highlighted gaps, including regulatory gaps, ineffective processes and mechanisms, and policy recommendations were made to improve the process of preventing and combating corruption at the local level. In addition, criminal and misdemeanor cases against local government representatives were monitored in relation to corruption-related acts as instruments of influence, including political influence, on local elected officials.

In the same efforts to contribute to strengthening integrity and reducing corruption, IDIS carried out an evaluation exercise on the implementation of the Association Agreement with the European Union, which included an assessment of the national integrity system. In this regard, the degree of implementation by the Republic of Moldova of the measures related to the work of the National Integrity Authority on ensuring integrity in the exercise of public office or public dignity and preventing corruption was analyzed.

Two other public institutions - the State Tax Service and the State Labor Inspectorate, benefited in 2021 from IDIS support in the process of identification and assessment of corruption risks by applying the tools of analysis of applicable legislation and the results of their work.

ANALYSIS OF CORRUPTION RISKS IN ENTREPRENEURIAL ACTIVITY

In order to x-ray the current situation and trends regarding the phenomenon of corruption and its impact on the business environment in the Republic of Moldova, IDIS “Viitorul” conducted several researches, nationwide surveys, interviews, and public events with representatives

of economic agents. The reports produced presented to the public the perception of business on corruption and on the interaction with this phenomenon, identifying the biggest corruption risks and solutions for public authorities, and for the legislative and regulatory framework in the fight against corruption. In addition, the “Anti-Corruption Agenda of Business in the Republic of Moldova 2017 - 2018” included the commitment of businesses to develop and implement their corporate governance standards, and anti-corruption compliance, including the international standard ISO 37001: 2016.

An important topic of the research was the analysis of corruption risks and the impact of state control on the activity of economic agents in the Republic of Moldova. The reports produced have x-rayed the gaps, problems, and risks in the process of carrying out state control, and presented solutions which, in the private sector’s view, will contribute to improving the control process.

MONITORING THE IMPLEMENTATION OF INTEGRITY STANDARDS AND POLICIES BY PUBLIC COMPANIES

Over three years, IDIS “Viitorul” monitored 68 state, municipal, and wholly or majority state-owned or municipal enterprises in the Republic of Moldova to determine the level of transparency and reduce the risks of corruption in their activity. As a result of the monitoring, a ranking of the most transparent state-owned enterprises was established and can be accessed on the website <http://companies.viitorul.org>.

During 2020, IDIS provided support to the National Anti-Corruption Centre in monitoring the implementation of Integrity Plans and/or Risk Registers of state and municipal enterprises. The Report prepared presents the results of the assessment process of 30 entities - the largest and strategically important state and municipal enterprises. The report also presented a number of recommendations on strengthening integrity and reducing corruption risks in state and municipal enterprises.



In the last 30 years, IDIS has published about 150 studies and monographs on local public finance, local self-government, organizational management, constitutional and public law, local and regional

development, quality of public services, institutional management, etc. Numerous analytical reports have been prepared for international institutions: Council of Europe, OSCE, OECD, and UNDP.

A BRIEF SELECTION OF STUDIES AND REPORTS FROM 2013-2023

Name	Year of implementation	Author / Authors
State of local democracy	2023	Liubomir Chiriac, Viorel Pîrvan, Pavel Vintilă
Modernization of the local tax system: a basic tool for increasing local financial autonomy	2023	Veaceslav Ioniță
Municipalization: the way to modernize level II administrative-territorial units	2023	Viorel Pîrvan
Local public finances in the Republic of Moldova: Problems, constraints, and prospects for rationalization	2023	Angela Secrieru
Status of districts as administrative-territorial units. Own areas of competence and areas of uncertain status	2023	Viorel Pîrvan
Anthology of best practices of local public authorities in the Republic of Moldova	2022	Ana-Maria Veverita, Anatol Moldovan, Liubomir Chiriac, Valeriu Musteață, Vlad Catlabuga
Implementing drones in precision agriculture	2022	Dorin Afanas
Agro-industrial complex: milestones for investment and export growth	2022	Viorel Chivriga

Name	Year of implementation	Author / Authors
Best Practice Guide: Sustainable Public Procurement	2022	Ana-Maria Covalenco, Carolina Ungureanu, Diana Enachi, Vadim Turcan, Viorel Pîrvan
Guide to monitoring public procurement: a tool for civil society	2022	Diana Enachi, Viorel Pîrvan
Monitoring Report: Transparency of Local Public Authorities in the Republic of Moldova in 2020	2021	Viorel Pîrvan, Diana Enachi
The Index of Perception of the public procurement system in the Republic of Moldova (3rd edition)	2021	Diana Enachi, Viorel Pîrvan, Carolina Ungureanu, Vadim Țurcan
Study on good neighborly relations and stability in the Danube sector of the Black Sea basin	2021	Marius Mîtrof, Aleksandr Prigarin, Sergiu Cornea
Monitoring report on public procurement in the city of Călărași	2021	Diana Enachi
Monitoring Report No.3: Transparency of Publicly Owned Enterprises in the Republic of Moldova	2021	Viorel Pîrvan
Alternative monitoring report on the implementation of the actions of the local (district) anti-corruption plan for 2018-2020 of the districts of Ialoveni, Hincesti, Strășeni	2021	Liubomir Chiriac, Ion Creancă, Eduard Țugui, Ana Znaceni
Impact assessment report on the sectoral anti-corruption action plan in the tax area for 2018- 2020	2020	Angela Secrieru, Diana Enachi, Viorel Pîrvan
Report on the assessment of the independence potential of public institutions in the Republic of Moldova	2020	Viorel Pîrvan
Preventing and combating corruption at the local level in the Republic of Moldova	2020	Eduard Țugui, Ion Tăbârță, Veaceslav Berbeca
Report on the state of democracy in the Republic of Moldova. Democracy is threatened by bank fraud, corruption, and distrust in state institutions	2020	Veaceslav Ioniță, Diana Enachi
Alternative monitoring report on the implementation of the actions of the local (district) anti-corruption plan for the years 2018 - 2020 (monitoring period - 2019) of the districts of Leova, Cantemir, Cahul	2020	Viorel Pîrvan, Liubomir Chiriac, Ana Znaceni, Ion Creangă
Evaluation of the implementation of the Association Agreement	2019	Veaceslav Berbeca, Viorel Pîrvan, Eduard Țugui, Angela Secrieru, Ion Tăbârță
Youth associative sector development in the regions of the Republic of Moldova: realities and perspectives	2019	Veaceslav Berbeca, Eduard Țugui, Ana Indoitu
Evaluation of the implementation of the Association Agreement in the field of public procurement	2019	Carolina Ungureanu
Monitoring Report of the Sectoral Anti-Corruption Action Plan for Public Procurement 2018-2020	2019	Viorel Pîrvan, Diana Enachi

B | Functional Market Economics Department

The Functional Market Economy Department started its work in 2002, when IDIS experts contributed to the writing of the Country Report on Small Business Development in the framework of the Stability Pact's INVESTMENT COMPACT project, carried out by the OECD in all South-Eastern European countries, and elaborated the Study "Economic and Legislative Constraints to Business Development in the Rural Economy", in cooperation with Agroinform, Contact (NOVIB).



B1 | BRIEF HISTORY



In June 2004, IDIS launched the Economic Monitor (Economic Statewatch) as a tool for assessing and forecasting economic, social, and political trends in the Republic of Moldova within the project "Strengthening Decision-Making in Moldova" through independent monitoring tools and economic policy debates. The project aimed to support the monitoring and evaluation of key economic and social policies in the Republic of Moldova. The aims of the project also included providing an adequate framework for independent reflection and monitoring of economic and

poverty reduction policies in the Republic of Moldova and encouraging public debate on issues related to the implementation of the Poverty Reduction and Economic Growth Strategy (SCERS).

The project has contributed to improving the quality of public debate on economic and poverty reduction issues, as defined by the proposed research topics. The aims of the project were linked to the medium-term policy objectives outlined in the SCERS (sustainable and substantial economic growth, poverty, inequality reduction, and human



Sergiu CORNEA

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The Republic of Moldova has entered the fourth decade of independent development. During this period, political forces and actors with different visions and more or less articulated capacity to respond clearly to the development objectives of Moldovan society, have succeeded in the government. The start of the building of a democratic culture was marked by political and, above all, economic uncertainties. In these circumstances, when existential problems overshadowed the various forms of civic activism, a group of young people established IDIS "Viitorul". A gesture that is as optimistic – something that is reflected in its name, as it is courageous – as reflected in its mission. The consistency and responsibility with which it has committed itself to this endeavour make it the most valuable independent think tank. It is clear that the work of IDIS is an important and valued characteristic of a truly democratic society: it informs citizens on issues of public interest. Whether it is social policy, public administration, local and regional development, or security policy, economics, European integration, etc., the reflections and studies undertaken are an expression of a battle of ideas, providing research-based advocacy and evidence-based commentary. All this, together with the promotion of examples of good practice, has had a great impact on the formation and development of the current system of local government, local elected representatives at both levels, civil servants in municipalities, and local public institutions. Monographs, synthesis works, collections of works and materials, summaries, practical guides, recommendations, etc., produced by IDIS collaborators have enriched the book collection of university libraries, being a real theoretical and empirical support in completing and improving academic courses.

resources development). The project cooperated with various relevant actors to achieve these objectives in order to facilitate the implementation of SCERS (NGOs, international donors, and government agencies).

In 2007, in the framework of the project "Strengthening the legal framework and business practices in the Republic of Moldova", IDIS provided expertise, independent assessments, and practical recommendations on the phenomenon conventionally called "unofficial taxation". The aim was to properly regulate business in the Republic of Moldova, increase the accountability of public authorities and eliminate phenomena related to corruption, administrative abuse, and money laundering, involving the authorities and the private sector in an unofficial relationship, where each party acts illegally. The expertise provided by IDIS took the form of field research. The aim was to assess the scale, scale, and "informal" rules of this phenomenon. The growth and popularity of these forms of extortion from the private sector by government officials and agents were noted. The final study made concrete recommendations to reduce administrative voluntarism and reassess the overall regulatory framework. The research has been highly appreciated by the "affected" environment and business associations.

Since 2008, IDIS, in partnership with the International Center for Private Enterprise (CIPE, USA), has launched a series of projects focused on promoting public-private dialogue through the **Moldovan National Business Agenda (NBA)**. As part of an initiative to promote dialogue between business and government, priorities and mechanisms for private sector development in the Republic of Moldova have been developed and proposed in the framework of the National Business Agenda. The latter is reflected both in the government programs of the relevant ministries and in the National Development Strategy "**Moldova 2020**".

ANB projects have provided considerable opportunities and benefits for business associations and the new democratic government of the Republic of Moldova through dialogue and confidence-building debates. By gaining public recognition, the Agenda promoted by business associations was perceived as a suitable platform for economic agents and state authorities to meet and discuss in a transparent and simple way real issues on the political agenda. The business associations joined the ANB in order to instill pragmatism and democratic accountability in the new political authorities that took power after the repeated elections in 2009.

This has been reinforced and strengthened through rehearsal and institutionalization, i.e. annual updates to the



ANB strategic plan, support for new leaders representing their constituencies, and national business elites. The new phase of the ANB coincides with profound and long-awaited political changes, which brought to the Republic of Moldova not just a banal follow-up on private sector initiatives, but immediate policy tools, advanced advocacy techniques and institutional training for the most representative business associations. Broad policy debates, defined in this way by ANB partners, are based on trust in democratic participation and dialogue. The involvement and active participation of the business community through the ANB is timely for the inclusion of major private sector concerns in the reform process.

Since **2010**, IDIS Viitorul has organized every year the Moldovan-German Forum dedicated to the financing of Small and Medium-Sized Enterprises (SMEs), within the framework of the TRANSFORM Programme of the German Federal Ministry of Finance, with the participation of the KfW Development Bank. Two of the editions were organized in Chișinău, and two others - in Comrat, in UTAG Gagauz-Yeri, and in Vadul lui Voda. Thus, the participants had the opportunity to present the difficulties they encountered in carrying out their activities, as well as their proposals for making the financing of the MFI sector more efficient. At the same time, during the Forum, exhibitions were organized for entrepreneurs from the SME sector with advantageous financing offers from

the banking sector and the Organisation for the Development of Small and Medium-sized Enterprises (ODIMM), now the Organisation for the Development of Entrepreneurship (ODA). As a result of the round tables organized during the Forum, on the basis of questionnaires filled in by representatives of MSMEs, the study “*Financing small and medium-sized enterprises in the Republic of Moldova: problems, trends and prospects*” was published in 2012, translated into English and Russian. IDIS Economic Department helped the associations to develop their organizational capacities and advocacy skills through diagnosis and training and helped them to transfer the skills into practice.





The Functional Market Economy Department regularly produces economic analyses and forecasts, identifies and discusses issues of private sector development, tax and customs administration, poverty reduction, and other social policies. Since 2004, the Department has been publishing the Economic Monitor. Since 2008, IDIS, together with more than 30 business associations and chambers of commerce, has published the National Business Agenda. Since 2013, it has been producing Monitoring and Evaluation Reports, which are part of the implementation of NBS priorities. The Department has published a number of other position papers and policy briefs dealing with the shadow economy, economic policies, and private sector investment and development issues, which are disseminated to policymakers and opinion leaders.

The work carried out by the IDIS team in the Economic Department has consistently gained public recognition among its conventional beneficiaries: private organizations, foreign donor organizations, think tanks, banks, the private sector, political parties, and associations. In this context, IDIS has become a member of several professional associations such as EPIN (United Nations Development Programme (UNDP) Economic Policy Institutes Network) and PASOS (Public Policy Institutes and Associations Network). Subsequently, the Department was refocused on monitoring the implementation of the

SRS (Poverty Reduction Strategy) (2004 - 2007), the National Development Plan (2008-2010), and later the Moldova 2020 National Development Strategy (from 2012 to present), and to cooperate with CIPE (Center for International Private Enterprise), SIDA (Swedish International Development Cooperation Agency) and UNDP.

Analytical products and consultancy and training services of the Economic Department include among others:

- Public policy analysis papers;
- Expertise and impact assessments of legislative and administrative acts, projects, and programs;
- Proposals for legislative and institutional changes and draft legislation;
- Long and short-term forecasts and trend analysis for the Moldovan economy and its components;
- Analytical support for decision-making processes;
- Basic and in-depth workshops on public policy fundamentals and analysis;
- Expert comments, presentations, briefings, and consultations on social, political, and economic issues.

To put its priorities into practice, the Department has developed and implemented two core analytical tools: Economic Monitor (EM) and National Business Agenda (ANB). **Economic Monitor** - an analytical product, published by IDIS since 2004, with the aim of analyzing the macroeconomic situation and economic policies in the Republic of Moldova. It places particular emphasis on research and development forecasts of the most important sectors and recommendations on economic policy measures.

Since 2007, IDIS has been leading the initiative to promote public-private dialogue based on the **ANB**. This is where representatives of the expert community, in collaboration with leading business associations, formulate priorities for private sector development in Moldova.

The Economic Department of IDIS continued the elaboration and public presentation of its analytical products: the Economic Monitor, Economic Statistics, as well as public policy studies on topics of real interest for public opinion and decision-makers, such as the gas industry, the energy market, the general business regulatory framework, official and unofficial taxes, etc. The Department organized and supported weekly economic debates, inviting relevant actors to discuss agricultural policies, the social insurance system, Transnistria's debts, etc.

The analytical materials of the Economic Department are distributed to state organizations, commercial organizations in the Republic of Moldova, and media and news agencies, and are placed on the Internet (www.viitorul.org and www.business.viitorul.org).

The Department's staff have extensive experience in analytical studies of economic policies in the real sector and economic growth and serve on the advisory boards of ministries and parliamentary committees.



Maria COJOCARU

PhD in economics,
Associate Professor at the State
University of Moldova

I am proud and honoured to collaborate with IDIS "Viitorul" team. In these 30 years of activity, IDIS has created its own identity as promoters of transparency, community activism, intolerance to corruption, becoming a platform for constructive opinion makers. A true "fifth power". I express my appreciation for the enthusiasm and professionalism of the team, including disciples, whom I met as good students at MSU. On this occasion, I wish you that all the wonderful activities you have carried out to strengthen our society will continue beautifully, offering great prospects for the European and prosperous future of the Republic of Moldova.





B₃

NATIONAL BUSINESS AGENDA (ANB) - A PLATFORM FOR DIALOGUE BETWEEN BUSINESS AND PUBLIC AUTHORITIES

IDIS “Viitorul” has advocated, and has promoted in all its years of existence, the principles of market economy, free competition, and social consensus, essential factors in increasing the competitiveness of local companies, which contribute essentially to the consolidation of democracy in the Republic of Moldova and are the pillars on which the welfare and social bond in society is built.

In order to achieve this goal for more than 15 years, dialogue between business and public authorities at all levels has been created and promoted. A strong business voice can only be strong when that voice is representative and consolidated. To this end, with the effort of more than 40 business associations in the Republic of Moldova, representing more than 90% of the national economy, a national platform for dialogue - the National Business Agenda (ANB) - was created.

Through ANB, the business environment in the Republic of Moldova promotes and defends its interests through a civilized dialogue with the state authorities. At the same time, ANB is a reliable partner of the state in its fight against corruption and the elimination of unnecessary barriers in the business sector. The creation of a favorable economic climate and the development of a competitive environment are the priorities of both the business environment and the state authorities.

Through its philosophy, IDIS promotes the idea that business is the basic partner of the state in the economic development of the country and in solving social problems in society. Cooperation, mutual trust, and respect for each other's interests are fundamental elements in consolidating democracy in Moldova and creating a state based on European principles and values for the benefit of all its citizens.





Participatory budgeting (PB) is a practice of participatory democracy in which citizens are involved in decisions about how public money is allocated. PB is a mechanism to involve citizens in local decision-making and to develop a constructive dialogue between local government and citizens. The project was implemented in 2019-2020, by IDIS “Viitorul”, in partnership with the Czech organization Agora Central Europe, Ialoveni City Hall and Budești Village Hall, with the financial support of the Ministry of Foreign Affairs of the Czech Republic. The project aimed to improve transparency and cooperation between the public sector and citizens in budgetary procedures by strengthening good governance at the local level. Preschoolers at the “Viorel and Viorica” kindergarten in the village of Budești now have new slides, and the residents of Ialoveni have a multi-purpose sports field of 800 m², after the citizens of these localities decided, with the help of the civic budget, how to invest 10 thousand euros in local development. These are just some of the results of the project “Participatory Budgeting - an effective tool for citizen participation in Moldova”, presented by IDIS on 9 July at the final conference of the project. Within the project, citizens of Budești and Ialoveni submitted draft proposals in the summer of 2019 on the areas of local competence and voted for the winning project by SMS and direct voting. In total, 27 projects were submitted from

both communities. The ideas covered several areas, including social infrastructure, urban mobility, spatial planning, culture, playgrounds and sports grounds, education, and smart city. The Participatory Budgeting Methodology for Local Authorities in Moldova was also developed and subsequently transferred to other localities in the country. One of the long-term objectives of the project is to increase the number of municipalities, at least 10, that will use the participatory budgeting tool.

By implementing the project, IDIS “Viitorul” team managed to increase the competencies of Ialoveni City Hall and Budești Village Hall in promoting the concept of participatory budgeting. Thus, during the project they benefited from several workshops where they were trained on how to coordinate participatory budgeting in their communities.

Currently, in the period 2023-2024, IDIS “Viitorul” is implementing the project **“More transparent and inclusive budgeting in Moldova: involving active citizens and young people from three municipalities in budgeting training and transfer of experience to other Moldovan municipalities”**, which is financially supported by the Ministry of Foreign Affairs of the Czech Republic and implemented by Agora Central Europe, IDIS “Viitorul”, Budești Village Hall, Ialoveni City Hall, Strasenii City Hall.



One of IDIS' priorities is to promote energy efficiency at the local level. In this regard, **the energy efficiency project “Public lighting efficiency in the city of Călărași - Licurici in the heart of Codrii”** was promoted and implemented, which aimed to make the public lighting system in the city of Călărași more efficient and to strengthen the capacities of local public authorities to increase energy efficiency, implementing a sustainable energy management system, and to significantly increase the level of safety and comfort for citizens and visitors. In the long term, the project has provided real savings of 6500 euro/year and contributed to the reduction of CO₂ emissions. **Nearly 17 thousand inhabitants of Călărași benefit from a modern street lighting system, directed online.** The length of the street lighting network is 25 kilometers, saving energy and reducing maintenance and operating costs. Călărași has also become brighter after the city's Museum of History and Ethnography building was architecturally illuminated and 20 pedestrian crossings were illuminated according to European energy standards.

The project implemented in 2018 - 2021 by the City Hall of Călărași, in partnership with IDIS “Viitorul”, was funded by the European Union through the EU program “Covenant of Mayors. Demonstration Projects” and co-financed by the City Hall of Călărași and the Agency for Energy Efficiency. The total cost of the project was 680750 Euro, of which 544600 Euro was the grant provided by the EU and 136150 euro was the national and local contribution through the Călărași City Hall and the Energy Efficiency Agency. Thus, 39 streets in the city of Călărași had their street lighting systems renewed. 940 state-of-the-art LED lighting fixtures have been installed in the city, operating based on an online monitoring, control, and direction system, and the power supply cables are installed underground. The town of Călărași joined the Covenant of Mayors on Climate and Energy in 2012. The technologies to modernize the lighting system in the city of Călărași are integrated into a single system and are intended to add value to the whole project, but also to amplify the benefits and advantages of a modern public lighting system.



B6 ECONOMIC ANALYSIS



Ion MANOLE

Executive Director of Promo-LEX
Public Association

The video broadcast project “Economic analysis with Veaceslav Ioniță” is produced by Veaceslav Ioniță, an economic policy expert at IDIS “Viitorul”, in partnership with the online portal “Privesc.Eu”, which produces dozens of daily live broadcasts of the most important events in Moldova. The concept of the broadcasting project is to broadcast every Friday at 11.30 a.m. from the IDIS “Viitorul” media studio a show on various topical economic issues for the Republic of Moldova. The show lasts no more than 30 minutes, during which time Veaceslav Ioniță, the author of all the shows, presents, each time objectively, the results of an economic analysis on a current issue of interest to society. The research of the IDIS “Viitorul” economic policy expert is included in ppt documents and is presented live while presenting the results of the analysis.

The aim of this project of video broadcasts on economic issues is to analyze the latest economic phenomena in the Republic of Moldova, with an impact on other strategic areas in the country, such as social, political, affecting or influencing each of the inhabitants of the Republic of Moldova. At the same time, it aims to familiarize and educate citizens in the spirit of economic thinking and reaction to what is happening in society. Veaceslav Ioniță aims, through the production of this series of broadcasts, to provide quality educational services in the economic field for citizens, economic agents, authorities, etc.

The expert, in the broadcasts, offers personal judgments on the decisions of decision-makers, which contain economic elements. At the same time, he makes recommendations to central and local authorities to change the situation, where necessary, to overcome certain obstacles.

The start of the video broadcast project was given on April 23, 2021, and the first topic presented by Veaceslav Ioniță was the prospects of the real estate market for 2021. During the more than two years of the weekly show’s production, more than 110 economic analysis shows have been produced, where the latest topical economic issues have been discussed. On the basis of each show, the IDIS “Viitorul” communication team produces press releases, which are posted on the IDIS “Viitorul” website (viitorul.org) and sent to media outlets for information and news/reports.

IDIS “Viitorul” is a valuable landmark for civil society in the Republic of Moldova, thanks to its contribution to the development and promotion of democratic processes. First of all, I would like to point out that IDIS throughout its history has become a source of ideas and social movements, which have marked or influenced several vital areas. We are talking here about security, economics, international relations and public administration. Apparently IDIS’ mission and objectives have been inserted into public policies promoted over the years by absolutely all governments. The IDIS team has played and continues to play an important role in the development of our society, becoming inseparable from everything that means resources and the development process of the Republic of Moldova. The role assumed by IDIS as a civil society organization remains, as in previous years, very current, necessary, and important for our society which is in a permanent and long transition. Happy Birthday, IDIS “Viitorul”.



c | Competitive Society Department

The social consequences of the reforms carried out in the Republic of Moldova since independence have been the focus of IDIS “Viitorul” experts within the Competitive Society Department. This orientation within IDIS emerged as a reaction to the Republic of Moldova’s confrontation with some social threats, as serious shortcomings in civic spirit and public education were evident. This department, which was originally called Democratization, was later renamed Competitive Society given the increasingly serious social problems.

Initially focused on supporting civic education initiatives, the department now develops public policy studies in the social field, monitors and evaluates the social policy activities of various public institutions (in particular the Ministry of Labour and Social Protection, the Ministry of Health, the Ministry of Education, etc.), and carries out various advocacy campaigns in the social field.

The department specializes in the implementation of projects related to social policy evaluation, civic education, democratization, foreign policy, European integration, crisis management and prevention (early warning), and gender equality. The department’s experts carry out research in the thematic areas for which they are responsible and promote sectoral reforms, organize training courses, and run public campaigns to stimulate civic participation.





C1 SOCIAL POLICIES

The social policies promoted by the relevant ministries have been carefully analyzed by IDIS “Viitorul” experts with professional opinions, monitoring reports, and studies. A faithful product of this tradition is the publication of the Social Monitor, an analytical product that appears four times a year, each issue dealing with social issues of maximum sensitivity: the demographic situation of the country and potential threats; the situation of children born outside the family; gender equality in obtaining a job; the situation in pre-university and university education; the situation of people with disabilities in the Republic of Moldova, etc. Alongside the Social Monitor, the department also has another rapid analysis tool - the policy brief - which provides an immediate analysis of the impact of certain social policies or government decisions.

Within the department, public policy studies have been developed, which evaluated the social protection system: the Study on the Social Protection System and Social Inclusion in the Republic of Moldova (2010), the Higher Education System in the Republic of Moldova in the context of the Bologna Process: 2005-2011 (2012), Migration Trends and Policies in the Black Sea Region: the cases of the Republic of Moldova, Romania and Ukraine (2008), etc. Within the department, a special role is played by the researches assessing the public opinion dimension, which are carried out at least annually. Relevant in this respect are the National Survey for the Evaluation of Public Perception of Educational Inclusion of Children with Disabilities (2012), the National Survey European Union - the Great Challenge of the Republic of Moldova (2011), the National Survey State of Mind and Forecast Trends for the Republic of Moldova (2009), the Report on the Study for the Evaluation of Public Perception of the European Integration Process and Implementation of the EUMAP (2008), etc.

A particular aspect of the areas of concern was the ways in which children’s rights are protected. Thus, various monitoring and research activities have been organized, mentoring activities with teachers, and coaching for local actors have been carried out.

Reference projects:

- Community-based monitoring of the impact of the global economic and financial crisis on human development and the Millennium Development Goals in the Republic of Moldova (UNDP/UNIFEM/UNICEF, 2009-2010);
- Social Newsletter (Friedrich-Ebert-Stiftung, 2010-2012);
- Promotion of inclusive education at the local level through changing attitudes towards children with disabilities (UNICEF, 2012 - 2013).





Dominika STOJANOSKA

Country Representative
UN Women Moldova

On the 30th anniversary of the Institute for Development and Social Initiatives (IDIS) “Viitorul”, we celebrate our joint efforts to promote active civic participation, democratic principles and gender equality through the involvement of different actors. Over the years, UN Women has established an effective partnership with the IDIS “Viitorul” team by empowering civil society, youth centers, and youth-led NGOs to prevent and combat sexual harassment through the application of innovative tools such as Virtual Reality. We have learned from each other how to work more effectively and qualitatively with young people, therefore we greatly appreciate the professionalism of the IDIS “Viitorul” team in the context of this cooperation.

Within the Department, the Political Training School for Young Leaders was launched in 2006. The School is a platform for training young political leaders by a team of national and international experts through interactive and practical methods. The first edition of the School was launched in 2006 with 25 participants. Currently, the School is in its fourth edition and has so far trained over 100 young people. Among the graduates of the IDIS leadership courses are: former director of the Agency for Inspection and Restoration of Monuments Ion Ștefaniță, IDIS expert Leonid Litra, cultural policy expert Ghenadie Șontu, Head of the Youth Department of the Ministry of Youth and Sport Ion Donea. Another success story is Andrei Hâncu, who became President of the Centre for International Communication and Human Rights. Some of the School's finalists have gone on to make a name for themselves in the youth organizations of political parties. From 2011-2014, the training program was run with the financial support of the German Hanns-Siedel-Stiftung.





C3 CIVIC EDUCATION. YOUTH INVOLVEMENT

For every democratic society, the dimension of civic education is very important, creating the conditions for the formation of informed, active citizens interested in the act of government. Thus, the IDIS “Viitorul” team has developed several projects aimed at promoting civic culture and stimulating civic responsibility among citizens at both national and local levels. In each round of general elections, IDIS has actively participated by organizing local seminars, public debates with the citizens of the country to educate and stimulate the civic spirit and participate in the elections as an active citizen. Through printed posters, calendars, and stickers disseminated in localities, *bus campaigns*, TV and radio spots broadcast on public radio and TV, as well as private ones, and open-air concerts, we promoted the freedom of the citizen to participate informed at the polling stations. Civic education events were organized for young people: local seminars, debates, and interactive competitions, aimed at stimulating the interest of the younger generation in the country’s decision-making process, the functioning of public institutions, and how they can interact with them.

The situation of young people and their future in the Republic of Moldova has been a concern of the IDIS team over the years, due to the importance and urgency of this problem for our society. Due to the inability of the Republic of Moldova to overcome the so-called transition period in the evolution of society, more and more young people choose to leave the country to avoid the consequences of regression and stagnation. Currently, the population aged 14-34 is 670.9 thousand, or 25.8% of the total population of the country. This age group has seen a significant decline over the last four years. From 2018 to 2022, the number of 14-19 year-olds decreased by 5.2 thousand individuals; 20-24 year-olds decreased by 45.5 thousand; 25-29 year-olds - by 43.3 thousand; and 30-34 year-olds - by 20 thousand. At the same time, the population over

Reference projects:

- Campaigning for Open Democratic Process (Eurasia Foundation 2004-2005);
- Stimulating civic responsibility in the campaign for the 2009 parliamentary elections (European Commission Delegation, 2009);
- Building democratic bridges between local actors youth and citizens (Ministry of Foreign Affairs of the Czech Republic, 2011).





Mariana RAȚĂ

TV8 journalist

I remember very well the day I met the IDIS “Viitorul” team. It was 2005. I - a journalist at the beginning of my career, IDIS - a reputed non-governmental organization. IDIS experts' analyses were an important point of reference for the press, the opposition and everything that meant critical civil society during Voronin's government. At that time, at the first IDIS conference on economic developments in the Republic of Moldova, I understood almost nothing, but I had the courage to approach Igor Munteanu afterward and ask him to explain. He sat with me for more than an hour and patiently explained what I stubbornly did not understand. Many years later, IDIS experts were my trusted “people”, helping me to understand the phenomena in society, the decisions taken by the authorities, the engineering behind the most important financial frauds. They have been my mentors on several subjects on which I have carried out journalistic investigations. Political, economic, and other turmoil has severely shaken civil society organizations in Moldova. Over time, only the best and strongest have survived. I am glad that today IDIS “Viitorul” remains a strong and respected voice in society. Authority is what many want, but only the best gain it. I wish you to keep it and continue to grow! Happy birthday, dear IDIS “Viitorul” team.

60 years of age in Moldova reached 22.7% in 2022. These developments, taken together, raise serious questions about the country's ability to ensure the functioning of the social security system in the future even in accordance with those national standards that are currently the weakest in Europe.

To help improve the situation described above, IDIS has implemented projects targeting youth issues. Thus, in 2019, the project “Strengthening the capacities of non-governmental youth organizations in the North, Centre and South regions” was implemented within the framework of the Ministry of Education's Grant Programme for Youth Organizations. The project aimed at strengthening and developing the skills and working skills of youth organizations in the targeted regions in line with Priority IV - Strengthening the Youth Sector, of the National Youth Sector Development Strategy 2020 of the Government of the Republic of Moldova.

During 2020, within the same framework, the project “Promoting Youth Participation in Electoral Processes in the Republic of Moldova” was implemented with the aim to contribute, in line with “Priority I: Youth Participation, of the National Youth Sector Development Strategy 2020 of the Government of the Republic of Moldova”, to the objective of increasing the participation rate of young people in voting and achieving a satisfactory level of understanding among students and leaders of youth organizations, participating in the project activities, of the importance of their participation in electoral processes without which it becomes problematic to ensure the functioning of democracy and the rule of law. Nearly 1172 young people participated in the training sessions of the project and 790 completed the questionnaire assessing the perception of young people on the impact of the project activities.





C4 FINANCING OF POLITICAL PARTIES

Since 2008 a priority area for IDIS “Viitorul” has been the funding of political parties in the Republic of Moldova. This line of activity has started to be exploited with the support of ODIHR, represented by the director Marcin Walecki and OSCE, through the involvement of Rita Tamm. The idea launched by civil society and international partners was to amend the electoral system and the Law on Political Parties to move to public financing of parties and to regulate the size of donations and contributions, as well as to clearly establish the type of sanctions applied to parties.



IDIS “Viitorul” opted for:

- a) the elaboration of a comprehensive study on the problems of political party financing, a book published in 2009, authored by Igor Munteanu - “Political Parties in the Republic of Moldova: laws, practices and reforms”;
- b) monitoring electoral campaigns and estimating electoral fraud by assessing the discrepancies between officially declared and real funding (Sergiu Lipcean, “Evaluation of political party and campaign funding in the Republic of Moldova”, 2009; Leonid Litra, Corneliu Ciurea, Sergiu Lipcean and Cornelia Cozonac - “Political party funding - between transparency and obscurity”, 2010; Corneliu Ciurea, Sergiu Lipcean - “Political party funding in the 2011 local elections - a sample of medieval relations”, 2011);
- c) lobbying and explaining the need for party financing among politicians through two projects carried out in 2011-2012 with OSCE funding in partnership with IFES and the East European Foundation, ending with an international conference held in October 2012 in Chișinău. As a result of these activities, a draft civil society law was developed and subsequently taken up by the CEC and proposed for debate in Parliament. As a result, Moldovan politicians changed their approach to political party funding and agreed to abandon the strategy of the eternal postponement of public funding, while accepting a number of legislative changes.



Since 2008, IDIS Viitorul has been conducting massive monitoring of the entire education system of the Republic of Moldova, collaborating effectively over the past years with the Ministry of Education, the World Bank, and heads of educational institutions. The main issues addressed were the financing of the university and pre-university system, vocational education, the quality of university education, the problem of university supply and labor market demand, and the baccalaureate examination crisis. Among the flagship studies from this period are:

- “Financing pre-university education: the costs of a great illusion” by Igor Munteanu and Veaceslav Ioniță;
- “Pre-school education in the Republic of Moldova from the perspective of inclusion and social equity”, by Natalia Vlădicescu;
- “Vocational education at the crossroads: an analysis of policy decisions in the system of specialized secondary education in the Republic of Moldova”, developed by Sergiu Lipcean;
- “The higher education system of the Republic of Moldova in the context of the Bologna process - 2005 - 2011”;
- “Recognition of prior learning for returned migrants in Moldova: realities and trends”, by Viorica Antonov, Corneliu Ciurea, and Valeriu Frunzaru;
- “The Baccalaureate epic: in search of an impossible solution”, by Sergiu Lipcean.





Nina COSTIUC
mayor of Budești,
Chisinau municipality

C6 TRANSPARENCY OF THE PARLIAMENTARY PROCESS. ADVOCACY

Several studies and advocacy actions were developed within the department, aimed at promoting transparency in the parliamentary process and bringing citizens closer to the country's main institution: A plea for Open Parliaments in the Black Sea Region. The case of Romania, Republic of Moldova, Bulgaria, and Georgia (2008) and the Monitoring Report on Parliamentary Activity. February - July 2011 session, etc. The subject of political party financing has been of particular interest to the department, and various studies and reports have been prepared on the subject.

Reference projects:

- Monitoring and Audit of the Parliament of Moldova (BTD, 2011);
- Transparency, accountability and civic participation in the Black Sea Region a plea for open Parliaments in Romania, Bulgaria, Moldova and Georgia (2008), etc.;
- MPs Rules of Conduct - a step ahead for improving the credibility and legitimacy of the Romanian Parliament, Parliament of the Republic of Moldova and Ukrainian Rada (2015).

Having worked in local public administration for more than 30 years as mayor, IDIS "Viitorul" is one of the most credible and fair-minded institutions, where I have been offered support and received answers on local governance, sustainable community development, civil society building, development of local and international partnerships. Thanks to IDIS I met professional people, and experts, who contributed to the formation of democratic institutions, to the promotion of a more transparent and accountable governance, to providing the necessary support for sustainable local development, to the reform of the local and regional public administration system. IDIS was the institution that implemented the Best Practices Programme from 2005 to date, highlighting successful, time-tested practices that have been taken up by other communities in the country. Over the years, IDIS has highlighted the experience of mayors and communities who find solutions to the most complicated problems and really change things for the better at the local level. I express my gratitude to the IDIS team, which, since its inception, has guided and encouraged us, appreciated the work and resilience of local authorities and mayors in overcoming political, social and economic cataclysms, and helped us distinguish between values and non-values. In the process of Europeanization of the community, we benefited from the opportunity offered by IDIS in the implementation of several projects: "Participatory Budgeting", "Today - young councilors, tomorrow - leaders of change" etc... IDIS "Viitorul" successfully achieves its goal in forming the spirit of effective responsibility among politicians, civil servants and citizens of the country, through which we instill confidence and hope for further fruitful collaboration.





Women entrepreneurs and leaders from the development regions of the Republic of Moldova participated in two sections of the competition with 53 success stories:

1. Female Entrepreneurship;
2. Community Leadership. Ten grand prizes and eight mentions were awarded at the Women's Success Stories Award Ceremony. The participants received trophies and diplomas. All the women's success stories can also be found in the **Women's Success Stories Anthology**.



The Institute for Development and Social Initiatives (IDIS) "Viitorul", in partnership with the Lithuanian Embassy in the Republic of Moldova, implemented in 2019 the initiative to promote women's success stories in the economic and social field at the national level "Regional Development through Equal Involvement". The project aimed to support regional development by encouraging women's social and economic activities and mainstreaming gender equality in local communities of the Republic of Moldova. The project consisted in identifying, promoting, and appreciating women's success stories in the economic and social fields, in order to make visible the achievements of women in all regions of the Republic of Moldova by ensuring equal rights and opportunities for all. The project, which has publicized women's remarkable experiences and achievements, stimulating motivation to produce innovation and change in the community, will give participating women public recognition for their economic and social successes.

In this regard, businesswomen, successful businesswomen, and those who have brought change to the community through their example and leadership involvement were honored for their expertise at a national ceremony.

The project also held open days, posters promoting women's success stories online, and other actions aimed at helping to ensure women's genuine and equal participation in the country's regional development.



More than 700 people participated in activities to promote gender equality and prevent violence against women and girls in the innovative pilot project “A better future for young people in educational institutions, youth centers, and organizations” (implemented in 2021/2022). The target group consisted of pupils/students, young women/young men, aged 18-35, including teachers/professors, facilitators/facilitators, psychologists/psychologists, from 18 educational institutions, youth centers, and organizations from different districts of the Republic of Moldova.

The project carried out at the initiative of UN Women Moldova and implemented by IDIS with financial support from Sweden, aimed to use state-of-the-art virtual reality (VR) technologies. The pilot project consisted of round tables and discussions on the phenomenon of gender-based violence with experts from IDIS “Viitorul”. VR glasses were tested during the activities and the people who were trained in this test experienced an artificial environment simulating reality. The exercise aimed to improve young men and women’s knowledge about the difference between sexual harassment and flirting, about the consequences of harassment and to lead to the creation of healthier attitudes of boys and men towards girls and women. The ultimate goal was to promote gender equality, prevent violence against women and girls and eradicate gender-based violence.





In order to strengthen a democratic society, IDIS “Viitorul” team implemented the project “Development and promotion of a modern media climate in the Republic of Moldova” (2010-2011) aimed at promoting good practices in the media in the Republic of Moldova and stimulating competitive journalism based on certain rules of ethics. The concern for professional coverage of social events by the media has led IDIS to organize each time a public debate on the presentation of a product, inviting stakeholders and journalists to this debate. The latter had the opportunity to collect material for newsletters, press articles, or journalistic investigations.

In 2020, through the Development Cooperation and Democracy Promotion Program of the Ministry of Foreign Affairs of the Republic of Lithuania, IDIS implemented the project “Regional media against local corruption” aimed at promoting public intolerance of corruption and supporting anti-corruption efforts in the Republic of Moldova through the active involvement of the media and regional CSOs. Thus, thematic trainings were conducted and study visits were organized for independent regional media and CSOs to engage in anti-corruption activities.

The project “Involvement of local journalists to be better informed and qualified in important areas of Moldova’s European future”, financially supported by the Embassy of Finland in Bucharest, was implemented by IDIS in 2015-2016 and aimed to promote free, critical, and qualitative journalism. In this regard, capacity-building activities were carried out for journalists from regional TV,

and print media for a better understanding of new challenges and opportunities facing Moldova.

The project “Supporting Critical Thinking and Resisting Disinformation in the Republic of Moldova” implemented by IDIS from January 2023 to October 2024 is financially supported by the Embassy of Finland in Bucharest. The objective of the project is to enhance the capacities of media institutions, civil society organizations, and the Broadcasting Council of the Republic of Moldova in terms of critical thinking, media literacy, analysis, resistance to misinformation, and impartial coverage of public interest information. Within the framework of the project, a mapping of media institutions and civil society organizations active in the media space was carried out; a meeting with members of the Audiovisual Council of the Republic of Moldova was organized to outline the main objective of the project. A study will be developed on how the most influential media institutions in the Republic of Moldova cover internal and external issues affecting society from the perspective of misinformation, the presentation of fake news, and the implications of these actions for the country. At the same time, 35 representatives of media institutions, students of journalism faculties, and civil society organizations were selected for a comprehensive training program of 20 sessions. The project also aims to develop 12 infographics based on relevant information contained in the results and findings of studies, analyses, case studies, etc. A “red flag tool” will be developed in the form of a guide for journalists and media users, focusing on how to identify false information.



IDIS “Viitorul” is one of the partners of the project “Strengthening Knowledge Management for Development Effectiveness in the Near East, North Africa, Central Asia and Europe (SKiM)” (2018- 2023), implemented by the International Center for Agricultural Research in the Dry Areas (ICARDA) and funded by the International Fund for Agricultural Development (IFAD). The project collaborated with various international partners

such as CIHEAM-Bari, PROCASUR, Virginia Tech, (NARS), governments and agricultural extension services in the Republic of Moldova, Morocco, and Sudan. From the Republic of Moldova participated IDIS “Viitorul”, the IFAD Consolidated Unit for the Implementation of IFAD Programmes (UCIP IFAD), the State Agrarian University of Moldova (UASM), and the Field Crops Research Institute “Selectia” from Bălți.

In the framework of the project, IDIS participated in the organization of:

- “The Learning Route” for a group of 18 university professors from Morocco and Sudan to learn best practices related to agriculture, women’s empowerment in business, youth, and knowledge management in the Republic of Moldova. Learning Routes were introduced as a key method of knowledge management and learning and are a means of knowledge exchange between different participants and different countries. IDIS used the Procasur Corporation Learning Pathway Methodology (PROCASUR) which has been recognized, replicated, expanded, and institutionalized over the years (2021);
- Together with CIHEAM-Bari (Institution from Italy) carried out a training “Knowledge Transfer and Innovation through Technology Transfer Offices (TTO): Approaching Entrepreneurial Support through Business Lab Design” and several study visits to relevant institutions in Chişinău for teachers from Morocco and Sudan (2022);
- A round table on options and ideas for smart agriculture in Moldova. Two studies were presented at the event, organized by IDIS: “Agro-industrial complex: benchmarks for investment and export growth” and “The use of drones in the development of smart agriculture” (2022);
- A policy recommendation on the use of drones in agriculture was made by IDIS associate expert Dorin Afanas (2022);
- Develop the guide on Knowledge Management (KM), a process of managing knowledge and solutions to the problems of contemporary societies. It is aimed at research and innovation institutions and universities engaged in the production of knowledge and solutions. The aim of the document is to help the research and innovation environment to implement the KM programs (2021).



Tatiana BADAN

Mayor of Selemet village, Cimislia district, President of the Congress of Local Authorities of Moldova (CALM)

For 30 years, IDIS has been a pillar and a reliable support for local public administration in the Republic of Moldova. It was and is the cradle and supporter of local self-government. As a mayor, participating in various activities organized by IDIS, I have benefited from the training, information, and education activities, which have helped me in my professional growth and until now helped me in my work as a mayor. Here I have always found the necessary support and assistance to solve the problems of the community I have been leading for 20 years. Perhaps it is thanks to the contribution of IDIS that I am one of those mayors who have succeeded in developing the communities they lead, and thus have managed to convince citizens to extend their credit of trust in the subsequent elections. Thanks to IDIS I have met experts and good people who have largely shaped my life and who have given me confidence in my own strengths, allowing me to overcome the many problems and hardships that every active mayor who cares about his locality goes through. The IDIS team, with which I have cooperated until now, actively contributes to the decentralization process, strengthening local autonomy and increasing the capacities of LPA representatives. As President of CALM, I would like to mention their major contribution in defending the values and standards of local autonomy and to the training and delegation of such specialists and fighters in the field of LPAs. The idea of creating CALM was born within IDIS. As a result of this advocacy, CALM has become what it is today: a strong, independent, politically unaffiliated organization recognized by everyone as a principled and combative voice of all local authorities in the Republic of Moldova. With IDIS at its side, with the support and the notorious team of professionals, CALM is more confident and confident in the future of local public administration in the Republic of Moldova.

C11 **STRENGTHENING THE CAPACITIES OF NON-STATE ACTORS TO PROMOTE REFORM AND INCREASE PUBLIC ACCOUNTABILITY**

IDIS “Viitorul” together with KAS (Germany), Transtec, S.A. Belgium, Assembly of Pro-Democratic NGOs (Lithuania), European Integration (Armenia), Azerbaijani Youth Euro-Atlantic Organisation (AYEAO), ACT (Belarus), implemented in 2013 - 2016 the project “Strengthening the capacities of non-state actors to promote reform and increase public accountability” with the financial support of the EC. The overall objective of the program “Eastern Neighbourhood Civil Society Facility”, of which this project was a part, was to strengthen and promote the role of civil society in reforms and democratic changes taking place in the Eastern Neighbourhood countries. This project strengthened the capacities of civil society organizations and facilitated their involvement in the political dialogue, thus increasing their contribution to the political and institutional framework of the partner countries. Civil society organizations (up to 2000 across the region) and representatives of public administration working with civil society actors have been intensively involved in this project.





IDIS “Viitorul” in the Republic of Moldova was one of the members of the consortium formed by Freie Universitaet Berlin (FUB) Germany; Universiteit Leiden (LU) Netherlands; Fondation Maison Des Sciences De L’Homme (FMSH) - France; Vilniaus Universitetas (VU) Lithuania; Ukrainian Institute For Public Policy (UIPP) Ukraine; Universitaet St. Gallen (SG) Switzerland; Osrodek Studiow WschodnichIm. Marka Karpia (OSW) Poland; Europos Socialiniai: TeisiniaiIr Ekonominiai Projektai (ESTEP) Lithuania; The School of Young Managers In Public Administration (SYMPA) Belarus; The

University of Birmingham (UoB) United Kingdom. The Consortium implemented the project “EU-STRAT - The EU and Eastern Partnership countries: An Inside-out Analysis and Strategic Assessment” (2016-2019) with the financial support of the EC. EU-STRAT is an international research project that studied the relationship between the European Union and the Eastern European Neighbourhood countries. The main ambition of EU-STRAT was to provide an inside-out analysis and strategic assessment of the links between the EU and the Eastern Partnership countries.

In the framework of the project IDIS was involved in the elaboration/contribution to the following analyses/studies:

- Political Economy of Law Harmonization in EaP Countries: Informal Adjustment of Association? [EU-STRAT-Working-Paper-No.-18_1.pdf \(viitorul.org\)](#);
- Report on complementary and alternative modes of engagement with the Eastern Partnership countries [EU-STRAT-Report-No.-5.pdf \(viitorul.org\)](#);
- Report on complementary and alternative modes of engagement with the Eastern Partnership countries [EU-STRAT-Report-No.-5_1.pdf \(viitorul.org\)](#);
- Report on the findings of survey experiments assessing the effectiveness of the EU’s communications [EU-STRAT-Report-No.-4.pdf \(viitorul.org\)](#);
- How Bilateral, Regional and International Regimes Shape the Extent, Significance and Nature of Interdependencies [EU-STRAT-Working-Paper-No.8_1.pdf \(viitorul.org\)](#);
- The Elements of Russia’s Soft Power: Channels, Tools, and Actors Promoting Russian Influence in the Eastern Partnership Countries [Working-paper-no.4-D5.3-Final_v3.pdf](#)



Ion JIGĂU
Executive Director
"CBS-Research"

IDIS "Viitorul" is one of the main beneficiaries of the research (opinion polls, focus groups or in-depth interviews) conducted by us - Centre for Social and Marketing Studies "CBS-Research". IDIS "Viitorul" experts use the results of our research to provide Moldovan society with solutions in the most important areas - economy, social policies, and local and regional development. Through IDIS "Viitorul" publications our collaborators have become known to public opinion - I refer to those who have grown up in the last 25 years of relations with our center - Vasile Cantarji, Natalia Vlădicescu, Veaceslav Bătrînescu. 30 years is the age of maturity - and I can only say happy birthday - full of beautiful achievements for the prosperity of the Republic of Moldova!

STAREA DEMOCRAȚIEI LOCALE ÎN REPUBLICA MOLDOVA

Igor Munteanu
Liubomir Chiriac
Veaceslav Berbeca
Maria Vremis
Ana Znaceni



2017
Raport de evaluare



IDIS "Viitorul" implements in consortium the [international research project REDEMOS - Reconfiguring EU Support for Democracy. Towards strong demos in the EU's Eastern Neighbourhood](#). This project is funded by the European Union's Horizon Europe research and innovation program and also receives co-funding from the UK Research and Innovation Agency (UKRI) and the Swiss State Secretariat for Research, Innovation, and Education (SERI).

REDEMOS, which runs from January 2023 to December 2025, is led by the Norwegian University of Science and Technology (NTNU) and brings together a total of 11 academic and research institutions - six universities, four independent think tanks (including IDIS) - and one small and medium-sized enterprise from across Europe.



This multi-year research project takes an in-depth look at the full range of political and governance regimes in the EU's Eastern neighborhood, from flawed democratization in some countries to democratic regression and even repressive authoritarianism in others. REDEMOS aims to break new ground and suggest a comprehensive and transformative review of the conceptualization, policy-making, and implementation of democracy in the EU's Eastern Neighbourhood.

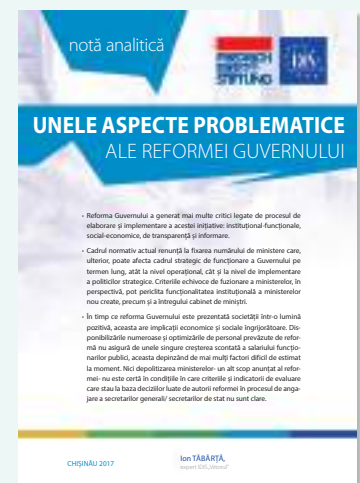
The overall objective of REDEMOS is to develop a set of innovative policy tools to make EU democracy support policies more efficient, effective, and sustainable. The anticipated outputs of the project will range from a holistic dataset summarising past democracy support actions and programmes to a set of working papers, policy documents, blog articles, and visual reports, as well as workshops, conferences, and more. Together with the participatory nature of the REDEMOS project, its results will be geared towards increasing citizens' involvement and participation in shaping future democratic structures in the EU's Eastern Neighbourhood.



Maria COVALCIUC

Project Director at the
Association for Efficient and
Accountable Governance

The effort of the IDIS “Viitorul” team, the dedication with which they contribute to the reforms in the Republic of Moldova in its European path, is to be appreciated! The projects focused on the improvement of public policies in the public procurement sector, where we have managed to collaborate for several years, have been distinguished by the professionalism and responsibility of IDIS colleagues, to whom I wish good luck and great success in the future!





C14

REPORTS AND CRISIS PREVENTION EVENTS ON THE SECURITY DIMENSION

The security dimension is a permanent theme in the studies conducted by IDIS “Viitorul” experts. The general theme reflects a constant concern for ensuring internal political stability, European integration, cooperation with Western partners, the settlement of the Transnistrian conflict in the form of a unitary state, with the granting of a special status of autonomy for the separatist region of Transnistria and maintaining good relations with the Russian Federation. An ongoing project is the Crisis Prevention Reports, funded by the National Endowment of Democracy. Inaugurated as an analysis initiative, mainly focused on domestic politics, this project is aiming to develop into a regional platform for comparative analysis. Topics regularly included in these reports include trade within the DCFTA and the CIS, relations with

Ukraine, Russia, and Romania, and the settlement of the Transnistrian separatist conflict. The project aims to include experts from other countries in Eastern Europe and Western Balkans region in order to integrate Moldova into the dynamics of regional processes.

All these studies and analyses try to identify a place for the Republic of Moldova in the context of transformations in Europe, seeking to resolve the geopolitical dilemma we face - the natural desire to belong to a European space versus the Soviet legacy that keeps us in the grip of the past. Another important IDIS project, carried out jointly with the Institute of World Policy in Ukraine - the 2012 study *How to get rid of post-sovietness?* - aims to achieve the same goals.

Particular attention in the studies carried out by IDIS experts was paid to NATO, CIS, and security arrangements.

Among the most important studies on this theme:

- *“The State’s Controversy with Society in the Context of Euro-Atlantic Options”*, by Igor Munteanu;
- The collection of articles *“The Republic of Moldova in a regional security context. Is Moldova ready for the EU?”*, by Igor Munteanu;
- *“Moldova-CIS - a relationship with benefits or risks”*, by Ghenadie Mocanu;
- Discussion Paper: *“Why do we need NATO? Or why Moldova’s existence as a sovereign state depends on NATO membership”*;
- Study *“Security options of the Republic of Moldova”*;
- Discussion Paper: *“Foreign policy of the Russian Federation as an obstacle to democratic development in the post-Soviet space”*;
- *“The CIS project: anatomy of a failure”*, by Ion Tăbîrță and Veaceslav Berbeca.

INVOLVEMENT OF IDIS “VIITORUL” IN THE

D | European integration process and resolution of the Transnistrian conflict

IDIS “Viitorul” was founded in 1993, the year in which the European Union formulated in Copenhagen the reform agenda for Central and Eastern European countries, while European integration and related reforms became a cross-cutting objective of the institution right from its establishment. Initially, during the years 1993-1994, IDIS conducted a national media campaign on the theme of European integration, promoting within Moldovan society the strategic approach of connecting to the European integration project.



The relevant steps of the European integration process became more consistent with the institutionalization of the political dialogue between the Republic of Moldova and the European Union, through the signing of the Partnership and Cooperation Agreement, and evolved over time in line with the evolution of Moldovan-European relations. Thus, all the projects implemented, all the activities carried out and all the studies carried out at IDIS have had the medium and long-term objective of strengthening democracy and the market economy in the Republic of Moldova along the lines of European democracies. The relevant directions of activity for the euro-integration of the Republic of Moldova were:

- The democratization of the Republic of Moldova and modernization of the public sector;
- Administrative decentralization and reform of the local and regional public administration system in line with the European Charter of Local Self-Government and relevant European practices;
- Strengthening the market economy and connecting the Moldovan business environment to the European one;
- Strengthening civil society and creating a competitive society;
- Promoting European integration in the Republic of Moldova and cultivating European values among public authorities, businesses, and Moldovan society. To this end, a number of projects have been implemented and several promotion, training, and research programs carried out. We list below some projects/activities relevant to this discussion, selected randomly and without providing an exhaustive picture:

- ✓ The organization of a series of national conferences and round tables on European integration, democratic reforms, institutional modernization, and market economy consolidation;
- ✓ Participation of IDIS experts in numerous national and international conferences on European integration;
- ✓ Development and dissemination of dozens of studies on European integration and related reforms needed in the Republic of Moldova;
- ✓ Editing and dissemination of an electronic newsletter on European integration of the Republic of Moldova, with funding from the Westminster Foundation (May 2000 - May 2001);
- ✓ Project “Strengthening Local Self-Government in Moldova in the Context of European integration”, funded by Soros-Moldova (May-December 2006);
- ✓ Project “Public education on the European destiny of the Republic of Moldova”, with the financial support of the Friedrich-Ebert-Stiftung (May-December 2006);
- ✓ Project “Strengthening Local Self-Government as an Option for European Integration”, funded by CIPE (April 2006 - February 2007).

The dynamization of Moldovan-European relations with the signing in 2005 of the European Union - Republic of Moldova Action Plan (EUMAP), within the framework of the European Neighbourhood Policy, also meant a greater contribution of IDIS experts to the European course of the Republic of Moldova. Thus, at the request of the Ministry of Foreign Affairs and European Integration of the Republic of Moldova (MAEIE) to be consulted on various issues related to the implementation of the EUMAP, IDIS experts provided (in March-May 2006) analyses and proposals to the department specialized in monitoring the implementation of the EUMAP. The purpose of the exercise was to assess the progress made by the Republic of Moldova on the basis of departmental reports as well as public and expert perceptions. After six weeks of cooperation and consultation, the IDIS team presented a matrix monitoring tool to the MFAEI, which essentially improved the quality of the Annual Report submitted to the European Union by the Government of the Republic of Moldova.

The launch of the Eastern Partnership in 2009 and the start of Moldovan-European negotiations on the three main platforms - political association, economic integration and connection to the European energy market, and visa liberalization, has meant a new regional and national (geo) political reality in which the civil society of the Republic of Moldova, implicitly IDIS has an absolutely determinant role. Thus, IDIS becomes an active member of the Eastern Partnership Civil Society Forum, a structure launched in 2009 to ensure a more active participation of civil society in the European course of the Eastern Partnership countries. Beyond this regional engagement,

a number of projects are implemented to familiarize decision-makers, businesses, and society with the significance of Moldova's engagement with the European Union and to support the implementation of related reforms. These include:

- The organization, in partnership with the European Institute of Romania, of two training modules for Moldovan civil servants involved in the negotiation of the Association Agreement between the European Union and the Republic of Moldova, with the financial support of Hanns-Seidel- Stiftung (April-June 2010).
- Project "Opening the way to visa-free travel between Eastern Partnership countries and the EU", with PASOS/LGI financial support (October 2010-September 2011).
- Project "National Convention for European Integration", with funding provided by Slovak Aid (November 2010 - Present).
- Development of research projects and elaboration of studies relevant to European integration, including:
 - ✓ *Country report evaluating the European Union funds for the Republic of Moldova until 2009;*
 - ✓ *The impact of the future EU-Moldova Free, Deep and Comprehensive Trade Agreement on the Moldovan agri-food sector;*
 - ✓ *European Integration Index of the Eastern Partnership countries (EaP Index);*
 - ✓ *Moldova on the road to visa liberalization with the EU: an inventory of achievements and failures;*
 - ✓ *Foreign Policy Bulletin of the Republic of Moldova, on the theme of European integration.*





- Implementation of projects financed by the European Union, e.g. the “Energy and Biomass” project - aimed at contributing to the implementation of sectoral reforms undertaken by the Republic of Moldova, as well as to the development of society in line with European standards and norms
- Project “Strengthening critical thinking in accelerating conflict resolution in the Republic of Moldova through active involvement of international actors”, funded by Soros-Moldova (September 2010–February 2011);
- The project “Building trust between both banks of the Dniester River - training of public policy experts” aims to develop and promote a common platform for discussions between experts from different fields on both banks of the Dniester River. The project is funded by NED and HSS (July 2012 - Present);
- Elaboration, together with other colleagues from the associative sector, of a document offering the perspective of the Transnistrian conflict settlement - MEMORANDUM on the settlement of the Transnistrian conflict and the fundamental principles of the state organization of the Republic of Moldova, Chişinău, 2012;
- “Strengthening Civil Society Involvement in the Transnistria Settlement Process” (2015);
- Boosting confidence-building measures between Chişinău and Tiraspol (Embassy of Romania, 2015);

The basic regulatory principles contained in the Memorandum are as follows:

- ✓ The Transnistrian conflict must be resolved exclusively by peaceful political means, through negotiations, which means that any scenarios involving the use of force are excluded;
- ✓ The political settlement of the Transnistrian conflict implies the achievement of the territorial integrity and security of the unitary state of the Republic of Moldova, in which the Transnistrian separatist region (Transnistria) will benefit from a special status adopted by organic law and consolidated in the Basic Law of the state;
- ✓ Transnistria’s special status must be based on respect for the principles of the sovereignty and territorial integrity of the Republic of Moldova within its internationally recognized borders as of 1 January 1990;
- ✓ The final settlement of the Transnistrian conflict and the reintegration of the Republic of Moldova requires the withdrawal of foreign military, arms, and ammunition from the territory of the country in accordance with the Treaty on Conventional Armed Forces in Europe Adapted, the Final Act and the 1999 OSCE Istanbul Summit Declaration;
- ✓ A political solution to the Transnistrian conflict must strengthen Moldova’s strategic option of European integration.

Despite the recent changes in the eastern districts of Moldova, the resolution of the Transnistrian conflict is a long-term process and requires joint efforts of the whole society to ensure the territorial integrity of the state. Thus, IDIS planned activities relevant to the Transnistrian conflict settlement will focus on the following dimensions:

- Continuing to establish contacts with public associations in the Transnistrian breakaway region and implement projects/activities leading to confidence building between Moldovan citizens on both sides of the Dniester;

- Monitor the framework for negotiations on the Transnistrian conflict settlement and provide the necessary expertise to the public authorities and sectoral negotiating groups;
- Support for local public authorities, businesses, and associative sector on both sides of the Dniester River, in the development and implementation of joint projects, leading to confidence building and solving daily problems faced by citizens.

IDIS “Viitorul”, in the course of its work, has accumulated extensive experience and expertise on the Transnistrian issue of the Republic of Moldova. In different periods, IDIS “Viitorul” has implemented several landmark projects on the Transnistrian issue.

In 2017-2018, at the initiative proposed by IDIS “Viitorul”, the Civil Society Platform for Regulatory Policies functioned as a mechanism for credible and regular consultations between civil society and the Government’s Reintegration Policy Office. During the functioning of this platform, IDIS “Viitorul” implemented several projects aimed at assisting the authorities in the Transnistrian settlement process, including international conferences, studies and research on the Transnistrian issue, and the submission to the authorities of a “Vision for the settlement of the Transnistrian conflict”.

Among the best-known projects implemented by IDIS “Viitorul” on the Transnistrian conflict, the following can be listed: “Stimulating confidence-building measures between Chişinău and Tiraspol”, “Strategic support for reintegration efforts in Moldova”, “Engaging regional stakeholders in conflict resolution through thematic exchange of ideas”, Newsletter “Transnistrian Realities”, etc.

IDIS “Viitorul” has played an active and important role among civil society organizations in formulating certain approaches, either to resolve the Transnistrian conflict or to avoid certain dangerous trends in the settlement process that could have affected the state sovereignty of the Republic of Moldova. Among the best-known civil society initiatives in the Republic of Moldova, which directly influenced the Transnistrian settlement,



and in which IDIS “Viitorul” was involved, were the “3D Strategy” and the “Red Lines” of Chişinău in the settlement of the conflict.

The “3D strategy” formulated by civil society in the summer of 2003, when there was a real danger of federalization of the Republic of Moldova, presupposed a three-step approach to conflict resolution - demilitarization, decriminalization, and democratization of the Transnistrian region. The “red lines”, which the authorities have no right to cross in the Transnistrian settlement, were submitted by civil society to the government factor in the summer of 2016 when there were worrying developments for the Republic of Moldova in the negotiation process in the official “5+2” conflict settlement format.

IDIS “Viitorul” has been and remains one of the strong promoters of the European integration process of the Republic of Moldova. With the launch of the Eastern Partnership on 7 May 2009, which aims to strengthen the **political association** and **economic integration** of six partner countries in Eastern Europe and the Southern Caucasus, IDIS has implemented a number of projects to stimulate the European integration process.

In 2010 the “National Convention for European Integration” was launched - implemented by IDIS, the Foreign Policy Association, and the Independent Analytical Centre Expert-Grup, with the financial support of the Ministry of Foreign Affairs of Slovakia, in partnership with the Research Centre of the Slovak Foreign Policy

Association. The initiative aimed at stimulating direct, transparent, and open dialogue between the target groups in discussing the issues of European integration of the Republic of Moldova. The project institutionalized public debate on EU-related issues based on the partnership between governmental, non-governmental, and business organizations in the Republic of Moldova and involved stakeholders in national policy-making on EU-related issues by setting up sectoral communities in the Republic of Moldova based on the model of the National Convention on EU Working Groups.

The project “*Projecting Pro-European Attitudes in the Republic of Moldova*”, implemented with the support of the Hanns Seidel Foundation, consisted in analyzing the perceptions, stereotypes, concerns, fears, and expectations of local and central authorities regarding the EU integration process. It also focused on assessing the needs of the authorities and the capacity of the Republic of Moldova to absorb EU funds.

The project “*Perspective of a European future for the regions of Moldova*”, implemented with the financial support of the Ministry of Foreign Affairs of Slovakia, and in partnership with the Research Centre of the Slovak Foreign Policy Association, aimed to promote an active platform of dialogue and participation for the promotion of democracy and the process of European integration in 8 districts of the Republic of Moldova. It also aimed at stimulating the increased interest of Moldovan citizens in democratic processes and the European integration process.

The initiative “*Involving local journalists to be better informed in important areas of Moldova’s European future*” was implemented with the financial support of the Embassy of Finland in Bucharest. The aim of the project was to involve regional journalists in events with national experts to discuss topical issues related to the EU integration process and current political and economic issues. Informing journalists about the dynamics of the EU integration process and the regional situation is an effective way of improving the quality of information provided to the public and raising the standards of democracy in Moldova.

“*Evaluation of the implementation of the Association Agreement*” was carried out with the financial support of the Embassy of the Netherlands. The aim of the initiative was to carry out a sectoral assessment of the transposition of the directives/regulations set out in the National Action Plan for the Implementation of the Association Agreement. This report is a qualitative and quantitative assessment of the results achieved in the process of implementing the provisions of the Association Agreement on ensuring integrity in the public sector, cooperation in the critical infrastructure sector, the quality of the competitive environment, cooperation in the energy sector (oil, hydrocarbon exploration and prospecting, renewable energy), public procurement, justice reform, taxation, cooperation in the energy sector, water protection and resource management and intellectual property rights. The objective was also to establish whether political factors, lack of human capacity and financial resources were the causes of the failure to meet commitments.





INTERNATIONAL NETWORKS

IDIS “Viitorul” is today associated with several international networks and organizations:

- **PASOS** (Policy Association of the Open Society);
- **TPN** (Transitional Policy Network);
- **NDRI** (Network of Democracy Research Institutes);
- **EPIN** (Economic Policy Institute Network of the UNDP);
- **GPSA** (Global partnership for Social Accountability), World Bank;
- **New Strategy Center**, Bucharest, România;
- **NISPAcee** (The Network of Institutes and Schools of Public Administration in Central and Eastern Europe, Slovakia);
- **ICBSS** (International Centre for Black Sea Studies);
- **Stockholm Network**;
- **Danish Development Research Network**.



IDIS “Viitorul” carries out numerous initiatives in partnership with other organisations, both national and regional. Here is the list of official partners:

- National Association of European Trainers (ANTEM);
- Association for Participatory Democracy ADEPT (Republic of Moldova);
- APEL Electronic Press Association (Republic of Moldova);
- Independent Press Association API (Republic of Moldova);
- Access-InfoCentre (Republic of Moldova);
- CONTACT Centre (Republic of Moldova);
- Cooperation Agency of the Association of Netherlands Municipalities VNG (Netherlands);
- Congress of Local Authorities of Moldova (CALM);
- Applied Economics Group GEA;
- INDIA (Portugal);
- Institute for Peace, Democracy and Development CIPDD (Georgia);
- Institute for Regional and International Studies (Bulgaria);
- Institute for Public Policy (Republic of Moldova);
- Institute for Public Policy (Romania);
- International Centre for Policy Studies (Ukraine);
- Romanian European Institute;
- International Centre for Policy Studies (Ukraine);
- Romanian Academic Society;
- Synergy (Romania);
- Transparency International Moldova.

IDIS “Viitorul” cooperates with various academic and research institutions on various topics:

- University of Bucharest;
- “Dunărea de Jos” University of Galati;
- State University of Moldova (USM);
- Academy of Economic Studies of Moldova (ASEM);
- Alexandru Ioan Cuza University of Iasi;
- Tiraspol State University;
- “Ion Creancă” State Pedagogical University;
- Academy of Sciences of Moldova;
- University of Leipzig (Germany);
- Pedagogical University of Krakow;
- Freie Universitaet Berlin (FUB) Germany;
- Universiteit Leiden (LU) Netherlands;
- Fondation Maison Des Sciences De L’Homme (FMSH) - France;
- Ukrainian Institute For Public Policy (UIPP) Ukraine;
- Vilniaus Universitetas (VU) Lithuania;
- Universitaet St. Gallen (SG) Switzerland;
- Osrodek Studiow WschodnichIm. Marka Karpia (OSW) Poland;
- Europos Socialiniai: TeisiniaiIr Ekonominiai Projektai (ESTEP) Lithuania;
- The School of Young Managers In Public Administration (SYMPA) Belarus;
- The University of Birmingham (UoB) United Kingdom;
- Norwegian University of Science and Technology (NTNU);
- University of Surrey (SURREY);
- Yerevan State University (YSU);
- Kyiv School of Economics (KSE);
- Georgian Foundation for Strategic and International Studies (GFSIS);
- Technische Universität Dresden (TUD) etc.

Every 5 years, IDIS “Viitorul” designs a strategy, which redefines the institutional mission and strategic directions. Accordingly, IDIS’ work with external partners, including donors, is also directed. IDIS’ portfolio of priorities has evolved. Thus, while in 2002 IDIS was concerned with the issue of official language acquisition by civil servants, in 2008, on its initiative, the National Association of European Trainers in Moldova (ANTEM) was created. Also concerned about local public administration, in 2010 the Congress of Local Authorities of Moldova (CALM) was created.

The main funders include:

- European Commission (EC) delegation;
- United Nations Development Programme (UNDP);
- LGI/ Open Society Institute (OSI);
- National Endowment for Democracy (NED);
- Council of Europe (CoE);
- SOROS Foundation;
- Friedrich-Ebert-Stiftung;
- Konrad-Adenauer Foundation;
- Hanns-Seidel-Stiftung (HSS);
- GIZ;
- East Europe Foundation;
- Balkan Trust for Democracy;
- Swiss Cooperation Office in Moldova;
- Slovak Aid;
- World Bank;
- Ministry of Foreign Affairs of the Czech Republic
- UNDP
- UN Women
- International Center for Agricultural Research in the Dry Areas (ICARDA)
- IFAD
- UK Aid with the support of the UK Government
- Embassy of Finland in Bucharest



Team Building activities



Moment of reflection



Together the goals are clearer



In the spring, ideas are refreshed



If you want to innovate you need collaboration



A moment of respite at Costesti



Return to "Sapte frati"



Time spent wisely is not wasted



IDIS "Viitorul" team is recharging its batteries



The impossible can always be divided into possibilities on the banks of the Costesti pond



Conversations with Danube accents



Preparation for large-scale fishing in the Danube



The Danube Delta. IDIS “Viitorul” – team building process



On a special mission



Working in a team is the secret that makes ordinary people achieve extraordinary results



Sometimes effective cooperation with fish is achieved



In the heart of the woods, close to the bison



IDIS "Viitorul" team and the millennial rocks



IDIS "Viitorul" team and the millennial rocks



Energy, effort, passion, talent, tenacity, resilience go together with good mood



A New Year, a New beginning



IDIS "Viitorul" team and the famous carolers from Budești



IDIS "Viitorul" Team Meeting. Nothing is worth more than today

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DESCRIEREA CIP A CAMEREI NAȚIONALE A CĂRȚII DIN REPUBLICA MOLDOVA