



ANNUAL ACTIVITY REPORT

for 2020 and 2021

INSTITUTE FOR DEVELOPMENT AND
SOCIAL INITIATIVES (IDIS) "VIITORUL"

Foreword



www.viitorul.org

Since the outbreak of the global coronavirus pandemic in March 2020, IDIS “Viitorul”, as a responsible institution, has focused primarily on protecting its employees, emphasizing remote work and developing new strategies for cooperation and involvement in the development of events related to the institutional agenda. Under these conditions, an attempt was made to strike a balance between the need to accomplish the institutional priorities and that to protect the members of the IDIS “Viitorul” from the virus itself and from its complex impact on society.

The performance of the long efforts during the 2020-2021 period and their outstanding results reached in the various projects implemented by IDIS „Viitorul”, represent a natural continuation of the previous achievements of our institution aimed at modernizing and Europeanizing the Republic of Moldova.

We like to believe that IDIS “Viitorul” has made a special contribution to the achievement of national priorities by implementing projects focused on economic, social, administrative, and other dimensions, as well as by conducting numerous studies and research materialized in the publications we demonstrate in further details in the Catalog of Publications 2020-2021. It is a well-known fact that no Member State of the European Union has lost any degree of its prosperity and of its standards of civilization since integration. All member-states had more to gain by joining the EU. We are sure that, no matter how difficult it may be at this stage, the Republic of Moldova will also have a lot to gain.

As such, the results obtained by the IDIS „Viitorul” team come to support the process of European integration, modernization and reform of our country and to promote European values and standards.

To achieve the proposed objectives, IDIS „Viitorul” effectively collaborates with a number of funding and donor organizations: *UNDP; COE; AGORA C.E. through the Transition programme of the Ministry of External Affairs of the Czech Republic; EU Slovak Agency for International Development Cooperation; Development Cooperation and Democracy Promotion Programme of the Ministry of Foreign Affairs of the Republic of Lithuania; Ministry of Foreign Affairs of the Estonia; GIZ; Konrad Adenauer Stiftung; International Center for Agricultural Research in the Dry Areas (ICARDA); UN Women; PTF; Soros Foundation; FOND; Abt Britain through the GGF II; Joint Operational Programme Black Sea Basin 2014-2020; etc.*

Another aspect that I intend to highlight is the training, at IDIS „Viitorul”, of high-level expert researchers. This process, in our opinion, is a key factor in building a solid foundation for a democratic, knowledge-based society that wants to become more competitive and prosperous.

We would also like to emphasize the considerable effort of the departments within IDIS „Viitorul” which worked to ensure the implementation of characteristic approaches for the specific areas of concern for our institution: foreign policy, economy, public finance, regional development, public administration, European integration, energy efficiency, energy security, etc.

The concrete, tangible results of the IDIS „Viitorul” team during these years were also expressed through the countless events organized both online and offline, along with an impressive suite of studies, research, and accompanying materials of analysis, synthesis and public policy proposals. Beyond all this, however, are the less tangible, but no less significant, results of extended participation (through extensive online consultations, brainstorming exercises, opinion polls, conferences, workshops, focus groups, etc.) that matter at least as much, and that constituted a most solid exercise of collective imagination that had as its object the Moldovan society.

There is no doubt that the achievements of our team can be improved. Perfection has no limits. We are aware that the details that we still have to work on can form perfection, but perfection itself is not a detail. One fact, however, is undeniable - our the desire to support the European course of our country, the desire to build a democratic country, the desire to modernize and reform Moldova, focused on European values that ensure a decent life for its citizens.

Liubomir CHIRIAC
Executive Director
IDIS „Viitorul”



www.viitorul.org

About institute for development and social initiatives (IDIS) Viitorul

Who we are:



IDIS is an independent think tank, established in 1993 as a research and outreach organization, incorporated by Moldovan laws on non-for-profit and non-governmental organizations. It generates professional research in economics, politics, labor affairs and decentralization.

As a multi-issue think tank, IDIS is one of the oldest civil society organizations in Moldova, based on several professional cluster of expertise, which allows us to better coordinate and allocate existing resources. Thus, IDIS undertakes regular evaluation & monitoring on public sector management and governance, such as procurements, social affairs, economics, competition, trade-related duties related to the Association Agreement and DCFTA.

IDIS is conducting regular professional policy work, in partnership with several organizations and public authorities, Municipality of Chisinau, National Bank of Moldova, various ministries and agencies that request professional consultancy work, with respect to its independence and public policy neutrality. It also conducts a laborious work in informing and engaging with active citizens, lead public debates and conferences, set up TV and Radio talk shows.

IDIS twins nationally and internationally with several partners and actors, based on our democratic principles and European aspiration.

Web: www.viitorul.org

IDIS Vision:



Our vision for Moldova is to build up a genuine democratic and open society, in which citizens can express freely their opinions and achieve their goals. Moldova shall become an European country not only by its geographical proximity and historical ties, but also by its spirit, values and practices.

IDIS mission:



We see our mission to contribute to the growth of independent thinking environment in Moldova and in other emerging democracies; to assist the creation of a modern, viable and open market-economy, to assist the expansion of the civil society in which the citizens act together to express their own interests, to exchange information and to strive for mutual goals and influence government. Our mission is to be a leading public policy institute essentially contributing to the growth of independent thinking environment, competitiveness of the Moldovan society and economy, in a well-governed state, favorable to educated citizenship.

Values and Principals:



We have defined the principles that guarantee our credibility as a leading think tank, committed to democratic rules, and recognized through the values it shares and work for. These values arise from our understanding of our individual roles within the Institute and of the democratic community we seek to encourage, build and represent.

TRANSPARENCY	We base our activities on openness and accountability, which confirm our goals to which we are committed
EFFICIENCY AND EFFECTIVENESS	We undertake activities that are performance-oriented, creating results that impact Positively our goals and beneficiaries. As a flexible, non-politically affiliated and a democratic entity, the Institute exists by virtue of its true commitments to its mandatory charter, its vision and values shared by its founders. Shaping, recognizing and responding to the emerging demands and needs, expectations and emergencies are essential to the mutual obligations that ensure from this relationship
COOPERATION	The primacy of public benefit shapes out our priorities and forms of policy interventions and cooperation
CONTINUITY	As a model of independent, non-partisan and performance-oriented think tank we build upon excellence in our public policy goals and consequence in its aims
EQUITY	Supporting the principles of social justice, equality of opportunity, non-discrimination and cultural diversity, we seek to implement these principles in all activities and relations
INNOVATION	We encourage quality research and continuous introduction of new products and approaches across a broad range of disciplines, channelled by our experts to address the most important economic, social, political and administrative aspects of the societal transformation
QUALITY	our research and consultancy work is rooted in a systematic pursuit of public interest supported by sound traditions of methodological stringency and intense communication with our beneficiaries
PURSUIT OF EXCELLENCE	The achievement of the vision will require that the whole organization remains committed to the highest intellectual and ethical standards in teaching and learning, researching and training, and the conduct of all our professional activities
FAIRNESS, INTEGRITY AND RESPONSIBILITY	The Institute supports the principles of social justice, equality of opportunity and cultural diversity, and seeks to implement these in the conduct of its activities and relations.
EUROPEAN IDENTITY AND SPIRIT	We commit ourselves to support the full-fledged integration of Moldova in EU, as a democratic country, well governed and prosperous, where the rule of law, and pride of citizens for their homeland represent the principal virtue of the citizenry

IDIS Expertise



- Decentralized policies: the status, role and competences of local and sub-national authorities
- Specialized training in public administration, strategic planning, fundraising and project implementation, energy efficiency
- Strategic planning: options and tools of local development
- The institutionalization of public-private partnerships
- Political analysis and electoral behavior
- Organizational management and training on advocacy advanced capabilities
- The impact assessment of government policies and decisions
- Confidence building on both banks of Dniester
- Analysis of state policies in secondary and higher education
- Macroeconomic and microeconomic studies
- Agriculture and land relations
- Energy system and components of domestic and regional markets
- Monetary and fiscal policies
- The study of employment, social relationships
- Analysis of the commercial and banking risks
- Quantitative and qualitative research of public opinion
- Confidence of national and sectorial consumption

Priority areas



- **public sector modernization** (functioning as a resource center, a unit specialized in research and training in the field of public administration (local and central);
- **strengthening the market economy** (carrying out current activities of economic analysis and forecast, economic education and tax policy assessment, monitoring social policies and poverty alleviation);
- **creating a competitive society** (specializing in social policies, civic education, democratization).

IDIS Structure:



- **Functional Market Economy Department** runs regular economic analysis and forecast, taxation and tax awareness of citizens, poverty reduction and other social policies.
- **Public Sector Department** operates as a resource center, training and research division in the areas of legal protection of the local authorities, strategic planning and technical assistance, lobbying and tutorials.
- **Competitive Society Department** is mainly a specialized team in social policy and democratic education.

Institutional affiliation:



IDIS is today associated with several networks and international 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 Staff and Associate Experts

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



Igor MUNTEANU
Founder



Liubomir CHIRIAC
Director IDIS Viitorul



Carolina UNGUREANU
Deputy director for international cooperation, Grants manager



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
Expert in financial policy



Leonid LITRA
Associate expert in politics



Aliona LAZAREV
Financial Officer



Ion TORNEA
Economist



Diana ENACHI
Economist



Ion TĂBĂRȚĂ
Expert in politics



Ana-Maria VEVERIȚA
Program coordinator



Mariana IAȚCO
Expert in social policies



Valeriu SAINSUS
Expert on population and demography issues



Dorin VACULOVSCHI
Expert on labor market and social policies



Vadim ȚURCAN
Associated expert in public procurement



Maria PROCOPCIUC
PR Officer



Pîrvan VIOREL
Legal expert



Anatol MOLDOVAN
Expert in public administration



Mihai ȚURCANU
Youth policies



Vlad CATLABUGA
Expert in Local Development



Eduard TUGUI
Public policy expert



Tatiana PARVAN
Office manager/ Logistical assistant

IDIS International Advisory Board



The Administrative Council of the Institute for Development of Social Initiatives (IDIS) welcomes the establishment of the IDIS International Advisory Board which will ensure the strategic advice of the Institute in the areas of international affairs, government reforms, national and regional security, social, economic, defence and educational policies.

On the recommendation of the Administrative Council, the IDIS International Advisory Council includes 7 recognized personalities for their exceptional merits in the mentioned areas:



- Ambassador (Ret.) **Asif CHAUDHRY**, Dr., Vice President for International Programs, Washington State University, Seattle, Washington, USA
- Dr. **Jae-Jin KIM**, Senior Fellow, Korea Institute of Public Finance, Member of the Presidential Commission, Seoul, Republic of Korea
- Dr. **Adam EBERHARDT**, Director of the Centre for Eastern Studies (OSW), Warsaw, Poland
- Dr. **Dorel NASUI**, CEO and President, Founder and owner of the American International Radio Inc., (AIR), The Honorary Council of the Republic of Moldova in Illinois, Chicago, USA
- Dr. Engineer. **Cornel E. CHISU**, Politician, Former Member of the Parliament of Canada, Toronto, Canada
- Dr. **Andris SPRUDS**, Director, Latvian Institute of International Affairs, Riga, Latvia
- **Veaceslav PITUSCAN**, Visiting Scholar, Georgia Institute of Technology, USA. Executive Director, PASS LLC, USA. Former senior Moldovan diplomat.

2020 and 2021 in number

	2020	2021
Publications		
Reports	20	16
Policy recommendations (notes)	11	4
Newsletters	20	19
Infographics	4	8
Organizing Events		
Public presentation of the reports / studies	9	5
Conferences and special events	18	26
Trainings	13	19
Workshops	4	8
Round tables	2	8
Video		
Video (15 minutes of economic realism) & Podcasts and participation at TV	24	25
Views on our webpage www.viitorul.org	103530	97996
Users – the website www.viitorul.org	53613	46635
Facebook @IDISViitorul	5,154 people like the page/ 5,575 people are following the page	
Views (impact) on Facebook @IDISViitorul	82 722 views for 277 posts	787 630 views for 376 posts

Please see all publications and events conducted by IDIS in 2020 and 2021, in the separate publication that you can find on www.viitorul.org

Projects implemented 2020 – 2021

 <p>RAPORT DE MONITORIZARE ALTERNATIVĂ A IMPLEMENTĂRII ACȚIUNILOR DIN PLANUL LOCAL (RAIONAL) ANTICORUPȚIE PENTRU ANII 2018 – 2020 CANTEMIR (PERIOADA DE MONITORIZARE – ANUL 2019)</p> <p>Autori: Viorel Pirvan, Liubomir Chiriac, Ana Zăcuti și Ion Creangă</p>	<p>Project: Monitoring and evaluation of the implementation of the sectoral action plan in the field of public</p> <p>Period of implementation: 2019 -2020</p> <p>Development partners: UNDP</p> <p>Objective: Monitoring and evaluation of the implementation of anti-corruption measures in the districts of Leova, Cantemir, Cahul</p>
	<p>Project: Participatory budgets: effective tools for citizen participation</p> <p>Period of implementation: 2019-2020</p> <p>Development partner: AGORA C.E. through the Transition programme of the Ministry of External Affairs of the Czech Republic</p> <p>Overall objective: improve transparency and cooperation between the public, politicians and civil servants in budgeting procedures</p>
<p>Democrația, independența și transparența instituțiilor publice cheie din Moldova</p> 	<p>Project: Supporting democracy, independence and transparency of key-public institutions in Moldova</p> <p>Period of implementation: 2019-2021</p> <p>Development partner: EU Slovak Agency for International Development Cooperation</p> <p>The aim of the project was to reduce the risk of „state capture” and „abuse of power” and also to improve democracy in Moldova.</p>
<p>Raioanele Strășeni, Ialoveni și Hâncești au fost monitorizate alternativ la capitolul implementarea acțiunilor anticorupție</p> 	<p>Monitoring and evaluation of the anti-corruption policies in the territorial districts of Ialoveni, Strășeni and Hâncești</p> <p>Period of implementation: 2020 -2021</p> <p>Development partners: UNDP</p> <p>Objective: Monitoring and evaluation of the implementation of anti-corruption measures in the districts of Ialoveni, Strășeni and Hâncești</p>
 <p>Evaluarea implementării Planurilor de integritate și / sau a Registrelor riscurilor de întreprinderile de stat și municipale</p> <p>Raport de monitorizare</p>	<p>Project: Assessment of the implementation of the integrity plans and/or risk registers by the state/municipal enterprises</p> <p>Period of implementation: 2020</p> <p>Development partner: UNDP</p> <p>Main objective was to support NAC in conducting an assessment of the implementation of Integrity Plans and/or risk registers by the state/municipal enterprises with the total or majority state share</p>



Project: Impact assessment of the Sectorial anticorruption action plan in the Fiscal sector

Period of implementation: 2020

Development partner: UNDP

The main objective was to support NAC in conducting an impact assessment of the Sectorial anticorruption action plan in the Fiscal sector.

Local journalists and CSOs will strengthen their capacities for curbing corruption

2020.08.02 | Corupție | Maria Procopciuc | Impresă



Project: Regional media against local corruption

Period of implementation: 2020

Development partner: Development Cooperation and Democracy Promotion Programme of the Ministry of Foreign Affairs of the Republic of Lithuania

Project aim: The project aims to strengthen the capacities of regional media and CSOs in monitoring and elucidating cases of corruption of local government.



Project: „Efficient public lighting in Calarasi city – Firefly in the heart of forests”

Period of implementation: 2017 – 2022

Development partner: Calarasi City Hall and EU Delegation to the Republic of Moldova.

Overall objective: Developing and promoting efficient public lighting in Calarasi city energy efficiency in Calarasi District

EU// Priorities of the Actions Plan in the field Energy Efficiency of buildings from Călărași have been established

2021.07.06 | Energie eficientă | Maria Procopciuc | Impresă



Project: Promoting EE in Calarasi

Period of implementation: 2020 – 2021

Development partner: AGER / GIZ

Overall objective: Promoting energy efficiency in Calarasi District

Monitoring reports have started to be developed under the project "Transparent public authorities for active and informed citizens"

2021.08.05 | Transparență | Maria Procopciuc | Impresă

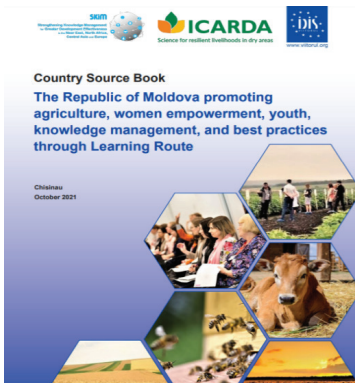


Project: Transparent public authorities for active and informed citizens

Period of implementation: 2020 – 2021

Development partner: Konrad Adenauer Stiftung

Overall objective: Promoting and monitoring the transparency and accountability of 32 LPAs of second tier and 60 LPAs of first tier in the Republic of Moldova



Project: Strengthening Knowledge Management for Greater Development Effectiveness in the Near East, North Africa, Central Asia and Europe (SKiM)

Period of implementation: 2020 – 2021

Development partner: International Center for Agricultural Research in the Dry Areas (ICARDA)

Objective: to facilitate and support the growth of knowledge management (KM) and capacity development activities in the three selected countries (Moldova, Morocco, Sudan), providing practical examples of KM best practices for analysis and adoption by participating institutions.



Project: Financial education for women and vulnerable groups: coaching for change

Period of implementation: 2021

Development partner: UN Women

Overall objective: to improve financial literacy of women and girls, including the underrepresented groups, by providing them with knowledge and management skills in financial matters.



Project: Conduct the piloting of a Better Future project among youth centres, youth NGO's and educational institutions

Period of implementation: 2021 – 2022

Development partner: UN Women

The scope is to support piloting of a “Better Future” project in youth centres, educational institutions, CSO that will contribute to promote healthy relationships, attitudes and thus support the prevention of violence against women and accelerate change towards a society where gender equality is respected.



Project: Increasing the Integrity in Public Procurement

Period of implementation: 2020 – 2022

Development partner: PTF

The goal of the project is to support procurement reforms in Moldova that will increase transparency and fairness of public procurement through empowering citizens to hold relevant institutions accountable. This will be accomplished through training civil society organizations to serve as watchdogs by monitoring public procurements through the e-platform and other means.



STUDIU
Autoritățile independente
și de reglementare din Moldova
Interacțiunea și conlucrarea
cu Parlamentul Republicii Moldova



Project: Civil society support provided to the Parliament of the Republic of Moldova to promote economic reforms and assess the independent regulating agencies

Period of implementation: 2020 – 2021

Development partner: Soros Foundation

Overall objective: Civil society support provided to the Parliament of the Republic of Moldova to promote economic reforms and assess the independent regulating agencies.



Consolidarea achizițiilor publice durabile
în Republica Moldova

Project: Consolidating sustainable public procurement in the Republic of Moldova

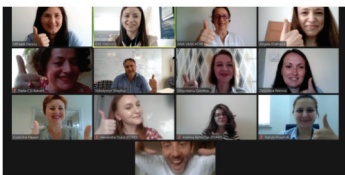
Period of implementation: 2020 – 2023

Development partner: USM

The aim of the project is to contribute through research and knowledge transfer to solving environmental protection problems while significantly reducing social inequalities and encouraging sustainable business and sustainable consumption.

Members of two networks at the Black Sea
are participating in the Digital
Competencies Training Program

2020-08-01 Maria Procopciuc



Project: Networks in times of Pandemic: Beyond Collaboration 2.0

Period of implementation: 2020 – 2021

Development partner: FOND

The project aimed at supporting the two network members to effectively continue to work together among yourselves / with beneficiaries, by moving activities online, in order to adapt to the new conditions imposed by COVID-19 pandemic – social distancing, travel, face-to-face meetings restrictions.



Project: Support the National Bank in advancing financial literacy and financial inclusion in Moldova

Period of implementation: January – March, 2021

Development partner: Abt Britain through the GGF II

Overall objective: Better ability of target groups to manage personal finance well, understand consumer protection in the banking and non-banking sector, as well as use remittances for savings and investments.



Turismul Verde și Dunărea ne unesc!

„Oportunitate și provocare turistică în zona de bazin al Dunării (RO) și Regiunea al Căluș, Republica Moldova, Constanța și Tulcea din România și Ucraina (Județul Galați, România)”

[More info](#)

Project: Develop and promote the green tourism in the Danube sector of the Black Sea Basin (Cahul District, Republic of Moldova; Reni District, Ukraine; Galati County, Romania)

Period of implementation: December 15th, 2020 – June 14, 2023

Development partner: Joint Operational Programme Black Sea Basin 2014 – 2020

Overall objective: To develop and promote cross-border tourism opportunities in the Danube sector of the Black Sea Basin (Cahul District, Republic of Moldova; Reni District, Ukraine; Galati County, Romania).

Areas of expertise—consulting

PUBLIC SECTOR REFORM

IDIS “Viitorul” consults the public and private sector in business and government to increase transparency, accountability and integrity. The aim is to identify, capitalize and disseminate good practices among local public authorities in the Republic of Moldova, thus contributing to the efficiency of governance. IDIS program is aimed to assist emerging and established leaders to strengthen their individual and organizational capacities as effective actors for positive developmental change.



Public procurement, open government

IDIS “Viitorul” provides public procurement assistance to improve the mechanism and transparency of the system. On the field of procurement, IDIS has implemented several projects, two of which is in progress. Integrity of the public procurement systems demands outstanding efforts from within the system of governments, as well as from outside of the system. IDIS Consultants acquired considerable expertise in assessing the loopholes and design appropriate functional frameworks that are indispensable to the open, accountable and modern governments. We channel our consultancy work to partner with regional governments, state agencies that build up appropriate benchmarks, involve public and private entities in what is meant to be an inclusive environment for policy change in the public procurements.

Functional analysis, capacity building

IDIS “Viitorul” provides advice to strengthen the capabilities of local, central public authorities. In this respect, the institution has developed several projects including the good practice program. Through the MATRA program, IDIS has developed a radiography of social services in the Republic of Moldova, the situation of state-owned enterprises, their efficiency and the profitable agreements in the energy sector. IDIS staff works to promote sustainable economic development and improve the wellbeing of people through better governance. We conduct complete functional analysis in the interested public agencies, do diligent work to design improve access to public data proceedings, exclude unnecessary obstacles and provide targeted training in the capacity-building and organizational management areas. We also support public sector reforms, by setting individual strategies based on quality of services and innovation.





Rationalizing budget expenditures

IDIS “Viitorul” provides assistance to improve the financial health information of Moldovan localities, thus increasing the pressure to effectively implement fiscal decentralization and strengthening its importance for sustainable local and regional development.



Reporting monitoring and policy assessment

IDIS “Viitorul” provides assistance in assessing the policies of state institutions. An example of this is IDIS’s advice on the formation of the National Social Assistance Agency.



Planning, Strategy, Development and Communication

IDIS “Viitorul” provides advice on strategy, planning, development and communication. Through the EU-STRAT project, IDIS provides a profound analysis and strategic assessment of the socio-economic situation of the Eastern Partnership countries. Communication is a key of effective work in the public and private sectors. We foster strategic communication with top-managers of the regulatory bodies. We support special projects of improving communication skills. IDIS creative master planning services are based on insight into the way places have an effect on the wellbeing of local and regional communities. Our master planners and designers simplify the diverse, and sometimes contradictory, objectives of mixed-use land developments to create places and spaces that are beautiful and functional. Our fully integrated planning service encompasses the best in contemporary design, transportation planning, energy efficiency and sustainability.



Labor Force Survey, Social Relations

IDIS “Viitorul” offers workforce assistance. The institution has extensive experience in the field of labor, unemployment and social affairs. IDIS believes that management of social liabilities can result in higher earnings for the companies involved as well as benefit the environment and local communities. Our specialists offer comprehensive services in determining impacts within the social, economic and political environments. We conduct baseline studies and assess potential impacts in socio-economic areas such as institutional and governance structures, demographics, education, health, physical infrastructure, water and energy, local economy, livelihoods, transport, land use, resettlement and cultural heritage.



Analysis of state policies in the pre-university and university education system

IDIS “Viitorul” provides consultancy in the field of education and state policy analysis. IDIS has experience through analyzes in the field of education, as well as the effectiveness of state policies. Our modern time is based on increased investments in higher standards of public education. There is no future without enhanced university and vocational education. Education opens opportunities for children and youth to escape poverty, it enables communities to make informed choices about their future and unlocks the potential of poor settlements to develop enterprise and generate incomes. We at IDIS monitor inequalities and develop tools to balance development through increased access to education, entrepreneurship, community development resources. We work with private and public entities that believe in the power of enlighten citizenry in Moldova. An educated population strengthens political and social inclusion, and contributes to more responsive and accountable government.



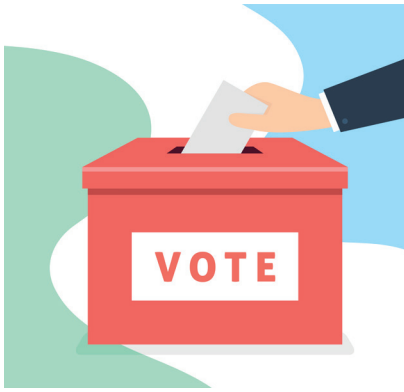
Quantitative and qualitative research of public opinion

IDIS “Viitorul” offers assistance in the field of quantitative research and analysis of public opinion through the research of People Watch and public opinion research.



Institutionalization of public-private partnerships

IDIS “Viitorul” consults the institutionalization of public-private partnerships, their efficiency, but also their usefulness. Public and private sectors shall see each other as credible partners. There is no way one shall thrive on the expense of the other. Therefore, laws and practices shall be adjusted correspondingly to allow both entities to find out common denominators of social progress and profitable business. We believe that living standards are underpinned by reliable, efficient services, such as transportation, clean water supply, sewerage and drainage, power and communications. This requires significant investments in the field of critical infrastructure. Skilled people and effective systems and processes are necessary to successfully deliver these services and manage the associated infrastructure. IDIS has significant experience as a team of experts assisting infrastructure owners to optimize investment in and operation of their assets across a project’s whole life cycle.



Political analysis and electoral behavior

IDIS “Viitorul” provides consultancy in the field of political analysis and electoral behavior. The institution has developed several analyzes and researches in the field. Politics cover only a rather narrow segment of the polity in the modern world. Policy demands precision, expertise, knowledge and good spirit, which is largely reflected through the teamwork, conducted by IDIS in the area of public policy making. IDIS works to assist national, sub-national and local levels of government to gauge electoral politics, assess statistical data and streamline regulations. Only through decentralized local authorities, states can function to the level of expectations of their citizens. But, local executives without political support and legitimacy of their populations cannot be durable and cannot generate public services of high quality. The result is that public bodies, citizens and businesses can work together to improve society. IDIS can consult interested entities in electoral behavior, politics, but also on mapping various cycles of public policies at the national and regional level.



Impact analysis of government policies and decisions

The Institute provides assistance in the field of policy analysis and governmental decisions by elaborating several publications on tax amnesty and the operation of laundering the 25 billion USD through the Moldovan banking system. Effective and accountable public institutions help to promote economic growth, poverty reduction and social justice. We help to improve capital investment planning, budgeting and delivery in public administration. Through a social lab, IDIS experts attempt to assess social topics of high impact: retirement age, pensioner reform, health, migration, education. Our policy analysis aims to build up resilience in the functioning of the welfare institutions. We realize however that social progress cannot be achieved only through regulations and state-governed policies. IDIS explore new modules of training in modern entrepreneurship, build human capacities and attempt to unlock private sector potential, building local businesses. We also try to assist local governments to design and administer corruption prevention programs with modern fraud-reduction techniques, and help to strengthen systems and regulations of land registration, titling and management.



Specialized trainings in the field of public administration, strategic planning

IDIS “Viitorul” provides consultancy in the field of training of strategic planning and public administration. Institution experts have a rich local and regional expertise to train local elected officials, improve local authority financial control. IDIS offers customized public policy training, based on a mix of university courses and practical exercises, tailored to the growing demands of the decentralized governments to respond to the challenging dilemma of the public sector. We offer training of managing public budgets, organizational management, legal counseling on key issues for the local governments: budgets, legal issues, human resources, public participation and open governance, as well as strategic management and public services performance evaluation. We stay current on the complex and ever-changing public administration regulations and translate them into effective training programs. Our course content is always relevant and up to date, which means our clients are at the forefront of compliance.



Local budgets performing

IDIS “Viitorul” consults local authorities in developing cost-effective budgets and building a transparent and sustainable procurement system through a permanent monitoring process.



Regional economic development

IDIS has contributed a lot in promoting regional development instruments in Moldova. We provided technical support to the parliamentary committees prior to the major reform in 1998, we assisted local governments in breaking the centralization practices during 2001-2010, provided technical support to the local government associations (2002-2010), established in 2010 as the Congress of Local and Regional Authorities (CALM). IDIS provided technical support to build up development strategies for the territorial autonomy of Gagauzia (2006-2011 and 2017-2022). IDIS is highly regarded for its services in designing regional development. We have a breadth of experience in developing appropriate processes to engage specific and diverse communities and stakeholders and enable them, through participatory processes, to develop meaningful and practical strategies for future development. The team of our consultants is well specialized in the development of plans and strategies and is adept at conveying information, results and findings in an interesting, clear and concise manner.



ENERGY

IDIS “Viitorul” provides energy consulting that is an area of energy policy, competitiveness, sectoral analysis, globalization and structural policies. Energy business is crucial for the modern societies. It is also a key for small economies like Moldova. Changing former system dependencies and building up new avenues for the future interconnections demand dedicated work and expertise. IDIS team of experts’ own expertise in the regulatory and engineering capabilities. Our professional services range from conducting state-of-art feasibility studies through to turnkey packages. Our capabilities span various aspects of electrical, control, communications and power generation with a confident and professional team of experts.

Energy efficiency (street lighting)

IDIS “Viitorul” provides assistance in the field of energy efficiency and street lighting in rural areas of Moldova and to improve the knowledge and guidance of LPAs in the direction and organization of the street lighting service in the rural areas of the Republic of Moldova. Energy efficiency is a key component to ensuring a safe, reliable, affordable and sustainable energy system for the future. Our experts have delivered in the past various kind of technical assistance services to our customers in the municipal and regional governments. We have necessary knowledge on the regulatory aspects of the energy field, as well

as in the business management of energy-related entities. IDIS supports the ideas of creating smart-city networks, combined with green-energy parks. Green energy is the energy resource that every country possesses in abundance and is the quickest and least costly way of addressing energy security, environmental and economic challenges. IDIS goal is to support adaptation of the public and private entities in Moldova to the new forms of energy consumption, to adopt and stick to multi-annual recovery plans and meet regulatory mandates in the energy area in a cost-effective and socially-responsible manner.

Regulatory framework

IDIS “Viitorul” provides regulatory advice. The institution has developed a position paper on heat energy tariffs, but also a study aimed at the passive representation of consumers in ANRE decision-making.

Biomass and renewable energy

IDIS “Viitorul” provides consultancy on renewable energy and biomass and conducting training programs for municipal leaders and operators on the use of biomass energy. Renewable energy technologies utilizing natural resources range from solar power, wind power, and hydroelectricity, to biomass and biofuels. Projects range from wind farms, biomass and groundwater solutions to geothermal, solar and tidal options. Within each of these categories our capabilities, experience and track record are extensive. Our contribution ranges from helping national governments devise strategies for renewable energy exploitation to project managing delivery of biomass power stations.

IDIS consultants provide a wide array of advisory services that address strategic, reputational, financial, regulatory and legal needs of our clients. We have extensive experience in addressing conflicting regulatory frameworks, energy policy, power industry restructuring, pervasive contractual disputes and litigation. In addition, we furnish strategic communications services across all the disciplines, from capital markets to investor relations.

Energy system and national and regional market components

IDIS “Viitorul” provides energy assistance and market components. The institution has experience in the field by analyzing the petroleum market in the Republic of Moldova, the electricity and natural gas market. IDIS is able to provide our partners with services ranging from market studies, project development, project management and others. IDIS experience team offers several aspects of project management spectrum, including general project planning efforts, sourcing of vendors and their relationships, all the way through project implementation.





ECONOMY

IDIS “Viitorul” provides advice on increasing business development capabilities, public education through the promotion of economic knowledge, providing assistance in influencing the policy formulation process. IDIS consults business in Moldova and abroad. The growing complexity of the modern governance require from the decision makers and entrepreneurs to go beyond formal scores of regulatory reforms or achieving higher international rankings on various international scorecards.

To get the best results in modern entrepreneurships, both, public and private actors shall set up more ambitious agenda of reforms, and these reforms need to be built up on shared values, trustful dialogues, credible performance-measuring toolkits, which requires hands-on effort. IDIS is proud to be the founder of the National Business Agenda, which is a viable and open partnership with a wide range of private partners representing national clusters of the local industries, business associations. The National Business Agenda assist platform partners to build up their institutional capacity, enrich public-private dialogue and forge powerful coalitions to boost regulatory policies.

Business Confidence Index

IDIS “Viitorul” provides assistance in the area of credibility in the Moldovan business. The institution has developed the consumer, trade, industry, construction and economy index. IDIS business confidence index took the pulse of top business leaders and examined their levels of confidence to outperform competitors and their views on key business issues like innovation, talent, and bold leadership. Index is based on a survey which measures business confidence on: overall economic conditions, financial position, investment climate and level of capacity utilization. All four indicators carry equal weight.

Trend Hunter

IDIS “Viitorul” has developed a series of analyzes on the pressing problems of the Moldovan society. Such as the efficiency of state-run managers, efficiency of public institutions, etc.

Economic Monitor

The Economic Monitor makes a radiography of the main indicators, which are the trends and forecasts and developments for the next period.

Business development

IDIS “Viitorul” provides consultancy in developing business feasibility studies with a wealth of experience in developing them. IDIS customers are 36 business associations associated with the National Business Agenda Platform, CIPE, NED, EBRD.

Development of agriculture

IDIS “Viitorul” provides consultancy and assistance in the development of agricultural business, with research and studies developed in different branches. IDIS monitors the agricultural market and sector trends.

Banking Due Diligence

IDIS “Viitorul” provides consulting in the field of bank analysis. IDIS makes the ranking of banks based on individuals’ crediting data, the top of banks by non-performing loans, insufficient credit for business, etc. IDIS offers consulting and capacity building training for bank staff on demand.

Regional development, evaluation and institutional support for regional cooperation

IDIS “Viitorul” provides advice on policy evaluation and results monitoring in order to bring Moldova closer to European democratic standards. The experts participated in the elaboration of the socio-economic development strategy of Gagauzia (2005-2010), (2017-2022), consulting the authorities in Comrat, Ungheni (2002-2007) etc.

Project management, European funding

IDIS “Viitorul” provides technical advice and assistance to develop feasibility studies, project management and EU funding. Our customers are: local authorities in the RM, PaE countries, CSO, business communities, development partners.

Feasibility studies and management of water supply and sewerage assistance

IDIS “Viitorul” provides consultancy in the field of water and sewerage plans. IDIS customers are: SDC, UNDP, EU

Cross-border cooperation (markets, people-people, cultural centers, development, infrastructure)

IDIS “Viitorul” provides assistance in participating in cross-border projects, the institution having experience in participating in cross-border projects with Romania and Ukraine. Our clients are the regional authorities of Moldova, Ukraine and Romania.



REGIONAL DEVELOPMENT

IDIS “Viitorul” provides advice on regional development. Although it is a relatively recent field of regulation and implementation in the Republic of Moldova, the institution has experience in developing analyzes. Our customers are the localities of the Republic of Moldova. Decentralization, devolution, privatization and de-localization are the key-words in the complex changes affecting regions, cities and zones of development in Moldova.

Equal access to services, transportation, markets and education, medical services and technology represent outstanding challenges of Moldova. Building on the good experiences of the past, IDIS continue to serve its mission by providing technical support to various regional governments, city administrations and local business. Today, we focus our regional consultancy on efforts aimed to identify and take initiative on leadership development priorities and issues. Our teams comprise experienced professionals with multidisciplinary expertise in all aspects of physical, social and economic infrastructure, including potable water, utilities, stormwater, renewable energy, telecommunications, transportation, economics and more.



Elaboration of Regional Development Strategies. Regional economic development

IDIS “Viitorul” assists in developing and developing regional development strategies, including economic development and strengthening its importance for local and regional progress.



Evaluation and development of regional public policies. Economic diagnosis and assistance in attracting external resources

IDIS “Viitorul” provides consultancy in the development of regional public policies, as well as economic diagnosis in attracting external resources for the development of regions.



Drafting of projects, cross-border cooperation. European project management

IDIS “Viitorul” provides assistance for participation in cross-border projects, the institution having experience in the field of participation in cross-border projects with Romania and Ukraine



Feasibility studies and management of water supply and sewerage assistance

IDIS develops sustainable, effective approaches to water supply management by integrating science and engineering, economics and regulatory compliance expertise with an understanding of natural systems. We help public and private clients estimate future water demands, identify water sources, support stakeholder integration, develop balanced water portfolios, and forecast, address and comply with regulatory issues. Every business needs a plan, a strategy that defines vision, your goals and how you are going to reach them. Whether you are a new business owner, or already have a small business, a simple business strategy can take your business to the next level.

Financial Standing

Annual Turnover		Year 2020	
<i>Information from Balance Sheet (MDL)</i>			
	Code	Balance at the beginning of the management period	Balance at the end of the management period
ACTIVE			
Fixed assets	010	26873	49220
Tangible assets	040		
Total fixed Assets	070	26873	49220
Current assets			
Objects of small value and short duration	090		
Trade and accrued receivables	110	29866	29866
Budget receivables	120		
Employee receivables	130	69	69
Other current receivables	140	2088968	2133314
Cash	150	4977	4977
Total current assets	180	2123880	2168226
Total Assets	190	2150753	2217446
PASIVE			
Long-term special purpose financing and receipts	300	2150161	2217214
Liabilities related to employee	340	592	232
Total Liability	400	2150753	2217446
Income and Expenditures			
Total Income	010	9278144	6046170
Total Expenditures	020	9278144	6046170

Annual Turnover	Year 2021
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Information from Balance Sheet (MDL)

	Code	Balance at the beginning of the management period	Balance at the end of the management period
ACTIVE			
Fixed assets	010	49220	88409
Tangible assets	040		
Total fixed Assets	070	49220	88409
Current assets			
Objects of small value and short duration	090		29730
Trade and accrued receivables	110	29866	29866
Budget receivables	120		
Employee receivables	130	69	69
Other current receivables	140	2133314	2169390
Cash	150	4977	4977
Total current assets	180	2168226	2234032
Total Assets	190	2217446	2322441
PASIVE			
Long-term special purpose financing and receipts	300	2217214	2322441
Liabilities related to employee	340	232	
Total Liability	400	2217446	2322441
Income and Expenditures			
Total Income	010	6046170	10003889
Total Expenditures	020	6046170	10003889

ANNUAL ACTIVITY REPORT

IDIS is an independent multi-issue think tank, established in 1993 as a research and advocacy think tank. It undertakes applied field research in political sciences and economic analysis, governance and law, maintaining a number of social networks on social policy analysis, decentralization, EU and Russia policies, “frozen conflicts” and trade.

IDIS owns a group of intertwined professional clusters, organized into thematic areas. IDIS allocates major resources to combine sectorial studies with active networking and advocacy, usually via networks of clients, allies, and stakeholders, in several public mobilization projects). Thus, IDIS is ‘tanking’ its ideas, although it uphold a significant amount of analytical products, in various fields of political, social and economic interest. IDIS is not a politically-affiliated think tank, and refutes partisan connections.

IDIS continues to play an important role in assisting policy-makers in Moldova to comply with their institutional responsibilities, build up consensus on the national priorities, bringing the country into a normalcy fit to reforms and European values.

