

IDIS "VIITORUL" TEAM

Board OF IDIS "Viitorul"



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Constitutional
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Extraordinary and
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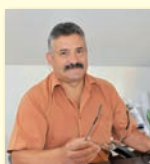


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Physics,
Executive
Director of IDIS
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Well Governed Public Sector Department



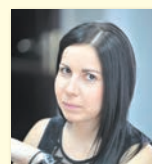
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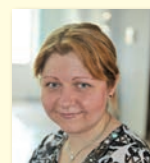
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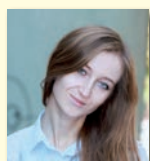
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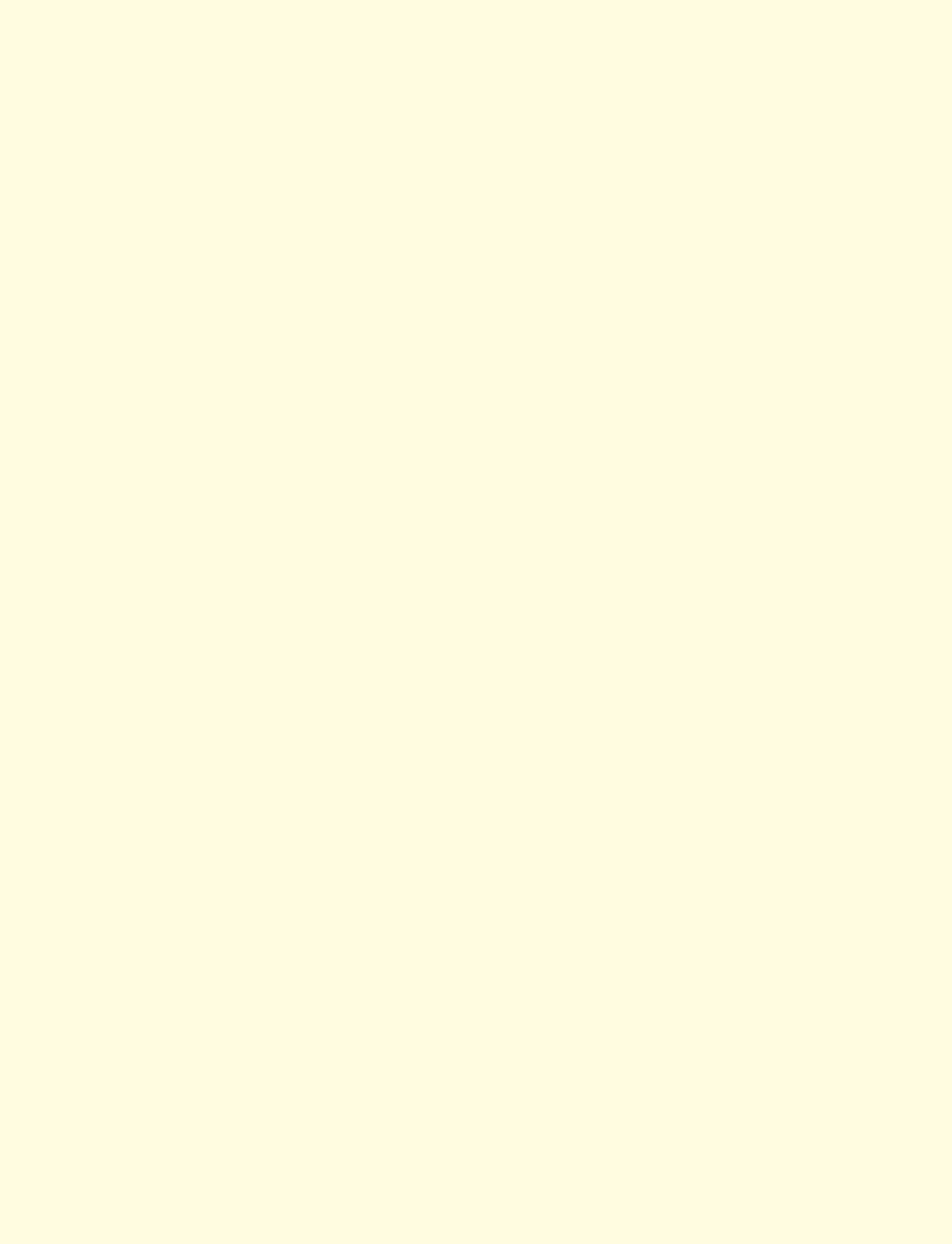
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Tatiana PÂRVAN,
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**Igor MUNTEANU,**

Member of IDIS "Viitorul" Administrative Board, Charter member of IDIS "Viitorul", Extraordinary and Plenipotentiary Ambassador of the Republic of Moldova to the U.S., Canada and Mexico

Dear friends,

In 2013, the Institute for Development and Social Initiatives (IDIS) „Viitorul” celebrates 20 years since its founding, which gives us the privilege to contemplate retroactively the distance that this institution of civil society has traveled. Established as a non-governmental, non-profit and non-political entity IDIS „Viitorul” set as a target to focus on independent research and create demand for democratic change. Incorporated by the Ministry of Justice on 11 June 1993 with the foundation status, the Institute Viitorul expressed the will of a group of intellectuals from the Republic of Moldova to provide additional resources in the post-totalitarian transformation of society, marked by major references of the first years of transition: Unification of Germany and the fall of the Berlin Wall (November 9, 1989), Declaration of Independence of the Moldovan state (August 27, 1991) but also the excruciating exercise of ordering the national priorities of the RM (1993–1994).

IDIS „Viitorul” has had an organic growth, enjoying the enthusiastic support of those who have joined with honesty and good faith its only public mission- democratization and westernization of the public and private space in the Republic of Moldova. I take this opportunity to thank those who were at the foundations of Viitorul Foundation and who offered their personal support to this course: Oleg Ungureanu, Eugen Carpov, Vlad Spănu, Tatiana Pîrvu, Vlad Malahov, Igor Pădure, Igor Boțan and Liviu Jalbă. Those who were at its inception tenaciously promoted the idea of cementing issues of national interest even when would appear debates and contradictions on essential topics between opinion formers; they have found it necessary to actively promote accession of the RM to European and Euro-Atlantic values, norms and institutions crucial to the rule of law in an effort to integrate into the Western security space. IDIS „Viitorul” experts did not hesitate to criticize harshly the inertia and vices of obtuse bureaucracies, denationalized or rapacious without underestimating the need for dialogue in order to impose changes and pressure in relation with various public service authorities.

Although it may be seen as a true „veteran of the associative life” in the RM, IDIS „Viitorul” has made tradition in promoting young, talented and optimistic people. Viitorul Foundation was launched on a „pioneering” path, during which there were innovated and accustomed practices of excellence for local and regional authorities, were created and used sustainable partnerships with the private sector and external partners, were tested practices of „networking” with prestigious universities and centers of excellence abroad; were adapted training and innovation modules to increase professional skills that have benefited many opinion leaders and politicians, local authorities and nationally recognized experts. Some of them have not been successful, but IDIS „Viitorul” will continue to persevere without depreciation costs for its mission.

IDIS „Viitorul” has always defended and cherished its functional independence without being „flattered and seduced” by various political or profiting groups. We did not exclude but even encouraged and guided the creation of broad national coalition initiatives in support of causes of common interest such as the decentralization, financing of parties, free elections, local autonomy and transparency of public spending. Collegiality, good faith, honesty and professional competition were sine qua non conditions for the teamwork within the Institute. Although it has cooperated with diverse Government authorities in different formats, IDIS „Viitorul” tenaciously retained its right to a separate opinion, even when some governments with reactionary „habits” seemed convinced that they would impose their control over key institutions (media, private business, etc...) in flagrant contradiction with what (namely these governments) publicly declared or promised to citizens and external partners.

Such experiences require civil society vigilance and solidarity in action, without underestimating however the need for social optimism, confidence and democratic pathos - the necessary ingredients for a successful transition to the big family of Western civilization. Along with other civil society institutions in the RM, IDIS „Viitorul” has the obligation to provide models of integrity, loyalty to the ideal of national consciousness and vision, unaltered by time and ephemeral crises. I welcome the audacious effort of the team led by the Executive Director of IDIS „Viitorul”, Dr. Liubomir Chiriac to mark the 20th anniversary of the establishment of the Institute, and ascertain on this occasion that the fight for democracy and prosperity in the Republic of Moldova is just beginning, and the stake of the rivalry between good and evil is now higher than ever.

20 years of democratic initiatives

20 years ago, IDIS “Viitorul” appeared with the statute of Foundation with the aim to strengthen civil society and develop a sense of responsibility among authorities and citizens alike.

We want to believe that during the two decades of activity, IDIS “Viitorul” contributed to realize the national priorities by implementing projects focused on economic, social, administrative and other issues and also by conducting numerous research studies.



Liubomir CHIRIAC ,
Dr. Hab. in Mathematical Physics,
Executive Director of IDIS „Viitorul”

In particular, the team's efforts were oriented towards our country's European integration and promoting European values and standards. Thus, at the turning points in the development of the country, IDIS “Viitorul” experts supported the effective functioning of state structures. In that context, former researchers, representatives of the golden generation of IDIS team, became members of the Government, ambassadors, members of Parliament and heads of parliamentary committees. Here we would mention our colleagues: Igor Munteanu, Moldovan Ambassador to the U.S., Canada and Mexico who for 17 years led our institution, Vlad Lupan, Moldovan Ambassador to the UN, Victor Popa, Judge at the Constitutional Court; Veaceslav Ioniță, President of the Parliamentary Economy, Budget and Finance Commission, Victor Parlicov, Director of the National Agency for Regulation in Energetic etc.

Another aspect that I would like to stress relates to the training within IDIS “Viitorul” of a new generation of highly skilled experts-researchers. Dozens of talented young people have passed through our institution laboratories acquiring knowledge and cultivating their interest in research. This process, in our opinion, is an essential factor in building a solid foundation for a democratic society based on knowledge, seeking to become more competitive and prosperous.

Thus, with a great pleasure we mention the successes of our experts in developing studies, the remarkable level of a large number of works and the promising debut of those experts who worked on their first research. We would like to emphasize also the considerable effort of IDIS “Viitorul” departments which met the specific requirements for areas covered: foreign policy, economics, public finance, regional development, public administration, European integration, efficiency and energy security, etc...

IDIS “Viitorul” effectively collaborates with a number of donor and finance organizations in order to achieve institutional goals: European Commission, UNDP, Soros Foundation, CIPE, EEF, Hanns Seidel Foundation, UNICEF, NED, Friedrich Ebert Foundation, the German Marshall Fund, PASOS, AGORA, CoE, TTF, LGI / OSI, etc.

We are aware that the details, we still have to work on, make the perfection, but perfection is not a detail. One fact, however, is undeniable - the desire of IDIS “Viitorul” team to support the European course of our country, the aspiration to build a democratic country based on European values that ensures a decent living of its citizens.

About us

IDIS "Viitorul" is a research, education and outreach organization operating in the areas of economic analysis, governance, policy research, strategic planning and knowledge management. In its vast experience, IDIS consolidated an efficient cooperation with academia and the policy makers, generating political analysis and policy recommendations for various areas of public interest, creating and disseminating best practices, good governance and legislative initiatives capable of influencing social transformations.

The Institute for Development and Social Initiatives (IDIS) "Viitorul" is the successor of Viitorul Foundation and preserves generally the traditions, objectives and principles of the foundation, among which: building democratic institutions and developing a spirit of effective accountability among politicians, public officials and citizens; strengthening civil society and critical thinking; promoting freedoms and values of an open, modern and pro-European society.

OUR MISSION

IDIS mission is to contribute to the consolidation of an environment favorable to democratic changes in the Republic of Moldova, strengthening of the centers of reflection and synthesis on issues vital to the political, social and economic transition; encouraging reform of the local and regional public administration; naturalization of democratic norms and the rule of law in the conditions of a developing civil society where citizens act voluntarily and consciously to express their interests in order to have free access to information and achieve the goals that they have set.



Dirk SCHUEBEL,
Head of EU Delegation
in the Republic of Moldova

IDIS "Viitorul" is one of the key institutions of civil society that made known the name of the Republic of Moldova abroad by its accurate analysis, by the sensitive topics it has addressed and 20 years is a really long period for your country with a young history and you managed to cover events since independence. I want to congratulate you warmly on this jubilee and wish you at least other 20 years or even more so that to continue what you have done so far for your country.



1993–2013



Veaceslav IONIȚĂ,
Chairman of the
Parliamentary Commission
for Economy, Budget
and Finance

I sincerely thank IDIS “Viitorul” that formed me as an economist and promoter of the free economy values. Over the course of 20 years, IDIS “Viitorul” was a stronghold of defense of democratic values and a promoter of a free market economy. IDIS has proven that it embodies all the elements of the most advanced production center of analysis brains. From here stem several analytical centers currently very well-known. With the return of the democratic government, IDIS has supplied the most personalities into state structures and it also continues to be a generator of successful ideas for the current government.

Priority areas

In accordance with the institution’s development strategy for 2009-2014, IDIS “Viitorul” has set its programmatic goals in three 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, foreign policy, European integration, crisis management and prevention. Experts from the department conduct research in the subject area they are responsible for and promote sectoral reforms, hold training courses and conduct public campaigns to stimulate civic participation).



Expertise and specialized trainings

- 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
- Decentralized policies: the status, role and competences of local and sub-national authorities
- Strategic planning: options and tools of local development
- Analysis of state policies in secondary and higher education
- Analysis of the commercial and banking risks
- Quantitative and qualitative research of public opinion
- Confidence of national and sectoral consumption
- 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
- Specialized training in public administration, strategic planning, energy efficiency
- Confidence building on both banks of Dniester

Language Training for people whose native language is other than Romanian in the Republic of Moldova. At the IDIS "Viitorul" initiative in 2005 was created the National Association of European Trainers of Moldova (ANTEM) responding to the needs of language training of adult speakers and foreign citizens in the Republic of Moldova. Over 500 civil servants in municipalities with a multiethnic population benefited from the training courses of ANTEM.



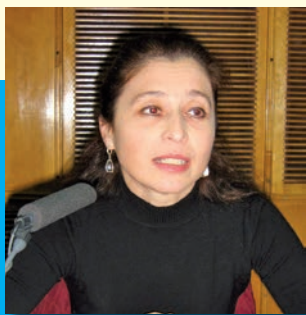
Nicolae NEGRU,
writer, journalist
"Jurnal de Chisinau"

IDIS "Viitorul" is, in our view, a modern, „competent” and „lucid”, which scrutinizes the present to see the future. It is a guide, a kind of stalker in our society searching for itself. Having come of age, I wish it to finally be heard, to have to deal with rational, responsible and predictable politicians and leaders. We wish it a foreseeable future.



Iurie ȚAP,
Member of Parliament of
the Republic of Moldova

By its activity, IDIS "Viitorul" contributed to the preparation of democratic changes in the Republic of Moldova, influenced the emergence of civil society, and helped LPA to reach an understanding of their role in ensuring the constitutional principle of local autonomy. Happy birthday, keep your courage and dignity!



Irina NECHIT,
poet, playwright,
journalist, translator

IDIS “Viitorul” has managed to build over the years an impeccable reputation. I wish it not to lose it in this period of extreme political uncertainty. It’s not easy to work in a country where most people think that they do not have future. IDIS “Viitorul” acted within the parameters of normality, being a producer of values and hopes for the Moldovan society.

Happy birthday with all my esteem!

IDIS “Viitorul” Publications

Public policies.

A series of specialized studies on priority issues for changes in public and local administration, elections, business management, set within IDIS departments.



Policy Briefs

Regular bulletins emphasizing the urgent need to select an alternative policy in the context of a current debate.



Social Monitor

Quarterly product of IDIS “Viitorul”, which captures the evolution of the most pressing social problems, recommending solutions to remedy them.

Economic Statewatch

Publication of economic analysis and forecasts: appears in Romanian and English in a circulation of 400 copies and electronically.



Foreign Policy Statewatch

A series of brief analyses, written by local and foreign experts, dedicated to the most important issues related to the foreign policy of the Republic of Moldova, major changes in the Black Sea region, cooperation with international organizations and peace building activities in the region.



Early Warning Report

Product of IDIS "Viitorul" comprises a series of studies on four sensitive topics in risk areas for the security of the Republic of Moldova.



Adrian IONESCU,
Chief Technical Advisor,
UNDP Moldova

18 years ago, when I discussed with IDIS colleagues their first projects I could only hope in an organization with such a prodigious future. On the anniversary of 20 years of activity I congratulate the team of IDIS "Viitorul" for the influence and impact it had on civil society and public policy in the Republic of Moldova.



Ion MANOLE,
Executive Director
"Promo-LEX"

IDIS "Viitorul" is an organization that very often proved to be in the right place at the right time becoming an important milestone for both the authorities and civil society.

1993–2013



Dan DUNGACIU,
University Professor, PhD,
University of Bucharest,
Director of the Institute
of Political Science and
International Relations of the
Romanian Academy

IDIS “Viitorul” is more than an institute it is an institution. It does not only provide society knowledge and expertise, but examples of rationality, action models, competent people. The fact that many IDIS researchers are now ambassadors, MPs, members of the Government, heads of parliamentary committees, Constitutional Court judges etc... shows convincingly that IDIS Institute operates and is a model of good practice for the whole society.

In a Republic of Moldova where the consistency and coherence of projects are related rather to appetites of the moment and the immediate interests of politicians, IDIS “Viitorul” has shown that you can build solidly that you can be consistent and equal to you when it comes to large projects of the society: from the education of future leaders of the country, public policy, foreign policy, to the Transnistrian issue.

I would like to congratulate those who brought IDIS ‘Viitorul’ where it is now, namely its researchers. Last but not least, I congratulate the man who initiated, managed and enforced internally and internationally, Mr. Igor Munteanu, the current Republic of Moldova ambassador to the U.S., and the one who, today, continues the project with competence and tact, Mr. Liubomir Chiriac.

Public Administration Guide

Publication that highlights loopholes and recommendations regarding legislation, normative regulations on efficient local administration, including the avoidance of conflict of interest.se.



Economic newsletter (German)

Publication on the economic events in the Republic of Moldova translated into German and intended for international partners.



BULETIN DE PROMOVARE A EFICIENȚEI ENERGETICE ÎN REPUBLICA MOLDOVA



Newsletter to promote energy efficiency

The Newsletter contains news and recommendations on the energy efficiency.

Priority directions of IDIS "Viitorul"

IDIS "Viitorul" carries out its activities through three departments:

1. Well Governed Public Sector Department operates as a resource centre, specialized in research and training in the field of public administration (local and central).

Priority areas:

- *strengthening judicial institutions;*
- *promoting effective decentralization;*
- *supporting the decisions and modernization shaping the policy of the public sector;*
- *ensuring accountability and performance-oriented support to central and local authorities;*
- *strengthening the administrative and political institutions created based on European values;*
- *effective implementation of local and regional development strategies;*
- *public-private partnership, fiscal decentralization;*
- *ability to build representative municipal organizations.*



3. Competitive Society Department is designed to promote performance standards in the assessment, development and implementation of public policies (especially social) and to conduct sustained advocacy and lobbying for the processes of transformation and modernization of the Moldovan society.

Priority areas:

- *supporting alternative political options and political pluralism;*
- *human capital development;*
- *strengthening social cohesion, welfare and poverty reduction;*
- *facilitating the identification and dissemination of good practice;*
- *increasing the capacity of civil society to direct social pressure, so as to increase the accountability and responsiveness of local and central authorities.*

2. Functional Market Economy Department carries out regular economic analysis and forecast, tax awareness of citizens and tax policy assessment, monitoring social policies and poverty reduction.

Priority areas:

- *consolidation of a competitive business environment and strong;*
- *delivering economic education programs to enhance the application for a democratic economic instruments;*
- *creation of representative associations of private entrepreneurship;*
- *promote a performance-oriented, modern and effective agriculture according to the European model;*
- *promoting policies and means to ensure energy security;*
- *increasing the competitiveness of the Moldovan economy through export promotion strategies and infrastructure development.*



Public Administration and Regional Development

Being the rightful successor of the Foundation Viitorul, IDIS maintains the traditions, objectives and principles of the foundation, including public administration, among which: strengthening local autonomy, developing an effective sense of responsibility among local officials, civil servants and citizens of our country, strengthening civil society and critical thinking at local level, public involvement in decision-making at the community level, promoting freedoms and values of an open society, efficient local and regional development, modernization of public services, etc.. Thus, we mention some of the most important projects in the field of local public administration:

- **September 1995 – May 1996** – Viitorul Foundation experts were involved in the working and expertise groups for Public Administration of IFES-Moldova Foundation, taking part in a series of workshops and conferences held by the latter;
- **From 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 on local public administration, specifying relations center – region, decentralization of public services, the expansion of local government competences;
- **July-August 1998** – Future Foundation experts were involved in a program of training and exchange of experience in Portugal, Belgium and the Netherlands under the aegis of the Academy of Public Administration of Moldova and similar academy in Lisbon;
- **September 1996** – presentation of a study at the Conference organized by the Moldovan Parliament and by LODE program of the Council of Europe entitled: Towards an appropriate partnership between citizens and local authorities;
- **December 1996** – Participation in 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 workshops on public administration reform in four different regions of the country;
- **March 1997** – Publication of the guide of the local elected officials in public administration, OSI / LGI;
- **April 1997** – organization of an international conference entitled “Public Administration in Transition”, involving broad participation of some similar institutions from Hungary, Poland, Romania and Ukraine;
- **From May 1997 to July 1998** – Viitorul Foundation initiated a new program entitled Local Development through Innovative Communities with the financing of OSI / LGI. The purpose of this program was determined by the support and strategic guidance to local communities in Moldova to develop sustainable local initiatives, strengthening the partnership between the authorities and local NGO groups, endowing these authorities with the elements of a dynamic model of development, oriented towards democratic involvement of citizens in decision-making mechanisms of local interest, infrastructure development and economic performance;
- **October 1997** – writing and publication of the study “Concepts and Practices of Local Development in Moldova”, funding LGI / OSI;



- **March 1998** – Publication of the study entitled "From centralization to decentralization", LGI / OSI;
- **From March 1 until November 1999** – Implementation of a project entitled: "Promoting Transparency for Citizens", with the funding of Eurasia Foundation;
- **From March 1998 to March 1999** – implementation of a new project entitled: Citizens participation in decision-making mechanisms, in cooperation with the European Foundation for Freedom of Expression, a project conducted simultaneously in Bulgaria, Romania and Moldova;
- **From December 1998 to August 1999** – Viitorul Foundation experts participated in a global research project, conducted by UNOPS / UNDP, Case Studies of Best Practices in Civil Service Reforms;
- **April 1999 to September 2000** – Participation in a research training program UE PHARE, Training for CEI countries in transition, held by L'Europa Centro Orientale e Balkan, Bologna University, Italy;
- **Since April 2000 till March 31, 2000** – Implementation of a project entitled "Building a Responsible Local Government in Moldova" funded by LGI / OSI and the Soros Foundation, the aims of which were: training of local elected officials and municipal civil servants, providing legal advice and expertise services to local government, publication of studies and books on the topic of reforming the system of public administration in Moldova, supporting local initiatives and social development of municipalities, citizen involvement in the life of their communities;
- **March 1998** – publication of a Guide to Citizen, with the Eurasia Foundation funding;
- **From May 18, 1999** – Viitorul Foundation was accepted as an institutional member of NISPACEe, with the aim of increasing the quality of its staff expertise, knowledge transfer and quality practices in the countries of Central Europe, the initiation of a curriculum for local and municipal elected officials in the country, developing professional research;
- **From April 20 to October 20, 2000** – Implementing a series of regional seminars entitled "Training and Education Initiative of the local elected officials" with Soros–Moldova funding;
- **October–November 2000** – publication of some new studies and books for the Viitorul Foundation Library: ABC of Local Development, Local Council in Action and Public Services;
- **May 15 – November, 2000** – Developing an Agenda for training and dissemination as part of a larger



program funded by the Westminster Foundation for Democracy, UK;

- **September, 2000** – Publication of a chapter about Moldova in Volume II of the Anthology of Local Governments in Eastern Europe, edited by LGI / OSI;
- **From May 2000 to December 2000** – the implementation of a joint program on Rural Tourism Promotion and Diversified Development in Moldova, with the World Bank and the Soros Foundation funding;
- **June–July 2000** – editing and publishing of a Study Regional Development in Moldova, of a White Paper on Local Government in Moldova and another study of Local Public Finance;
- **From June 2000 to December 2000** – experts of Viitorul Foundation participated in the editing and publication of the third volume of the Anthology published by LGI / OSI on Local Governments in former USSR countries;
- **From August 2000 to December 2001** – Viitorul Foundation experts participate in conducting a series of regional and national seminars on strategic planning, legislative reform and training of instructors for elected officials and civil servants from various cities and municipalities of the Republic of Moldova in cooperation with the Urban Institute (USAID program);
- **April 3, 2001 – December 31, 2001**, conducting a regional development program with the UNDP funding. The project is completed in a consortium with the Austrian firm Human Dynamics Gmb, aiming to assist regional authorities of Ungheni County to develop and begin implementing a new system of local and regional government;
- **From November 2001** – Strengthening Decentralization and Financial Local Autonomy in Moldova, training and research project with the financial support of LGI / OSI and the Soros Foundation–Moldova;

1993–2013



Victor URSU,
Executive Director,
SOROS Moldova

Sincere congratulations on the anniversary to IDIS “Viitorul”. I think that for 20 years “Viitorul” was an important and distinct voice in Moldova and contributed to democratization and development of the country.

- **August 2001** – Publication of a Study on Quality Management of Municipal Public Services;
- **During the period March 15, 2002 – March 15, 2003**, IDIS experts conducted the project “The increase in popular support for the functional autonomy of the local government in Moldova”. The project held a broad media campaign in public support offered for these reforms, the development of policy recommendations and stopping the trend of recentralization of decision power.
- **During the months of July to September 2002**, IDIS “Viitorul” implemented a community development program in cooperation with Moldova MSIF financed by DFID.

From the very establishment, IDIS “Viitorul” has set its goals in 4 priority areas: (1) promote a more transparent and accountable governance in Moldova, (2) the reform of local and regional public administration, (3) providing technical and theoretical support for sustainable local development, (4) regional cooperation and strengthening local autonomy, (5) promotion of administrative and fiscal decentralization, (6) promoting the concept of local energy efficiency.

Below we examine some projects carried out within the directions mentioned above.

1. Support to decentralization



Marian PREDA,
PhD, Professor,
Dean of the Faculty
of Sociology,
University of Bucharest

IDIS “Viitorul” is the most important NGO from the Republic of Moldova a true source of personalities and political leaders, with initiatives and examples to be followed in all areas, from economic to political, social or administrative field.

IDIS “Viitorul” contributed to the establishment of the Regional Development Agency through Local Autonomy (ADRAL), President A. Chetaru, 1998; National League of Mayors Associations from Moldova (NLMA), President V. Balan, in 2000; Congress of Local Authorities from Moldova (CALM), President V. Badan, 2010. During 1998–2001, ADRAL was the voice of counties and municipalities from the Republic of Moldova at the Congress of Local and Regional Authorities of Council of Europe, where local and regional government representatives discussed common problems, their experience and expressed the views of their governments. NLMA was an APL network in the Republic of Moldova, which brought together more than half of the mayors in the period 2000–2010. IDIS performed secretarial work and provided overall guidance on areas such as APL legislation, decentralization, economic development, establishing partnerships, etc. NLMA is a founding member of the Network of Associations of Local Authorities of South East Europe (NALAS) and has conducted an intense activity in this association. IDIS “Viitorul” in collaboration with NLMA has published more than 70 issues of the information bulletin “Primarul”, several studies and reports on local autonomy, which were distributed in all municipalities from the Republic of Moldova. Subsequently, IDIS “Viitorul” promoted the idea of establishing an association of local authorities that would effectively represent the interests of all local associations and provide a unified platform for dialogue in relation to the central authorities. Thus, on March 21, 2010, in Chisinau took place the General Assembly establishing the Congress of Local Authorities in Moldova (CALM), where CALM took over the powers and representation functions of NLMA.

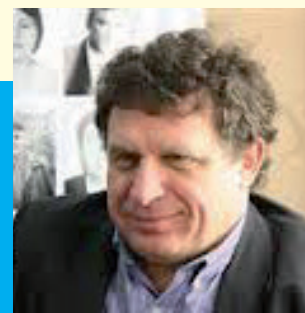
2. Best Practices Program for LPA from Moldova

During 2005-2013, IDIS "Viitorul", with the support of the Council of Europe, Hanns Seidel Foundation (Germany) and the Westminster Foundation for Democracy (UK) has implemented the Program of Best Practice for APL in the Republic of Moldova. All best practices are a reference area of local authorities' activities and had a significant impact on the community.

Thus, we identified and collected dozens of best practice, oriented towards: performance management in local administration, successful community partnerships, successful models of local development, resource saving, optimization of the decision-making process, improving service quality, energy efficiency, increased quality of life, etc... IDIS "Viitorul", in partnership with the Government of RM, rewarded the best practices of success in areas of great interest for the Republic of Moldova. Winning communities have been a topic of documentaries. In that context, we can mention that during these years were published:

- An Anthology of best practices: ideas, effort, performance (2006);
- Best Practices Guide for Local Public Authorities (2006);
- Best Practices Guide for Local Public Authorities (2009);
- An Anthology of best practices of communities from Chisinau (2011).

Subsequently, these films, guides and anthologies have been distributed in all municipalities of the Republic of Moldova.



Alexandru CANȚÎR,
journalist,
Radio Free Europe

It is incredible, but over the past two decades, in the Republic of Moldova there was a part of Moldovan society that actually knew how to think, to teach others to think and judge things with discernment and intellectual responsibility. The way IDIS "Viitorul", those who have founded it and those who have represented it over the years, have found their right place in this part of our society is worthy of respect.

I personally always had difficulty to express my sincere admiration to an institution or another (perhaps with an exception - the period when I was „octombrel”). I can, however, gladly, express my admiration for the people who represented and represent "Viitorul" for their poise, performance, insight, and many others. Success! And remember, at 20 years old for an institution, as they say, life is just beginning!



1993–2013



Alexandru AMBROS,
Mayor of Ungheni

Dear team IDIS “Viitorul”! It gives me great pleasure to address, on behalf of the City of Ungheni and my own, on the occasion of 20 years of the Institute for Development and Social Initiatives “Viitorul”, warm congratulations and outstanding achievements for the whole team that by considerable efforts contributed to the consolidation of an environment favorable to democratic change in the Republic of Moldova.

On this anniversary occasion, I wish you much health to continue successfully in building democratic institutions and developing a spirit of effective accountability among politicians, civil servants and citizens of our country, and in strengthening civil society.

Heartfelt wishes for happiness and fulfillment of all aspirations. Enjoy the satisfaction of as many as possible exceptional results.

Happy Birthday!

3. Contributions to create legislative prerequisites for new reforms in the field of public administration

IDIS “Viitorul” experts contributed essentially also to creating the premises legislative for new reforms in public administration in the period 2005–2012: the Law on LPA (2006–2007), the Law on Administrative Decentralization (2006–2007), National Strategy for training of civil servants and elected local officials, 2007–2010; Law on the approval the National Strategy for Decentralization (2012).

4. Regional development

With the establishment of counties, IDIS “Viitorul” was directly involved in boosting the regional development process during the implementation of many projects. Thus, under the program MOL-97-011 “Strengthening Local Government II” IDIS “Viitorul” in collaboration with Austrian Human Dynamics has developed, for the first time for the counties of the Republic of Moldova, the Socio-economic development strategy of Ungheni County for the period 2001–2006 and helped launch the Free Economic Zone “Ungheni”. In this strategy the stress was on several important elements: effective exercise of specific powers of regional authorities, sensible use of resources and social and economic opportunities as well as rigorous and responsible implementation of all planned activities. Subsequently, IDIS “Viitorul” experts assisted in the elaboration of the strategy for regional development of ATU Gagauzia within the project “Developing local economies through action and alliance (DELTA) Gagauzia” carried out during the years 2007–2011, financed by LGI / OSI, in cooperation with Gagauz authorities, co-financed by the Soros Foundation-Moldova and effectively implemented by IDIS “Viitorul”. Thus, during that period the following activities were conducted:



- Development and opening in September 2008, of the site **www.gagauzia.md**;
- Elaboration of the guide „Gagauzia: investment opportunities” in Russian and English;
- Elaboration of the socio-economic development strategy of the ATU Gagauzia for the period 2009–2015;
- Organization, on 10 March 2009 of the Donors’ Forum, in cooperation with Gagauz-Yeri, where was presented publicly the socio-economic Development Strategy of ATU Gagauzia;
- On 17 March 2010 was launched the documentary „Investment Perspectives of Gagauzia” in Russian, English and Romanian - the first initiative to popularize, in such a way, the regional economic potential in the Republic of Moldova. The film captures the strengths of Administrative Territorial Unit Gagauzia, presenting success stories.
- Development and launch in 2011, of the Touristic Guide of Gagauzia. In this guide was highlighted the tourism potential of the region; the Wine Road; sights of republican and regional importance etc.
- Were organized familiarization visits for regional authorities to Albania (2008), Ungheni district (2010) and Galați County, Romania (2011).

On April 30, 2013, in Comrat was held the IVth Moldovan-German Forum. We would like to mention that the 4th Moldovan-German Forum was attended by over 150 participants of SMEs from Chisinau, ATU Gagauzia, Cahul, Leova, Cimislia, Basarabeasca and Taraclia. The event was organized in Gagauzia, by IDIS “Viitorul” in the framework of the “Transform” program of the German Federal Ministry of Finance, with the participation of the Development Bank in partnership with the executive of ATU Gagauzia.

5. Elaboration of the socio-economic development strategies

Thanks to American experts who have worked in the Republic of Moldova within the USAID Local Government Reform Project, during the period 2000–2005, especially to Daniel B. Edvards and John Tab was achieved the transfer of knowledge and skills in Strategic Planning, according to the methodology initiated and developed by one of the most respected American experts, John M. Bryson. In this respect, L. Chiriac, V. Mocanu, G. Grosu and N. Motili managed for the first time in our country to develop, in accordance with the new technologies in 2001, the Strategic Plan for Socio-Economic Development of cities Ialoveni and Cimișlia and of certain organizations operating in the field of LPA. The American technologies to develop the Strategic Plan differ from those “ordinary” and applied to date, primarily, because it ensures a broad and democratic representation of the most active community representatives within the strategic planning process initiated by the local public administration. Later, in 2001–2002, Socio-Economic Development Strategies were developed for Drochia; Gribova village, Drochia district, Suruceni village in Ialoveni district, etc...



In 2010, during the period between June and December, IDIS “Viitorul” within the project “Support to local authorities for better planning, developing and managing budgets, monitoring and providing quality public services” funded by the Government of Japan and UNDP, developed socio-economic development strategic plans for:

1993–2013



Natalia OȚEL-BELAN,
Program Officer, Eastern
Europe, CIPE Washington

Centre for International Private Enterprise in Washington DC, USA is honored to be a long term partner with the IDIS “Viitorul” team. Over the past seven years we have managed to support private sector initiative in Moldova, through the National Business Agenda, promoting sustainable and equitable economic reforms through a transparent and constructive public-private dialogue. CIPE wishes you in the next 20 years (at least!) to continue innovation in promoting independent views in the private sector in the decision-making and public policy elaboration processes.

Good luck and congratulations to all of you at IDIS!

Vulcănești district, the town Vulcănești, villages Carbolia, Etulia, Cișmichioi, all of the district Vulcănești, Based on the Strategic plans developed, these communities have received funding for the development of social infrastructure.

In 2011, IDIS “Viitorul” implemented the project “Economic Growth and Poverty Reduction in localities by creating sustainable jobs” under JOBS Plus project, financially supported by Catholic Relief Services, USA. Under this project there were developed strategic plans for economic development for: village Gordinesti, Edinet district, village Oniscani, Calarași district, the town Basarabeasca, Basarabeasca district; the town Ceadâr-Lunga, Bratușeni town, Edineț district; town of Floresti, village Țirgul Virtuijani, Floresti district; Cupcini town, Edineț district, town of Soroca, Cimișlia town; town of Șoldănești, village Crihana Veche, Cahul district. For each community, in the plan developed the focus was specifically on the opportunities that exist locally regarding job creation and launching of small businesses.

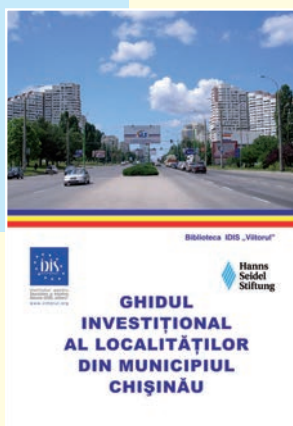
In 2012, at the requests of LPA there were developed Socio-economic strategic development plans for: village Drăgușenii Noi, Hâncești district; Crasnoar-meiscoe village, district Hâncești; Baurci village, district Ceadâr-Lunga.

6. Cooperation with the Municipality of Chisinau

Within the project “European Future of Chisinau Municipality” implemented by IDIS “Viitorul”, during 2011–2012, in cooperation with the City Hall Chisinau, with the financial support from Hanns Seidel Foundation were achieved the following:

➤ **Publication of the “Best Practices Anthology of Communities from Municipality of Chisinau”.** Thus, the best practices of communities from Chisinau municipality were awarded diplomas at an award ceremony held on 9 December 2011. 12 communities from Chisinau municipality were publicly acknowledged for the best practices. The status of the best practice from Chisinau municipality was awarded on four categories: I. Good governance: successful community partnerships II. Strategic management of local communities III. Local economic development: achievements and performances and IV. Energy efficiency and improving the local infrastructure. Thus, the best municipalities in these categories are designated as follows: Colonița (Creation of communication tools with the public through the website of the municipality and the local newspaper), Grătiești, Budești, Tohatin, Ciorescu, Trușeni, Vadu lui Voda, Cruzesti, Durlești and Cricova.

➤ **Publishing in Romanian and English of the „Investment guide of localities from municipality of Chisinau.”** This guide, we believe, will facilitate and stimulate attracting international companies and investment funds so necessary for modernization and Europeanization of the Republic of Moldova. This guide aims to provide relevant information for potential investors in relation with the possibilities of investing in the communities in Chisinau. This guide aims to be accessible to a very broad audience, and also to provide some ideas of investment projects that



would interest the potential: private investors, foreign donors, specialized consultants, international companies, investment funds, etc.

- **Launch of the documentary „Chisinau – a European capital”.** The documentary, released on 19 January 2012, at an official ceremony held at 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 from the German Hanns-Seidel Foundation in collaboration with the Municipality of Chisinau. The film available in Romanian and English was distributed to diplomatic missions and international organizations resident in the Republic of Moldova. The documentary “Chisinau – a European capital” lasting twenty minutes, manages to capture the two decades of the municipality from the Declaration of Independence of the Republic of Moldova, focusing on architec-



tonic landscape and historical monuments. Also, personalities like Maria Cibotari, Maria Bieșu Nafornită Valentina and others spoke about what Chisinau means for the European culture. The documentary stresses the idea that Chisinau is a city of youth and opportunities.

- **Increasing Energy Efficiency in Chisinau municipality.** During the years 2010–2013, IDIS “Viitorul” in cooperation with the Municipality of Chisinau has implemented the project “Increasing energy efficiency in Chisinau and Sevastopol municipalities based on existing positive experience “funded by the European Union Delegation CIUDAD Program (Cooperation in Urban Development and Dialogue). The projects lasted 36 months and in its framework there were carried out several activities, including, SEAP elaboration for the Chisinau municipality; feasibility studies and investment projects developed by IDIS experts on fields such as: public lighting, urban transport, thermal insulation of residential buildings, thermal insulation in schools; two exhibitions of innovative and energy-efficient technologies. Chisinau Municipality, in partnership with IDIS “Viitorul” on January 30, 2013, presented the Sustainable Energy Action Plan for Chisinau (SEAP). Chisinau became the first administrative unit of the Republic of Moldova, which has developed a SEAP, assuming the obligation to reduce by 20% CO₂ emissions by 2020, increase renewable energy use by 20% and increase energy efficiency by 20%. At the same time, depending on the sector concerned, IDIS “Viitorul” experts have developed concrete measures and an action plan to reduce CO₂ emissions and increase energy efficiency for 2012–2020.



Alina RADU,
journalist, director
of investigative
newspaper
“Ziuarul de Gardă”

The future cannot have time limits. The first 20 years are just the beginning of the future. I am glad I had the opportunity to work for a short period in this think-tank, during which I gained confidence that civil society in the Republic of Moldova can do many things and that modern, democratic and transparent public administration is possible when Viitorul is involved. We saw representatives of the public system seeking Viitorul because they needed policies, rules, new models of management, both locally and nationally. IDIS, with its dedicated team can help shape a better future for the Republic of Moldova so I wish you perseverance and effort until the problems in the public domain in the Republic of Moldova will belong only to the past.

1993–2013



Ion PARA,
mayor of the commune
Tigheci, Leova district

We have been with IDIS “Viitorul” during 10 years of activity and, personally, I behold with satisfaction the skills and qualification both of the group of experts and the Executive Director, Mr. Liubomir Chiriac. The two decades of activity of the institution have placed the society and our communities in a democratic space of ideas and appropriate social changes. The hard work and professional performances of employees of the institution set milestones that establish activity strategies with determined purposes.



7. Energy Efficiency

Currently, the national energy sector has to cope with major challenges: need for energy supply, increase of economic competitiveness and reduction of environmental impact. These challenges are even more important as the economic crisis continues its toll and the Republic of Moldova have to catch up with the developed countries of the European Union. Regarding renewable resources, the Republic of Moldova target is that by 2020, 20% of gross energy production to be provided from renewable sources. To achieve this goal, the Republic of Moldova needs to harness more than 50% of the potential of renewable resources available. In that context since 2010, IDIS “Viitorul” particularly began to examine issues related to energy efficiency. Thus, over the years 2011-2013, IDIS “Viitorul” experts held in all districts in the country training workshops on energy efficiency at the local level and



local production of thermal energy from biomass. The training workshops were organized with the support of UNDP Moldova within the project “Energy and Biomass” and were conducted in 30 districts of the Republic of Moldova. They lasted 2 days during which were discussed several issues related to increasing capacity of local leaders and operators in understanding and managing the process of production of thermal energy from biomass. Workshops agenda included the following topics:

- Energy efficiency and modern technologies of thermal energy production from local biomass
- Framework and role of operators in the effective use of thermal energy production technologies
- Technical and anti-inflammatory security measures. Monitoring the thermal energy production process
- Energy efficiency at the local level in the context of global challenges in the energy sector

- Regulatory and institutional framework in the field of energy and energy efficiency applicable in the Republic of Moldova
- Heat production from biomass
- Manufacturing process use and characteristic of existing technical installations in the country
- Building and managing relationships with economic agents
- Establishment of public-private partnerships at the local level

IDIS "Viitorul" experts developed the study on "Estimation of the energetic potential of biomass from agricultural crops in the regions and districts for 2009-2010". Following the analysis of the biomass potential for each district separately, was obtained a potential total of about 21042 TJ annually based on average data for 2009 and 2010. Comparing this result with the domestic energy consumption of the Republic of Moldova which in 2010 was approximately 92 544 TJ, it was found that 22% of the total energy resources required can be covered from local biomass. Moreover, this figure is significant since the Republic of Moldova is 95% dependent on imported energy resources, therefore, about 48% of natural gas imports could be reduced on account of biomass resources; import of natural gas in 2010. It has also been developed a guide of the potential manufacturer of briquettes and a business plan model for those who want to start a business in the area.

8. Training and Support

IDIS "Viitorul" experts organized and conducted seminars, workshops and specialized schools for local government representatives in the most current fields: fiscal decentralization, improving public services, building public-private partnerships, writing European projects, etc. Only in 2009–2013 there were conducted about 160 workshops for about 4,000 local elected and public officials from all districts of the Republic of Moldova in the framework of the projects Project Hanns Seidel "Consolidation of the local autonomy through Increase of the professionalism of the new local elected Officials in the Republic of Moldova" Project UNDP (November 2011 – January 2012): Training Services for Newly Elected Local Officials LOT 4 – JILD, Project UNDP (2010): Support target LPAs in strengthening their capacities to plan, budget, implement, monitor and assessed in year efficient manner.



Alexandru SLUSARI,
President of the Union
"UniAgroProtect"

On the occasion of celebrating 20 years of activity, „UniAgroProtect” brings the most sincere congratulations and thanks for IDIS “Viitorul” initiative to improve the sphere of action of democratic institutions and develop a sense of responsibility both among public figures and within the civil society sector. DIS “Viitorul” stands out by its professional team and demonstrates a relentless perseverance in overcoming difficulties in the way of achieving goals. In the fruitful collaboration and also the friendly relationship that takes place between UniAgroProtect and IDIS „Viitorul, we hope that more initiatives will be implemented in practice and produce plausible results in the near future.



1993–2013



Mircea SURDU,
Director of the public
television station
Moldova 1

My positive thoughts are now turning to what I managed to do, over the years, together with IDIS "Viitorul". And the good words that I address to the people who created this organization and maintain it as an institution that thinks, investigates, acts are not necessarily related to the anniversary. I invited to the show „Good evening!” people from the IDIS “Viitorul” and had among the public - young people who have gone through the projects of “Viitorul” and it brought us mutual benefits through opinions, analysis. I’ve been, in turn, invited as a trainer in broadcasting communication for young people enrolled in the schools of young leaders organized by IDIS “Viitorul”. And the benefit that these meetings gave me is expressed in energy and new ideas. And it is good that this happened to me and I think this feeling is mutual.

9. Studies and reports

In the past 20 years, IDIS published about 90 studies and monographs with reference to local government finance, local autonomy, organizational management, constitutional and public law, local and regional development, quality of public service, institutional management, etc. There have been numerous analytical reports prepared for international institutions: the Council of Europe, OSCE, OECD, and UNDP. We mention some of the latest research in the field of local public administration.

| Name | Year |
|---|---------------|
| The new regulations of the budget process for LPA | 2013 |
| Analysis of the draft normative acts regulation impact | 2013 |
| The guide of the local elected official on the establishment of the public private partnership | 2013 |
| Conflict of interest and incompatibilities in local public administration institutions in the Republic of Moldova | June 2012 |
| The legislative guide of local elected officials | March 2012 |
| The guide of local elected officials on local public finance | March 2012 |
| The guide of Chisinau municipality localities investment | February 2012 |
| Best practices anthology of the communities from Chisinau municipality | December 2012 |
| The Republic of Moldova regions - hostages of populist policies | October 2011 |
| Assessment of attitudes, capacities and needs of the Republic of Moldova authorities in the context of the European integration process | October 2011 |
| Optimization of public transport in Chisinau | October 2011 |
| Public lighting in Chisinau: functional, aesthetic, architectural, tourism, and investment and efficiency aspects | March 2011 |
| Energy efficiency in Chisinau: the legal framework and policy analysis | February 2011 |
| Study on the economic and financial situation of the ME "Autosalubritate" | June 2010 |
| Study on the economic and financial situation of the ME "Exdrupo" | June 2010 |
| Legal status and funding of local roads in the Republic of Moldova | March 2010 |



Department of Functional Market Economy

Functioning market economy department, develops regularly economic analyses and forecasts, identifies and discusses matters of private sector development, the tax and customs administration, poverty reduction and other social policies. Since 2004, within the Department was initiated the publication Economic Statewatch; since 2008 IDIS, along with more than 30 business associations and chambers of commerce published the National Business Agenda; from 2013 it elaborates monitoring and evaluation reports as part of implementing the priorities of the NBA (National Business Agenda). The Department published a number of other position papers and policy briefs related to the shadow economy, economic policies and investment and private sector development issues that are common among decision makers and opinion leaders.



The activities carried out by the IDIS team within the economic Department gained consistently public recognition among its conventional beneficiaries: private organizations, foreign donor organizations, think tanks, private sector and banks, political parties and associations EPIN (Economic Policy Institutes Network (United Nations Development Program (UNDP)) and PASOS (Policy Association for an Open Society). Later, the department was shifted to monitoring the implementation of SPRS (Poverty Reduction Strategy) (2004-2007), National Development Plan (2008-2010) and later the National Development Strategy Moldova 2020 (from 2012 to present) and cooperate with CIPE (Center for International Private Enterprise), SIDA (Swedish International Development Cooperation Agency) and UNDP.

THE PRIORITIES of the functioning market economy department (ED) are:

- *Organizing and conducting research and consulting activities in the field of economic policies and private initiatives;*
- *Attracting funding for scientific programs and research funding;*
- *Organizing events to increase the level of economic education and entrepreneurial culture in the Republic of Moldova.*

FUNCTIONING MARKET ECONOMY DEPARTMENT activity is oriented towards its participation in public-private dialogue through:

- *Provide a qualitative analysis of the current state of economy of the Republic of Moldova;*
- *Quantitative and qualitative assessments, short and medium term, including the development of the real sector development forecasts and recommendations on measures of state policies.*

The economic department activities are based on team building experience that is achieved by extensive ways of expertise activities:

1. **Problem analysis:** analysis of all aspects of the problem to formulate the economic policy purpose;
2. **Involvement of stakeholders:** identification and analysis of all parties involved in the issue and strengthening the social base for the wording of the questions for economic policy;
3. **Public consultation:** ensuring conditions for expressing the opinions of all stakeholders in a structured form, analysis and consideration of the views (feedback);
4. **Legal and institutional audit:** identifying and planning legislative and institutional changes necessary to implement these policies;
5. **Assessment and Monitoring:** tracking progress in implementing economic policies to achieve results, ensuring transparency and accountability of these policy makers;
6. **Training and capacity building:** developing knowledge and skills, providing consultations for the promotion of economic reforms.

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

- Public policies analysis works;
- Expertise and evaluation of the impact of legislative and administrative acts, projects and programs;
- Proposals for legislative amendments, institutional changes and draft normative acts;
- Short and long-term forecast and trend analysis for the Republic of Moldova economy and its components;



- Analytical support for decision-making processes;
- Basic and in-depth workshops concerning the fundamentals of public policy and analysis;
- Comments by experts, presentations, briefings, and consultations on social, political and economic issues.

To implement its priorities, the Department has developed and implemented two basic analytical tools: Economic Statewatch (ES) and the National Business Agenda (NBA). Economic Statewatch is an analytical product published by IDIS in 2004, in order to analyze the macroeconomic situation and economic policies in the Republic of Moldova. It puts a special emphasis on research and development forecasts of key sectors and recommendations on economic policy measures.

Since 2007, IDIS leads initiative of promote public-private dialogue based on the National Business Agenda. Here representatives of the expert community, in collaboration with major business associations formulate priorities for private sector development in the Republic of Moldova. The economic department of IDIS “Viitorul” continued development and public presentation of its analytical products: Economic Statewatch,



Economic Statistics but also public policy studies on topics of real interest to the public and decision makers, such as the gas industry, energy market, regulatory framework for business, official and unofficial taxes, etc.. DIS economic department organized and conducted weekly economic debates, inviting relevant stakeholders to discuss agricultural policies, social security, debts of Transnistria, etc.

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

The employees of the Department have extensive experience in analytical studies of economic policy in the real sector and economic growth, are members of the advisory councils of ministries and parliamentary committees.

Brief History:

The Department began its activity in 2002, when IDIS experts contributed to writing the National Report on small business development in the framework of the project Investment Compact of the Stability Pact, conducted by the OECD in all Southeast European countries and developed The Study "economic and legislative constraints in business development in the rural economy", in cooperation with Agroinform, Contact (NOVIB).

In June 2004, IDIS launched the 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 instruments 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 project aims also included to provide a suitable framework for reflection and independent monitoring of economic policies and poverty reduction in Moldova, encouraging public debate on issues related to implementation of the strategy for growth and poverty reduction (SGPR).

The project contributed to improving the quality of public debate on matters of economic nature and poverty reduction. These topics were defined by the core subjects of the research proposed. The project aims were correlated with medium-term political objectives outlined in the SEGPR (substantial and sustainable economic growth, poverty and inequality reduction, development of human resources). The project cooperated with various stakeholders in order to attain these objectives and facilitate the SEGPR implementation (NGOs, international donors, government agencies).

In 2007, under the project Strengthening the legal framework and business practices in the RM, IDIS provided expertise, independent evaluations and practical recommendations on the phenomenon called conventionally - "unofficial taxation." The purpose was the appropriate regulation of business activity in the RM, increasing responsibility of public authorities and the elimination of phenomena related to corruption, administrative abuse, money laundering, involving authorities and the private sector in an unofficial relationship in which each party acts unlawfully. The expertise provided by IDIS was a field investigation. It aimed at assessing proportions, stake and "informal" rules of this phenomenon.



Jeff LOVITT,
Executive Director, Policy
Association for an Open
Society (PASOS)

IDIS "Viitorul" is among the founding members of PASOS network, created in 2004, being an active member in the projects undertaken, and network management activities, particularly in 2008–2010 when Igor Munteanu, the Director of IDIS then, was part of the PASOS Board. In 2010–2012, IDIS was a partner in the project "Paving the way for the liberalization of visa regime with the EU in Eastern Partnership countries". Following the disputed elections in the Republic of Moldova in April 2009, IDIS "Viitorul" has targeted its actions towards creating a civil society coalition on European integration and national reconciliation. PASOS provided support in developing the roadmap and connecting independent think-tanks in the Republic of Moldova with policy makers, parliamentarians and non-governmental actors in Brussels, in the period leading up to elections.

1993–2013

There was found an increase in incidence and popularity of these forms of extortion of money from the private sector by officials and government agencies. The final study contained specific recommendations to reduce the administrative voluntarism and reassess the general regulatory framework. The research has enjoyed a special appreciation of the environment “affected” by this phenomenon, but also from business associations.

Since 2008, IDIS “Viitorul”, in partnership with the Centre for International Private Enterprise (CIPE) has launched a number of projects focused on promoting public-private dialogue through the **National Business Agenda from Moldova**.

As part of an initiative to promote the dialogue between the business environment and government in the National Business Agenda were developed and proposed priorities and mechanisms for private sector development in the Republic of Moldova. They are found both in government programs of line ministries and the National Development Strategy “Moldova 2020”.

The NBA projects provided significant opportunities and benefits for business associations and the new democratic government of the Republic of Moldova through dialogue and confidence-building discussions. Having gained 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. Business associations have joined the NBA in order to instill pragmatism and democratic accountability into the new political authorities who came to power after the repeated elections in 2009.

This will be enhanced and strengthened through repetition and institutionalization, ie the annual update of the strategic plan of the NBA, support for new leaders,



representing their constituencies and national business elites. The NBA new phase coincides with profound long awaited political changes. It will bring into Moldova not only a common follow-up in terms of initiatives from the private sector, but immediate policy instruments, advanced advocacy techniques and institutional training for the most representative business associations. Broad policy debates, defined in this way by the NBA partners are based on trust in democratic participation and dialogue. Involvement and active participation of the business community through the NBA is appropriate for the inclusion of the major concerns of the private sector in the reform process.

Since 2010, IDIS “Viitorul”, organized each year Moldovan-German Forum dedicated to financing small and medium enterprises (SMEs). The forum was held within the TRANSFORM Program of the Federal Ministry of Finance of Germany, with the participation of KfW Development Bank. Two of the sessions were held in Chisinau and two others were held in Comrat, Gagauz-Yeri. Thus, the participants were able to express the difficulties they encounter in their activities and proposals for SME sector finance efficiency. Also in the framework of the forum there were organized exhibitions for business people from SME sector with advantageous financing offers from the banking sector and the Organization for the Development of Small and Medium Enterprises (ODIMM). Following the roundtable discussion within the Forum, based on questionnaires completed by representatives of SMEs, in 2012 was published the study “Financing SMEs in the Republic of Moldova: Issues, Trends and Perspectives”, translated into English and Russian. The Economic Department of IDIS helped associations to develop organizational skills and advocacy skills through diagnosis and training and helped them to transfer skills into practice.



Competitive Society Department

The social consequences of reforms in the Republic of Moldova since independence to date have been in the focus of IDIS "Viitorul" experts within the Competitive Society Department. This orientation within IDIS "Viitorul" emerged as a reaction to the Republic of Moldova confrontation with some social threats, because of obvious serious shortcomings of civic spirit and public education. Appeared with the name of democratization, this department was called later Competitive Society given the existence of ever more serious social problems.

Initially it aimed to support civic initiatives, but currently this department elaborates studies of public policies in the social field in order to monitor and evaluate the activities of different social policies of public institutions (especially the Ministry of Labor and Social Protection and Family, Ministry of Health, Ministry of Education etc.) are carried out different advocacy campaigns in the social field.

The Department specializes in the implementation of projects related to the assessment of social policies, civic education, democratization, foreign policy, European integration, crises management and their prevention (early warning reports). Experts from the department conduct research in the thematic areas they are responsible for and promote sector reforms, organize training courses and public campaigns to stimulate civic participation.

1. SOCIAL POLICIES

Social policies promoted by relevant ministries were carefully analyzed by experts IDIS "Viitorul" by professional advice, monitoring reports and studies. A product loyal of this tradition is editing the Social Monitor, an analytical product that appears four times a year, each issue addressing social issues of extreme sensitivity: demographic situation of the country and the potential threats, the situation of children born outside the family, gender equality in getting a job, the situation in secondary and higher education, the situation of



Ion BODRUG,
director of the
Northern Regional
Development Agency

I highly appreciate the cooperation with IDIS "Viitorul" and I think that it has made many things. Our collaboration with IDIS experts brings only benefits and useful things to us. The fact that you invited us to participate in the National Convention for European Integration and included in this project working groups on Regional Development proves that we are on the right way for the development of the Republic of Moldova.



persons with disabilities in the Republic of Moldova etc. Alongside The Social Monitor, in the department appears another quick analysis tool – policy brief – which comes to provide an immediate analysis of the impact of certain social policies or government decisions.

Within the department there were developed public policy studies that assessed the social protection system: The study on the System of Social Protection 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, the public opinion evaluation research has a special role, which appears at least annually. Very representative in this respect are: the National Survey to assess the public perception towards educational inclusion of children with disabilities (2012), the National Survey: The European Union - the great challenge of the Republic of Moldova (2011), the National

Survey: The state of mind and trends forecasted for the Republic of Moldova (2009), Report on the evaluation study of public perception of European integration and implementation of the Action Plan the European Union- Moldova (2008) etc.

Particular aspects in areas of concern were the ways to protect children's rights. Thus, there were organized monitoring and research activities of this issue, conducted mentoring activities with the teaching staff and coaching for local actors.

Reference projects:

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

2. TRAINING YOUNG POLITICAL LEADERS

Within the Department, since 2006 was launched the Political Training School for Young Leaders. The school is a training platform for 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 at the fourth edition and has so far trained over 100 young people. Among IDIS leadership courses graduates we can list the political ethnologist Dorian Furtună, the director of the Agency for the inspection and restoration of monuments Ion Stefăniță, IDIS expert Leonid Litra, cultural policies expert Ghenadie Șontu, The Head of the Youth Department of the Ministry of Youth and Sports, Ion Donea, Zina Adam, UNDP, Ana Moghilda, PARC COMMUNICATION. Another success story is that of Andrei Hâncu, who became president of the Center for International Communication and Human Rights. Some of School finalists have ascertained themselves in political parties' youth organizations. Since 2011, the training program is conducted with the financial support of the German Foundation Hanns-Seidel-Stiftung.





3. CIVIC EDUCATION

For each democratic society civic education is very important creating the preconditions for the formation of informed and active citizens, interested in the act of governance. Thus, IDIS "Viitorul" team has developed several projects related to promoting civic culture and fostering civic responsibility of citizens both at national and local level. At every round of general elections, IDIS "Viitorul" actively participated through organization of local workshops, public debates with Moldovan citizens in order to educate and stimulate civic spirit and participation in the elections as active citizens. Through printed posters, calendars and stickers disseminated in some localities of the country during bus campaigns, through TV

and radio broadcast on public and private radio and TV, by outdoor concerts we promoted freedom of citizens to participate informed at polling stations.

Several events of civic education were organized for young people: local seminars, debates, interactive contests aimed to stimulate interest of the younger generation in the country's decision-making process, the functioning of public institutions and the way they may interact with them.

Reference projects

- a) **Eurasia Foundation** – "Campaigning for Open Democratic Process" (2004–2005)
- b) **EC Delegation** – Stimulate civic responsibility in the campaign for the 2009 parliamentary elections
- c) **Czech MFA** – Building democratic bridges between local actors, youth and citizens (2011)

4. POLITICAL PARTIES FINANCING

Since 2008 a priority area for IDIS "Viitorul" was the financing of political parties in the Republic of Moldova. This direction of has begun to be harnessed with the support of ODIHR, represented by Marcin Walecki and OSCE through the involvement of Rita Tamm. The idea launched by civil society and international partners was to change the electoral system and the Law on Political Parties to move to public financing of political parties and to regulate the amount of donations and contributions but also to clearly establish the type of sanctions imposed to parties.

IDIS "Viitorul" has opted for three strategic directions – a) Develop a comprehensive study on the issues of financing of political parties, a book published in 2009, whose author is Igor Munteanu – "Political parties in the



Republic of Moldova: laws, practices and reforms"; b) monitoring the election campaigns and estimation of election fraud by assessing the gap between officially declared funding and the actual one (Sergiu Lipcean, "Evaluation of financing political parties and electoral campaigns in the Republic of Moldova", 2009, Leonid Litra, Corneliu Ciurea, Sergiu Lipcean and Cornelia Cozonac, "Financing of political parties - between transparency and obscurity, 2010; Corneliu Ciurea, Sergiu Lipcean, "Financing of political parties in local elections in 2011 – a sample of medieval relations," 2011); c) lobbying and explanation of party financing

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Sorin MEREACRE,
President of the East
Europe Foundation

Since 1993, the Institute for Development and Social Initiatives (IDIS) “Viitorul” originally Foundation “Viitorul” became one of the leading independent analytical centers in Moldova and a school of excellence for experts in various areas of public policies. East Europe Foundation built a strengthened partnership with the Institute for Development and Social Initiatives (IDIS) “Viitorul” that has lasted for more than 15 years. In the context of Moldovan society democratization, this organization has proven to be one of the key actors of civil society, which steadily promotes democracy and European standards. Studies and researches elaborated by IDIS “Viitorul” in areas of public interest have managed to strengthen relations between academia and government, which, of course, contribute to positive changes in our society. We cooperated over the years with IDIS “Viitorul” in areas such as the promotion of public administration reform, free and fair elections, prevention and fight against corruption, and others. In this regard, I would mention that the premise of the success of initiatives implemented jointly was the team of this organization, which is composed of experts offering quality services are constantly growing and generating new ideas for projects that are of benefit to citizens.

need among politicians through two projects completed in 2011–2012 with the OSCE funding in partnership with IFES and East Europe Foundation, completed by an international conference held in October 2012 in Chisinau. As a result of these activities was elaborated a draft law of civil society, which was later adopted by the CEC, was submitted to Parliament for debate. As a result, politicians in the Republic of Moldova changed their views on the financing of political parties and agreed to waive the strategy of eternal deferral of public funding, accepting at the same time, a number of legislative changes.

5. PROBLEMS OF EDUCATION

Since 2008, IDIS “Viitorul” intensively monitored the entire Moldovan educational system, by collaborating efficiently in recent years with the Ministry of Education, World Bank and heads of educational institutions. The main topics approached concerned financing of the system secondary and higher and education, vocational education, the quality of higher education, problem of higher education offer and demand in the labor market and the crisis of baccalaureate exams.

Some emblematic studies of this period may be mentioned:

- *Financing of secondary education: costs of a great illusion* by Igor Munteanu and Veaceslav Ioniță;
- *Preschool Education in Moldova in terms of inclusion and social equity* by Natalia Vlădescu;
- *The impact of central government policies on higher education system in the Republic of Moldova* by Corneliu Ciurea and Leonid Litra;
- *Vocational education at the crossroads: an analysis of policy decisions in the secondary specialized education system in the RM* 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 migrants returning to Moldova: realities and trends* by Viorica Antonov, Cornelius Ciurea and Valeriu Frunzaru;
- *Epopée of baccalaureate: looking for an impossible solution*, by Sergiu Lipcean.



IDIS "Viitorul" experts still participate in activities organized by the Ministry of Education, as well as developing the methodology for the calculation of the tuition fee in the institutions of higher education, calculation of the coefficients of funding specialties in higher education and improving the draft Code of Education. An ambitious project of IDIS "Viitorul" is the cooperation with Transnistrian experts in a project initiated by Conflict Management Initiative on assisting Moldovan-Transnistrian Working Group in the field of education regarding the authentication of study documents. Over the last years, IDIS "Viitorul" pleaded constantly for changing procedures to pass baccalaureate exams (but not in terms of toughening the control), considering the current approach as one unproductive. Studies prepared by experts proposed a greater role for universities in the organization of baccalaureate exams or the introduction of oral examinations. It was even considered the idea of completely eliminating baccalaureate exams. So far, these recommendations are still being debated, but Baccalaureate 2013 reveals the correctness of this approach.



Lorena BOGZA,
PRO TV presenter,
producer of the show
"In PROfunzime"

*Happy birthday IDIS
"Viitorul" and as many
as possible successful
projects! I often use the
reports of this institution,
which over the years has
strengthened its position
and had as experts famous
names in different fields.
I wish you good luck!*



6. ADVOCACY

Within the department were developed several advocacy studies and activities aimed to promote transparency of parliamentary process and bring citizens nearer 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 Monitoring Report of the work of Parliament. Session February–July 2011 etc.*

Of particular interest in the department was the topic of financing political parties and various studies and reports were developed on this subject.

Reference projects

- BTD** – Monitoring and auditing the Parliament in Moldova (2011)
- BST** – Transparency, accountability and civic participation in the Black Sea Region – a plea for open Parliaments in Romania, Bulgaria, Moldova and Georgia (2008), etc.



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Vasile BOTNARU,
journalist, director
of the Bureau of
“Free Europe” radio
station in Chisinau

I have one thing to reproach the founders who conceived this analytical device and namely the thing that they gave it the name “Viitorul”! This from start gave IDIS expertise a futuristic allure that ... doomed to launch unfeasible solutions because whatever IDIS experts say, this is about the future! But we who have seen „the past” we want the change to occur as soon as possible. Anyway, I wish Viitorul Bradbury’s temerity, and the fulfillment experienced by Columbus.

7. MASS-MEDIA

For building a democratic society IDIS “Viitorul” team has developed the project “Developing and promoting a modern media environment in the Republic of Moldova” aimed at promoting best practice in the Moldovan media and stimulated competitive journalism based on certain rules of professional ethics. Our concern for professional coverage of social events by the media led us each time to organize a public debate occasioned by the presentation of a product by inviting to this debate stakeholders and journalists. The latter, respectively, had at the event the availability to collect materials for news, press articles or journalistic investigations.

Reference projects

- a) EU / EIDHR – Developing and promoting a modern media environment in the Republic of Moldova (2010–2011)
- b) Hungarian Embassy – Creating the Resource Center “Civil Society Library in Moldova” (2008)

8. INVOLVEMENT IN CIVIC NETWORKS AND COALITIONS

IDIS “Viitorul” was actively involved in various networks and coalitions promoting good governance, promoting transparency at the central level and supporting the rule of law values and European values: Coalition 2005 2009 Coalition for free and fair elections etc.

Within the Social Group of the National Council for Participation (CNP), IDIS experts have offered different opinions, expertise that led to the improvement of governance. Active involvement in this group allows indirect influence of public policies promoted by relevant institutions, as well as reporting sensitive issues facing society.



European integration and settlement of the Transnistrian conflict

The Republic of Moldova European integration means a destiny prospect, not a mechanical (geo) political move, means adopting a model that had been articulated for centuries amongst the best European traditions and consequently involves joint efforts of the whole society to connect to these enshrined norms and standards. European development paradigm entails institutional modernization and sustainable structural reforms, in accordance with political, economic and legal criteria, actions that spark the change in all social sectors. The complexity of the reforms, along with the importance they have for the future of the Republic of Moldova requires the active involvement of civil society in their promotion and implementation.

IDIS "Viitorul" is founded in 1993, the year when the European Union formulated in Copenhagen the reform agenda for the Central and Eastern Europe, while European integration and related reforms are a cross-cutting objective of the institution right after its founding. Initially, during the years 1993–1994, IDIS "Viitorul" conducted a campaign in the national media on the topic of European integration, promoting within the Moldovan society the strategic demarche to connect to the European integration project. The steps relevant of European integration became more consistent with the institutionalization of the political dialogue between the Republic of Moldova and the European Union by signing the Partnership and Cooperation Agreement, and have evolved over time together with the evolution of the Moldovan European relations. Thus, all projects implemented, all activities and all studies developed at IDIS "Viitorul" were aimed at medium and long term consolidation of democracy and market economy in the Republic of Moldova after the model of European democracies. Directions of activity relevant to the European integration of the Republic of Moldova were:

- The Republic of Moldova democratization and modernization of the public sector;
- Administrative decentralization and the local and regional public administration reform in accordance

with the European charter of local self-government and the relevant European practices;

- Consolidation of market economy and adjustment of Moldovan business to the European one;
- Consolidation of civil society and creating a competitive society;
- Promotion of European integration of the Republic of Moldova and cultivation of European values at the level of public authorities, businesses and Moldovan society. To do this, there were implemented a number of projects and conducted many promotional, training and research program. We list below a few projects / activities relevant to this discussion, randomly selected without providing an exhaustive picture:
 - Organization of a range of national conferences and roundtables on the topic of European integration, democratic reform, institutional modernization and strengthening of the market economy;
 - Participation of IDIS "Viitorul" experts in numerous national and international conferences on the topic of European integration;



- Development and dissemination of dozens of studies on the topic of European integration and related reforms required in the Republic of Moldova;
- Publication and dissemination of a newsletter on the topic of European integration of the Republic of Moldova, with funding provided by the Westminster Foundation (May 2000 – May 2001);
- The project „Consolidation of local self-government in Moldova in the context of European integration”;

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with funding provided by the Soros–Moldova (May–December 2006);

- The project „Public Education on Moldova’s European destination”, with financial support of Friedrich-Ebert-Stiftung (May–December 2006);
- The project „Consolidation of local self-government as an option of European integration”, with funding provided by the CIPE (April 2006 – February 2007).

Intensification of the Moldovan-European relations with the signing in 2005 of the Action Plan the European Union – Republic of Moldova (PAUERM), within the European Neighbourhood Policy, meant a greater contribution of IDIS “Viitorul” 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 (MFA) to be consulted on various aspects of implementation of the Action Plan, IDIS “Viitorul” experts provided (in the months March to May 2006) analyses and proposals for the specialized department of monitoring the implementation of AP. The aim of this endeavour was to assess progress made by the Republic of Moldova based on departmental reports and public and experts perceptions. After six weeks of cooperation and consultation IDIS “Viitorul” team presented the MFA a monitoring matrix tool, which essentially improved the quality of the annual report submitted to the European Union by the Republic of Moldova Government.

The launch of the Eastern Partnership in 2009 and the start of Moldovan-European negotiations on the three major platforms - political association, economic integration and connection to the European energy market, liberalization of visa regime - meant a new regional and national (geo) political reality where civil society in the Republic of Moldova, including IDIS “Viitorul” has an absolutely decisive role. Thus, IDIS “Viitorul” becomes an active member of the Eastern Partnership Civil Society Forum, structure launched in 2009 to ensure greater participation of civil society in the Eastern Partnership

countries European course. Beyond this regional commitment is implemented a range of projects designed to familiarize policy makers, business and society with the meaning of the Republic of Moldova commitment in relation with the European Union and to support the implementation of reforms related. These include:

- The organization, in partnership with the European Institute of Romania, of two modules of training for Moldovan officials involved in negotiating the Association Agreement between the EU and the Republic of Moldova, with the financial support from the Hanns-Seidel-Stiftung (April–June 2010).
- The project “paving the way for visa-free travel between the EU and Eastern Partnership” with the financial support from PASOS / LGI (October 2010–September 2011).
- The project “National Convention on European Integration”, with the financing provided by the Slovak Aid (November 2010 – Present).
- Development of research projects and elaboration of studies relevant to of European integration topic, including:
 - *Assessment Country Report of EU funds for the Republic of Moldova until 2009;*
 - *The impact of the future Deep and Comprehensive Free Trade Agreement between the EU and the Republic of Moldova on Moldovan agri-food sector;*
 - *Index of European integration of the countries of the Eastern Partnership (EaP Index);*
 - *Moldova on the way to visa liberalization with the EU: an inventory of achievements and failures;*
 - *Foreign Policy Bulletin of the Republic of Moldova, on the topic of European integration.*
- Implementation of projects financed by the European Union - for example the project “Energy and Biomass” - designed to contribute to sectoral reforms undertaken by the Republic of Moldova and the development of society in accordance with European standards and norms. Responsibility of civil society



in the context of the Republic of Moldova European integration is higher in the period ahead. There are still needed efforts so that the Republic of Moldova signs the agreements it negotiates with the European Union as well as steps to support institutional modernization and structural reforms and therefore the planned activities of IDIS "Viitorul" relevant to European integration will focus on three major dimensions:

- Promoting European integration and fostering European values in Moldovan society to ensure its understanding and support for the reforms related to the European course;
- Providing expertise relevant to public authorities, business and civil society, so that Moldovan public institutions, economy and society become efficient and competitive in the framework of a continental integration project;
- Ensuring territorial integrity through the process of European integration, so that the European integration of the Republic of Moldova to become a sustainable strategy for the Transnistrian conflict settlement.

In fact, the settlement of the Transnistrian conflict has been an important element in the activity of IDIS "Viitorul" since its establishment. All programs, projects and activities of the organization, relevant to the Transnistrian conflict settlement, have evolved over time depending on continental geopolitical realities and the political process in the Republic of Moldova but they had an unchanged fundamental principle, namely – the Transnistrian conflict settlement means a process leading to territorial integrity of the unitary state the Republic of Moldova, a process accompanied by unconditional withdrawal of ammunition and foreign troops from the territory of the country in accordance with international treaties and bilateral political relations between states.

These activities were as follows:

- Publication of a Study in the newspaper Republica on possible settlement of territorial conflicts in the Republic of Moldova (June 1993);
- Participation in an international conference in the United Kingdom, at the University of Kent, on the topic of conflicts management including the increase in the role of the NGO sector in the Transnistrian conflict settlement (October 1994);
- Participation in a Research Program conducted by the Department of East European and Oriental Studies, University of Oslo, Norway, entitled: Inte-



gration and Nation Building within bicultural post-Soviet societies (December 1997 – January 1999);

- Participation in a program of training and research - Democratic Security Building in the Black Sea area - conducted by the University of Aberdeen, Scotland, and funded by the EU PHARE (September 1998 - September 1999);
- Publishing a book "Territorial Conflicts and Strategies in bi-cultural Divided Societies" (October – December 2000);
- Organizing various national and international conferences and roundtables on topics related to the Transnistrian conflict;
- Elaboration, editing and dissemination of studies aimed at resolving the Transnistrian conflict and ensuring the territorial integrity of the state and the participation of civil society, business and local authorities in this long-term desideratum.

Regional geopolitical dynamics, implicitly the new parameters of European security, internal political changes in the Republic of Moldova on both banks of the Dniester, and the relaunch of negotiations on the Transnistrian conflict in the autumn of 2011, all form the context for the new demarches of IDIS "Viitorul" to resolve the conflict. Among the projects / current activities implemented in this period, we would like to mention:

- Elaboration of studies and research on the topic of the Transnistrian conflict settlement in context of the new European geopolitical realities, including:
 - *Bulletin of the Foreign Policy of the Republic of Moldova, concerning the Transnistrian conflict topics;*
 - *Transnistrian Conflict after 20 years. Report of a group of international experts, Chisinau, 2011;*
 - *Why federalization is not valid for Moldova?, Chisinau 2012;*
 - *Transnistria: A gradual reintegration, Chisinau 2012;*

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- The project „Enhancing critical thinking in accelerating the resolution of conflicts in the Republic of Moldova through the active involvement of international actors”, funded by the Soros-Moldova (September 2010 – February 2011);
- The Project „Building trust between both banks of Nistru - preparing public policy experts” project aimed at developing and promoting a common platform for discussion between experts in different areas on both banks of the river. The project is funded by NED and HSS (July 2012 – Present);
- Developing, together with colleagues from the associative sector, a document that offers the prospect of the Transnistrian conflict settlement – MEMORANDUM on the Transnistrian conflict settlement and the fundamental principles of organization of the Republic of Moldova, Chisinau 2012. The basic principles of regulation contained in the Memorandum are:
 - Settlement of the Transnistrian conflict must be done exclusively by peaceful political means, through negotiations, which means that any scenarios that would imply the use of force are excluded;
 - Political settlement of the Transnistrian conflict involves the completion of territorial integrity and security of the unitary state the Republic of Moldova, where the Transnistrian region (Transnistria) will receive a special status adopted by organic law and stipulated in the Basic Law of the State;



- The special status of Transnistria must be based on respect for sovereignty and territorial integrity of the Republic of Moldova within its borders on 1 January 1990 recognized at international level;
- Final settlement of the Transnistrian conflict and reintegration of the Republic of Moldova involves withdrawal of the foreign military, arms and ammunition out of the country according to the Adapted Conventional Armed Forces in Europe Treaty, Final Act and OSCE Summit Declaration of Istanbul in 1999;
- Political settlement of the Transnistrian conflict must strengthen the strategic option of Moldova's European integration.

Despite the recent changes in the eastern region of the Republic of Moldova, the Transnistrian conflict settlement is a long term process and requires joint efforts of the whole society to ensure territorial integrity of the country. Thus, the scheduled activities of IDIS “Viitorul” relevant to the Transnistrian conflict settlement will refer to the following:

- Establish further contact with NGOs from Transnistrian region and the implementation of projects / activities that lead to confidence building between Moldovan citizens on both banks of Nistru;
- Monitoring the framework for negotiations on Transnistrian conflict settlement and offering the necessary expertise to public authorities and groups of sectoral negotiators;
- Support for local authorities, businesses and associative sector on both banks of Nistru in developing and implementing joint projects conducive to building confidence and solving daily problems faced by citizens.

EARLY WARNING REPORTS AND VARIOUS COLLABORATIONS ON SECURITY ISSUES

Security issues are a theme constantly present in studies conducted by the experts of IDIS "Viitorul". The general theme reflects a constant concern for political stability internally, European integration, cooperation with Western partners in the Transnistrian conflict settlement as a unitary state with a special status of autonomy for Transnistria and maintaining good relations with Russia. A project under development is the Early Warning Reports funded by National Endowment of Democracy. Launched as an initiative of analysis mainly focused on domestic politics this project tends to turn into a regional platform of comparative analysis. The topics regularly included in these reports comprise trade within DCFTA and the CIS, relations with Ukraine, Russia and Romania, the Transnistrian conflict settlement. The project aims to include experts from other countries in Eastern Europe and the Western Balkans to integrate the Republic of Moldova into the dynamics of regional processes.

Particular attention within the studies performed by the experts of IDIS "Viitorul" was given to issues related to NATO, CIS and security arrangements. Among resounding studies on this topic may be cited several approaches that reflect the vision of the organization:

- *The state's polemic with society in the context of Euro-Atlantic options* by Igor Munteanu;
- The collection of articles: *the Republic of Moldova in the context of regional security, is Moldova prepared 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 the existence of Moldova as a sovereign state depends on joining NATO*;
- The 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*;
- *CSI Project: anatomy of a failure*, by Ion Tăbîrță and Veaceslav Berbeca.

All these studies and analyses try to identify a place for the Republic of Moldova in the context of the changes in Europe, seeking to resolve the geopolitical dilemma we face - the natural desire of belonging to a European space versus the Soviet legacy that keeps us in the grip of the past. Another important project of IDIS "Viitorul" conducted jointly with the Institute of World Policy in Ukraine - the study *How to get rid of post-sovietness?* developed in 2012 has the same objectives.



Uwe KONST,
international expert
in economics

IDIS "Viitorul" is a team of dedicated professionals who have contributed significantly to the success of projects designed to improve the economic cooperation between Moldova and Germany.



Alexander DULEBA,
Director of the
Research Center of the
Association for Foreign
Policy of Slovakia,
Bratislava

I would like to congratulate IDIS "Viitorul" on the celebration of 20 years of activity and to thank the team for excellent performance and valuable contribution to the implementation of the „National Convention on European Integration of the Republic of Moldova”. It is a privilege and a pleasure for our institution to collaborate with such outstanding partners. Let me wish you every success in your endeavors.



**Alyona
GETMANCHUK,**
Director, Institute of
World Policy, Ukraine

IDIS “Viitorul” has always been a center of independent thought and a promoter of Europeanization of the Republic of Moldova; it is a standard of professionalism and critical thinking and an example of how civil society can influence the formation of the state agenda. IDIS experience is valuable and appreciated at a very high level both within the country and abroad, including in Ukraine. For me, IDIS is the embodiment of progress and Europeanization of the Republic of Moldova.

IDIS “Viitorul” Partnerships

Sustainable partnerships and best practices for collaboration over 20 years of activity (partnerships, affiliations, best practices, etc.).

The institutional maturity of IDIS “Viitorul” is also ensured by its connection, for 20 years, to prestigious international professional networks, among which we can mention:



PASOS (The Network of Institutes and Associations for Public Policy)

TPN (Transitional Policy Network)

NISPAcee (The Network of Institutes and Schools of Public Administration in Central and Eastern Europe, Slovakia)

EPIN (Economic Policy Institutes Network of UNDP)

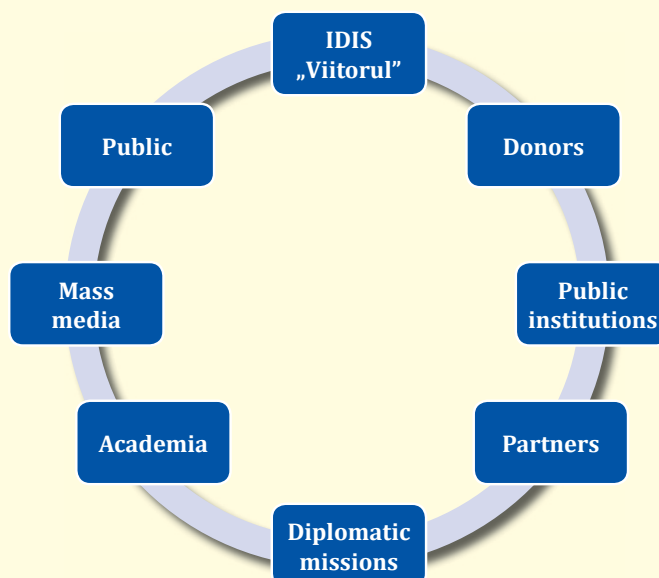
NDRI (Network of Democracy Research Institutes)

ICBSS (Black Sea Research Network)

Stockholm Network
Danish Development Research Network
TRIALOG

COOPERATION AND BEST PRACTICES PARTNERS

THE AUDIENCE - the target group of the Institute for Development and Social Initiatives “Viitorul” is:



1 PUBLIC INSTITUTIONS

The purpose of a public policy institute is influencing decision-making and de jure and de facto acceptance of the alternative, the proposed solution. During these 20 years, IDIS "Viitorul" has collaborated with various institutions, including a large part of ministries, Parliamentary Commissions, State Chancellery etc.

In this context may be mentioned the letters of appreciation sent to IDIS by central and local public institutions. To reach this purpose IDIS has applied many tools, among which we can mention.



- a. **Consulting the authorities** while planning and elaboration of studies – it is important for public institutions to approve the methodology of the study, to consider it valid and therefore worthy of being taken into consideration.
- b. **Submitting the studies** to public institutions before public presentation – thus, in case of the organization of public debates, the officials present will be able to provide feedback and will not be faced with a fait accompli. Under these conditions, decreases the likelihood of offensive reaction.
- c. **Public debates** – allow a better understanding on both sides of the perspective addressed. Thus, the public institution becomes aware that the role of experts is to facilitate certain decisions not to monitor or criticize.
- d. **Common trips to international conferences** – such events make, informally, experts and officials equal, boost partnerships.
- e. **Newsgroup** – public institutions receive news that reflects their area of interest. It is worth mentioning that no official subscriber requested to unsubscribe.

It would be appropriate in this regard to mention some success stories over the last 20 years: adoption of the 3D strategy of Transnistrian conflict settlement, elaboration of the National Business Agenda, development of the studies: Optimization of public transport in Chisinau, assessment of attitudes, skills and needs of the Moldovan authorities in the context of the European integration process, Public lighting in Chisinau: functional, aesthetic, architectural, touristic, investment and efficiency aspects; Energy efficiency in Chisinau: the legal framework and policy analysis; MEMORANDUM on Transnistrian conflict settlement and the fundamental principles of organization of the state the Republic of Moldova, etc.



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2 DONORS

At intervals of five years, IDIS “Viitorul” designs a strategy that redefines the institutional mission, strategic directions. Depending on this, is also targeted IDIS activity with external partners, including donors. IDIS priorities portfolio has evolved over time. Thus, if in 2002 IDIS was concerned about the issue of learning the official language by public officials, then, in 2008, at its initiative was created the National Association of European Trainers from Moldova (ANTEM). Also, being concerned with local public administration, in 2010 was created the Congress of Local Authorities from Moldova (CALM).

Among the main donors are: the European Commission (EC), Hanns-Seidel-Stiftung (HSS), United Nations Development Program (UNDP), United Nations Children’s Fund (UNICEF), Center for International Private Enterprise (CIPE), LGI / Open Society Institute (OSI), National Endowment for Democracy (NED), Council of Europe (CoE), the Soros Foundation, the Friedrich-Ebert-Stiftung, Konrad-Adenauer Foundation, OSCE, High Commissioner of National Minorities, East Europe Foundation, Westminster Foundation for Democracy, Balkan Trust for Democracy, Swiss Cooperation Office in Moldova, Slovak Aid, World Bank, GIZ, U.S. Agency for International Development (USAID), etc.

Maintaining trust is vital to the existence of the institution. In this respect, the most effective tools are professionalism and good reputation.

Among best practices of collaboration we could mention:

- cooperation for almost 5 years with the Center for International Private Enterprise (CIPE) on the project: “Strengthening public-private dialogue through the National Business Agenda in the Republic of Moldova”;
- cooperation agreement signed for 3 years with the Hanns-Seidel-Stiftung (HSS), through which could be carried out the following projects: “Political training for motivated leaders (European Political Leadership and Learning for Highly Motivated Young Leaders in Moldova)”, “Consolidation of the local autonomy through Increase of



the professionalism of the new local elected officials in the Republic of Moldova”, “European Future of Chisinau Municipality”, “Profiling pro-EU attitudes in Moldova” etc.

- projects carried out by the National Endowment for Democracy since 2007 to date, among which we can mention the following projects: “Building trust between both banks of the Nistru River – the professional training of experts in public policies,” “Early Warning and Pre-Crisis Management in Moldova” etc.
- Collaboration with LGI on the project “Assisting the Gagauz authorities in implementation of the Strategy of socio-economic development of Gagauzia through the concept DELTA-Moldova”.



3 LOCAL AND INTERNATIONAL PARTNERS

IDIS "Viitorul" carries out various initiatives in partnership with other national and regional organizations. Here is the list of official partners:

- *National Association of European Trainers from Moldova (ANTEM)*
- *Association for Participatory Democracy ADEPT (Republic of Moldova)*
- *Association of Electronic Press APEL (Republic of Moldova)*
- *Association of Independent Press API (Republic of Moldova)*
- *„Access-Info” Center (Republic of Moldova)*
- *CONTACT Centre (Republic of Moldova)*
- *Center for International Private Enterprise*
- *Co-operation Agency of the Association of Netherlands Municipalities VNG (Netherlands)*
- *Congress of Local Authorities of Moldova (CALM)*
- *GEA Group of Applied Economics*
- *INDE (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)*
- *European Institute of Romania*
- *Romanian Academic Society*
- *Synergy (Romania)*
- *Transparency International Moldova*

To strengthen partnerships IDIS makes use of the mechanism to create coalitions, sign position papers, including at the regional level.



1993–2013

4 DIPLOMATIC MISSIONS

Although sometimes perceived as donors, diplomatic missions require special treatment. That is why IDIS “Viitorul” initiated discussions to which were invited diplomats, grateful for the opportunity offered by the institution to get closer to people, to tell about their country of origin and to talk about them. As a result, officials get a positive perception. The Institute has developed special relationships with advisors on economic, social and political issues participating in all conferences and thematic debates.

A very useful experience is IDIS “Viitorul” cooperation with the Hungarian Embassy to Moldova, with the support of which it was possible to create a library of civil society and with the Romanian Embassy present at IDIS events.



5 MEDIA PARTNERS

The relationship with the media is a special one, based on openness and honesty. Journalists are invited to all the debates and public presentations where they can meet directly with the authors of the studies presented or representatives of public institutions, participants in the event. At the same time, the information about all the products elaborated by IDIS are placed on its website and also sent to journalists, who often turn to IDIS experts to comment on different situations in various fields.

6 ACADEMIA

The principle of circulation of elites characterizes IDIS “Viitorul”. That is why IDIS “Viitorul” recruits young researchers, along with experienced teachers. The ways to communicate with the academic environment take place through book donations, providing access to IDIS library, public lectures, held at the Universities, invitation of academe representatives to thematic conferences, providing small grants for research.



IDIS „Viitorul” – team building process



“White water lilies” of the team IDIS “Viitorul”



Year 2011. A new escape to Danube Delta



The weather forecast is favorable to great fishing



Political scientist Cornel Ciurea understood how to unmask the underwater predators



IDIS “Viitorul” team - is recharging its batteries, Costești

1993–2013



*Igor Munteanu – speed matters
in any situation*



*Public debate: the fishermen of IDIS “Viitorul”
and the fish in the Danube Delta*



In a special mission



*Political analyst Leonid Iiter is sure
that he goes the right path*



Viorel Chivriga – experience shows up



*A small cauldron for a great team.
What do we do?*



Success favors those persistent



The economist expert Ion Tornea knows the secret of magic fishing



Year 2010. Danube Delta. IDIS "Viitorul" - team building process

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IDIS "Viitorul" TEAM

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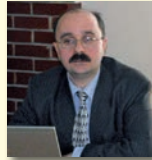
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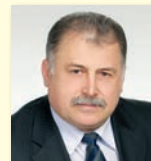
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