

# IDIS publications 2015



# Foreword

2015 year was a particularly difficult for Moldova. Three governments have fallen. The leu depreciated significantly against the dollar. The increase in prices has sparked mass discontent of citizens. Even if the European Union (EU) continues to support us, even if Italy ratified in September 2015, the Association Agreement between Moldova and the EU, which is the last country in the 28 EU member states, most citizens, according to polls believe that the current government has discredited itself. Moldova is also facing a more profound crisis: political, financial and socio-economic. The major problems that hinder the process of European integration of our country related to the following: corruption that makes the state institutions to be non-functional; national security system (military, financial, economic, energy, food, informational) practically does not exist; started reforms in the economy, education, health and judiciary system are stopped because of the lack of vision and resources; Moldovan political system is bankrupt and the political class, compromised political, and unfortunately, we cannot identify solutions for improving the political and socioeconomic situation.

Citizens' confidence in the current government, especially after they found out about the theft of billions, reached its peak. The increase in electricity prices, gas, food, increase of costs to a range of services for the population, made Moldovan citizens, in autumn, to vehemently protest against the government decision frightened and affected by immobility. Thus, the "advantages and benefits" of Moldovan model of governance based on "charismatic leaders" who are in the forefront oligarchic parties was compromised and went bankrupt. Solutions on their own, generated by the Moldovan political class were exhausted.

Globalization and the European integration process already launched will allow Moldova to find isolationist solutions, as was recently attempted by politicians. Only through cooperation, openness, democratization and reforms under the Association Agreement, in our country prosperity and national security will be ensured.

In this context, many events produced in Moldova and in the region, generated by the country's situation at the crossroads of geopolitical interests, huge information flows

received from these events, launching different opinions and points of view, the avalanche of ideas and visions promoted by different actors stimulated and directed the work of IDIS "Viitorul" experts for development of analyzes profile investigations, research, and the launch of various studies, guides and work in various fields such as European integration, geopolitics, security, finance and market economy, politics, public administration, energy, social sphere, etc.

IDIS "Viitorul" experts have learned that if you are good arguments, scientifically based and innovative ideas necessary to convince as many people of the justness of our approach and at the same time, to influence decisions and policies at national level. Our team has learned that ethical attitude, seriousness and professionalism and political fairness are qualities that keep us on the surface and determine our reputation.

In order to effectively achieve the proposed goals, IDIS "Viitorul" collaborates with a number of donor organization: UNDP, Konrad Adenauer Foundation, Hanns Seidel Foundation, Friedrich Ebert Foundation, Council of Europe, WJR, CIPE, NED, Marshall Fund, PASOS, Soros Foundation, AGORA, etc. Taking into account the results of the IDIS "Viitorul" team, we can say that the research of our experts come to support the European integration process and in this way, to contribute to the implementation of reforms in our country.

In this publication the most important publications and events carried out by IDIS "Viitorul" team in 2015 are reflected.

I want to thank especially the coordinator of this publication Ana-Maria Veverita, for seriousness and professionalism, and colleagues who contributed with passion and enthusiasm to the development of this current issue of the publication, Diana Lungu, Carolina Ungureanu, Ana Znaceni, Aliona Lazarev and Diana Enachi. I want to thank all the experts and consultants who were involved with dedication and selfless in our institution's activities, thus contributing to the reform of the state and westernization of Moldova.

**Liubomir Chiriac,**  
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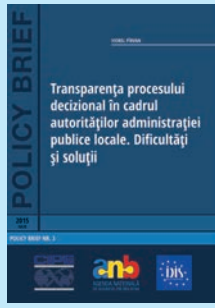

# IDIS PUBLICATIONS 2015



Title	Language (s)	Author (s)	Cover Page	Description
PUBLIC POLICY STUDIES				
<b>Benefits of the Association Agreement EU - Moldova</b> ( <i>Beneficiile Acordului de Asociere UE - RM</i> )	Ro, Ru	<b>Ion Creanga, Olesea Bostan</b>		The guide aims to familiarize the general public from Moldova with the contents and provisions of the Association Agreement for Moldova's European aspirations. The study presents brief information of the historical context of cooperation relations between Moldova and the European Union, an overview of the structure and contents of the Association Agreement, objectives and principles, as well as the institutional framework of cooperation relations between the EU and Moldova.
<b>DCFTA between RM and the EU: one year after signing</b> ( <i>Zona de Liber Schimb Aprofundat și Cuprinzător dintre RM și UE la un an de la semnare</i> )	Ro	<b>Ion Tornea</b>		The author addressed the relations between Moldova and the EU; progress and overdue in adapting Moldavian economy to the DCFTA; institutional arrangements for the implementation of the DCFTA; development of trade between the EU and Moldova; EU tariff quotas for imports capitalization and the volume production "banned" by Russia shifted to the EU, etc.



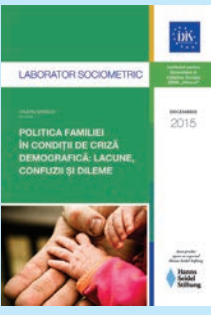

Title	Language (s)	Author (s)	Cover Page	Description
<b>Synthesis Report of the Public Hearing: How the One Stop Shop can become an efficient solution for public services offered to businesses at the local level?</b> ( <i>Sinteza Audierii Publice: Cum poate ghișeul unic să devină o soluție eficientă pentru serviciile publice prestate businessului la nivel local?</i> )	Ro	<b>Alexandru Pelivan, Ion Tornea, Ruslan Codreanu, Tatiana Lariushin, Vitalie Iovita</b>		<p>According to the Report, persons who submitted testimonies considered appropriate to establish the One Stop Shop as solutions to improve the quality of public services at the local level for business representatives. The testimonies collected confirm, broadly, that beneficiaries of the One Stop Shops at the local level (especially businesses) face a number of difficulties related to their activity.</p>
<b>Financing SMEs in Moldova: problems, trends and prospects (III)</b> ( <i>Finanțarea întreprinderilor mici și mijlocii din Republica Moldova: probleme, tendințe și perspective –III</i> )	Ro, Ru, Eng	<b>Angela Secieru, Andrei Petroia, Corina Gaibu, Ion Tornea, Valentina Veverita</b>		<p>The authors have addressed five major segments for small and medium enterprises (SMEs) in Moldova: a) the vision and role of the Ministry of Economy on improving the financial environment to support SMEs; b) favorable tax regimes for innovative processes in SMEs addressed from the EU perspective; c) adjusting the banking sector from Moldova with those from Transnistrian region by financing SMEs; d) review the development strategy of the SME sector in the global financial crisis; e) the prospects and development opportunities for SMEs in the agricultural sector in the context of the implementation of the Association Agreement Moldova – EU.</p>
<b>Export with success in the European Union</b> ( <i>Exportă cu succes în Uniunea Europeană</i> )	Ro, Ru	<b>Uwe Konst</b>		<p>The guide addresses the challenges faced by Moldovan exporters entering the EU market and provides the information necessary to meet these challenges. The author refers to issues related to EU markets; assistance to the export; contracts and payment arrangements; financing; litigation and solutions, etc.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<b>Attracting foreign direct investment in Moldova: analysis of impediments</b> <i>(Atragerea investițiilor străine directe în Republica Moldova: Analiza impedimentelor)</i>	Ro	Viorel Chivriga		<p>The study includes four chapters. Thus, the first chapter contains a general analysis of the evolution of foreign investments in Moldova; the second chapter reflects foreign investors' perception on existing impediments; the third chapter contains an overview of the difficulties affecting the activity of the institutions responsible for attracting foreign direct investment in Moldova and the chapter IV makes an overview of the legislative and institutional difficulties and deficiencies, which affects the activity off free economic zones and industrial parks.</p>
<b>Civil society organizations from the Republic of Moldova: development, sustainability and participation in political dialogue</b> <i>(Organizațiile Societății Civile din Republica Moldova: evoluția, sustenabilitatea și participarea la dialogul politic)</i>	Ro, Eng	Eduard Tugui		<p>The study consists of the following sections: Evolution and structure of Civil Society Organizations (CSOs) in the Republic of Moldova; Fundamental rights and freedoms: the legal framework for CSO development; Financial sustainability; Quality of political dialogue; CSO capacity building. A special chapter is intended to political dialogue. According to the author, civil society actively participates in identifying the problems, in developing and promoting policies, but their participation is lower in the implementation phase.</p>
<b>Germany's experience in agriculture and existing opportunities for transfer of experience and expertise in Moldova</b> <i>(Experiența Germaniei în domeniul agricol și oportunitățile existente pentru un transfer de experiență și expertiză în Republica Moldova)</i>	Ro	Viorel Chivriga		<p>Germany is among the most developed countries in the world with a high level of production, productivity and income, and a perfect system of social benefits and a high standard of welfare. The study presents the way how Germany's experience in agriculture can be taken and implemented by farmers and agricultural cooperatives in Moldova.</p>
<b>Refugee crisis in Europe - implications, challenges and effects in the context of the migration situation in Moldova</b> <i>(Criza refugiaților din Europa – implicații, provocări și efecte în contextul situației migraționale din Republica Moldova)</i>	Ro	Diana Enachi, Marian Cepoi		<p>The analysis of the public debate held on October 29, 2015, on refugee issue aims to identify some solutions for Moldova in the context of refugee crisis, taking into consideration the political and social situation in the country.</p>

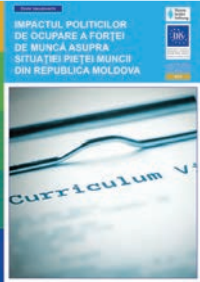



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POLICY BRIEFS				
<b>Economic Diplomacy: reintegration missing link in Moldova's foreign policy</b> ( <i>Diplomația economică: reintegrarea verigii lipsă în politica externă a Moldovei</i> )	Ro, Eng	Valentin Lozovanu		The paper argues the need for economic diplomacy and how it can contribute to the economic development of the country. According to the author, the economic diplomacy is not discussed in Moldova.
<b>Structure of the raion councils alliances: Between hopes and facts</b> ( <i>Structura alianțelor în consiliile raionale: între deziderate și fapte</i> )	Ro, Eng	Veaceslav Berbeca		In his work, the author has carried out an analysis of results of electoral candidates for the position of district councilor in the local elections of June 14 2015, the attention being focused on candidates with district councilor seats. The author also highlights the results of the government coalition parties, which offered the opportunity to create local alliances in most district councils.
<b>Transparency in the decision-making process in local authorities. Problems and solutions</b> ( <i>Transparența procesului decizional în cadrul autorităților administrației publice locale. Probleme și soluții</i> )	Ro	Viorel Pirvan		According to Viorel Pirvan, Moldova has the necessary legal framework to ensure a transparent and participatory process, but it does not work effectively at the local level. Most local authorities apply selective and fragmentary the legislation on transparency in the decision making process.
<b>The election results in Gagauzia - failure of Chisinau?</b> ( <i>Rezultatele alegerilor din Găgăuzia – eșecul Chișinăului?</i> )	Ro, Eng	Veaceslav Berbeca		In his work, the author has made an analysis of the electoral campaign in the Gagauz region, the attention being focused on candidates who have been credited with the best chance in elections in March, assessing the main aspects of the campaign. Veaceslav Berbeca also analyzed the role of geopolitical factor in the electoral campaign for the office of governor and existing or hidden links between candidates and political parties in Moldova.





Title	Language (s)	Author (s)	Cover Page	Description
<b>The case of Gagauzia: developments and recommendations from civil society of the Republic of Moldova</b> ( <i>Dosarul Găgăuz: evoluții și recomandări din partea societății civile din Republica Moldova</i> )	Ro, Eng	Cornel Ciurea, Veaceslav Berbeca		<p>According to the authors, solving the problem of Gagauzia in parallel to the Transnistrian issue is a key problem of the Republic of Moldova statehood and the European integration process is one of the opponents of this process. Experts identify several situations of conflict that may arise between the Moldovan authorities and those from Comrat.</p>
<b>The distribution of allocations for capital investments on the criteria of political affiliation</b> ( <i>Distribuirea alocațiilor pentru investițiile capitale în baza criteriului de apartenență politică</i> )	Ro	Veaceslav Berbeca		<p>In this study, the author aims to analyze how to distribute state budget allocations necessary to finance capital expenditures. Thus, the purpose was to know the impact of political factors on the distribution of public funds in the localities of Moldova.</p>
<b>SOCIOMETRIC LABORATORY</b>				
<b>Citizens' perceptions of social status</b> ( <i>Percepțiile cetățenilor asupra stării sociale</i> )	Ro	Ion Jigau, Vasile Cantarji		<p>The research is a product correlation between many attitudes and dispositions of the audience, built on dynamic variables, which measures the degree of trust in institutions, the mood of the population, quality of life, appreciation of the development direction of the country, political situation, etc.</p>
<b>Indexation of pensions - subtleties of the system or economic abuse of state!?</b> ( <i>Indexarea pensiilor – subtilități de sistem sau abuz economic al statului!?</i> )	Ro	Valeriu Sainsus		<p>According to Valeriu Sainsus, the current pension system is fragile; its problems are related to changes made in 1998-1999, which caused some form of social segregation, social pensions being calculated uniformly for some categories. In this way, academia and the health care representatives came to the level of people in need, while the police, judiciary, civil servants and senior officials came to the most privileged system distributive policies, and the peasants, agricultural workers - below the poverty level.</p>








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<b>The impact of the social economy in Moldova on the prospects for sustainable development of the country</b> <i>(Impactul economiei sociale din Republica Moldova asupra perspectivelor de dezvoltare durabilă a țării)</i>	Ro	Dorin Vaculovschi		Dorin Vaculovschi addresses the issue of social welfare of the whole society. He presents a tool widely used in developed countries, contributing to the development of countries, namely, the social economy model.
<b>Sustainable financing solutions of the health system in Moldova</b> <i>(Soluții de finanțare durabilă a sistemului de sănătate din Republica Moldova)</i>	Ro	Mariana Iatco		The author highlights how the health system in Moldova is financed, showing possible directions of growth of healthcare financing and resource efficiency. However, the Mariana Iatco has argued the importance of investment in innovation and prevention for health and campaigns for increased transparency of data and of the decision-making process in the implementation of public health policies.
<b>Family policy in conditions of demographic crisis: gaps, confusion and dilemmas</b> <i>(Politica familiei în condiții de criză demografică: lacune, confuzii și dileme)</i>	Ro	Valeriu Sainsus		According to Valeriu Sainsus, family policies in Moldova require restructuring measures and values to overcome the demographic crisis currently facing our country. The combined impact of poverty, illegal migration and insufficient investment in the social sector has weakened the ability of families to raise and care for children, causing increased number of children with special needs, children without parental care, abandoned children, homeless, abused, neglected kids, and children in conflict with the law.
<b>The study of policies to reduce poverty in Moldova</b> <i>(Studiul politicilor de reducere a sărăciei în Republica Moldova)</i>	Ro	Mariana Iatco		The study aims to identify policies to combat poverty in Moldova and assessing the impact of these policies in reducing them. The study purposes to evaluate the actions and policies to reduce poverty and to recommend specific actions to streamline policies to combat poverty in the country.






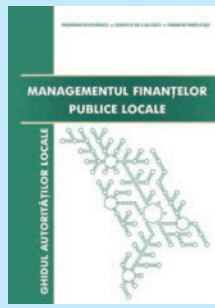
Title	Language (s)	Author (s)	Cover Page	Description
<b>The impact of employment policies on the labor market situation in Moldova</b> <i>(Impactul politicilor de ocupare a forței de muncă asupra situației pieței muncii din Republica Moldova)</i>	Ro	Dorin Vaculovschi		<p>In his study, Dorin Vaculovschi attests that “<i>the situation on the labor market does not improve, despite the triumphant reports of the NEA</i>” (National Agency for Employment Employment). Young people are the group most severely affected by the recession and, the remittances that fueled a certain level of stability of the national economy is the second year in a free-fall.</p>
MOLDOVA'S FOREIGN POLICY STATEWATCH				
<b>Finance and security: the Republic of Moldova in the regional context</b> <i>(Finanțele și securitatea: Republica Moldova în context regional)</i>	Ro, Eng	Eduard Tugui		<p>The author analyzes the level of security in the Eastern European region in general and of the Republic of Moldova, in particular. Wizard calculations show that military spending has our country in comparison with countries from the Eastern Europe.</p>
<b>European Integration process in Moldova does not aim accession</b> <i>(În Republica Moldova, procesul de Integrare Europeană nu mai țintește aderarea?)</i>	Ro	Leonid Litra		<p>In his paper, Leonid Litra makes a brief assessment of Moldova's approximation to the EU, showing the position of the ruling parties to this process. According to the expert, in the context of the parliamentary elections of 30 November 2014 and the formation of the new Government, the European integration process has become a secondary one and giving up to its accession is in disagreement with public election commitment of the Liberals and the Democrats to deep the relationship with the EU.</p>
ECONOMIC OUTLOOK				
<b>Moldova's economic situation: Diagnosis. Forecasts. Recommendations</b> <i>(Starea economică a Republicii Moldova: Diagnostic. Prognoze. Recomandări)</i>	Ro	Angela Secrieru, Corina Gaibu, Diana Enachi, Ion Tornea, Sergiu Gaibu, Victor Parlicov, Viorel Chivriga, Tatiana Lariushin		<p>IDIS experts reflect the situation in the banking sector; energy sector and the implications of increasing tariffs in the sector; price developments; development of agricultural production; industry, services, investment; development of foreign trade; crisis in the Transnistrian region, etc.</p>



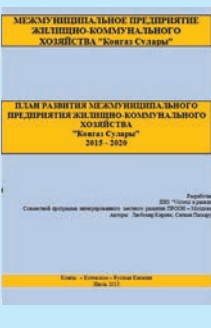

Title	Language (s)	Author (s)	Cover Page	Description
<b>Economic Crisis - Impact and response measures</b> ( <i>Criza economică – impact și măsuri de răspuns (iunie 2015)</i> )	Ro, Eng	<b>Corina Gaibu, Diana Enachi, Ion Tornea, Sergiu Gaibu, Victor Parlicov, Viorel Chivriga, Tatiana Lariushin</b>		The authors highlight the economic analysis of economic trends in the current year and came up with recommendations and forecasts. Experts have reflected the situation in the banking sector; energy sector and the implications of increasing tariffs in the sector; price evolution; the situation in the sectors of agriculture, industry, services, investments in the national economy; development of foreign trade and the crisis in the region.
<b>Economic Outlook, no. 24, Q1, 2015</b> ( <i>Monitorul Economic, nr. 24, Q1, 2015</i> )	Ro	<b>Angela Secieru, Corina Gaibu, Diana Enachi, Ion Tornea, Liubomir Chiriac, Sergiu Gaibu, Victor Parlicov, Viorel Chivriga, Tatiana Lariushin</b>		IDIS experts covered the events of 2014 and came up with forecasts and recommendations for the current year. According to the authors, the forecasts for 2015 were not optimistic and represent worrying premises for the country's economic recession.
<b>CONSUMER CONFIDENCE INDEX</b>				
<b>Consumer Confidence Index (CCI) for September – October 2015</b> ( <i>Indicele încrederii consumatorului pentru septembrie-octombrie 2015</i> )	Ro	<b>Diana Enachi, Viorica Rusu</b>		The Index indicates the overall perception of the population on current personal financial situation and expectations for the near future. According to the authors, CCI recorded the lowest rate from the beginning of the year.
<b>Consumer Confidence Index (CCI) for May – June 2015</b> ( <i>Indicele încrederii consumatorului pentru mai – iunie 2015</i> )	Ro	<b>Diana Enachi, Viorica Rusu</b>		The survey results show a slight improvement of the national economic situation and the financial situation of households. The Consumer Confidence Index (CCI) stood at a level of 85 points (on a scale of 1 to 200), up by 19 points to previous period (Q1).



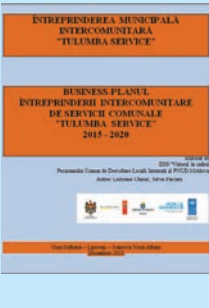

Title	Language (s)	Author (s)	Cover Page	Description
<b>Consumer Confidence Index (CCI) for January – February 2015</b> ( <i>Indicele încrederii consumatorului pentru ianuarie-februarie 2015</i> )	Ro	<b>Diana Enachi, Viorica Rusu</b>		The Index shows the general perception of the population on current personal financial situation and expectations for the near future. According to the authors, the Index gained 66 points (on a scale of 0 to 200).
<b>IDIS EXPERTS' CONTRIBUTION IN INTERNATIONAL STUDIES</b>				
<b>European Integration Index 2014 for Eastern Partnership Countries</b> ( <i>Indicele Integrării Europene 2014 pentru țările Parteneriatului Estic</i> )	Eng	<b>Ion Muntean, Ghenadie Mocanu, Leonid Litra, Valentin Lozovanu, Veaceslav Berbeca</b>		The European Integration Index 2014 reflects the progress made by those six countries in the European integration process for the period January 2013 - June 2014 (Moldova, Ukraine, Georgia, Azerbaijan, Armenia and Belarus). The Index was developed in 2014 by a group of about 50 experts from civil society from the Eastern Partnership countries and the EU.
<b>POSITIONS, OPINIONS AND RECOMMENDATIONS</b>				
<b>Analysis on electricity tariff calculation</b> ( <i>Analiză despre calculul tarifului la energia electrică</i> )	Ro	<b>Ion Muntean</b>		Energy expert of IDIS “Viitorul”, Ion Muntean, analyzes the results of the ANRE audit, accuracy of tariffs, the impact of the increase on the population and other important issues, coming up with solutions to this chapter.
<b>Some references to the Strategy on integration of national minorities of Moldova for 2015–2020</b> ( <i>Unele referințe la Strategia de Integrarea a Minorităților Naționale ale Republicii Moldova 2015 – 2020</i> )	Ro	<b>IDIS and ANTEM</b>		Signatories can reiterate that some ethnic and political lines to improve communication within the country were drawn. There are missing, however, several important points mentioned above, and, of course, another details included in other documents attributed to strategy implementation, making the whole process of harmonization of interethnic and inter-linguistic to become very cumbersome, difficult to monitor and fined for misconduct.

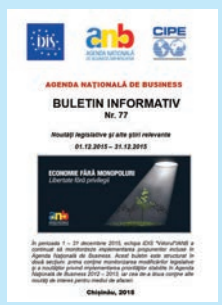


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<b>Action plan on mitigation of the economic crisis for the period 2015–2017</b> <i>(Plan de acțiuni privind atenuarea efectelor crizei economice pentru perioada 2015–2017)</i>	Ro	<b>National Business Agenda (NBA)</b>		<p>According to the NBA, many provisions the Action plan are declaratory in the absence of concrete mechanisms by which these actions will be realized. The plan is not accompanied by analysis, calculations and conclusive arguments against the proposed measures, does not address the biggest problems faced by businessmen in our country and there is a lack of concrete actions that would increase the country's productive potential.</p>
<b>Opinion on the draft law on condominium</b> <i>(Aviz la proiectul de lege cu privire la condominiu)</i>	Ro	<b>Corina Gaibu</b>		<p>The law is designed in a manner that presumes that condominium management bodies of commit illegal acts, such as multiple restrictions imposed on persons wasting constructive effort data. Not this law should resolve any deviations. For these problems there is specific legislation which must operate.</p>
<b>NBA Position Statement on fiscal policy for 2015</b> <i>(Declarația de poziție a ANB cu privire la politica bugetar-fiscală pentru anul 2015)</i>	Ro	<b>NBA</b>		<p>National Business Agenda, through its representatives - business associations, expresses deep indignation in connection with the drafting and adoption of laws governing society and the business community, such as those relating to the state budget for fiscal policy 2015 and other related. Each year, the content of these fundamental laws that accompanies their development and adoption have been subject to criticism from civil society, for not respecting by the authorities of several legal norms.</p>
<b>Opinion on the draft law amending and supplementing certain acts, namely - simplifying authorization for traders</b> <i>(Aviz la proiectul de lege pentru modificarea și completarea unor acte legislative – simplificarea autorizării comercianților)</i>	Ro	<b>NBA</b>		<p>The opinion was drafted during the public consultation required by the Law 239 of 13.11.2008 regarding the transparency of decisions. The bill aims to amend the national legal framework to optimize the authorization procedure to conduct trade activities under the principle of “One Stop Shop”.</p>



Title	Language (s)	Author (s)	Cover Page	Description
<b>IDIS/NBA Position Statement on the realization of the modernization process of the country and implementation of the reform program</b> ( <i>Declarația de poziție a ANB cu privire la realizarea procesului de modernizare a țării și implementarea programului de reforme</i> )	Ro	IDIS and NBA		National Business Agenda expresses concern over the delay in formation of state bodies and implementing necessary reforms. In this regard, the institution has submitted to the Government proposals for a new activity program (2015-2018).
<b>PUBLIC ADMINISTRATION GUIDES AND STUDIES</b>				
<b>Anthology of best practices of local authorities in Moldova, 2015 edition</b> ( <i>O antologie a bunelor practici ale autorităților publice locale din Moldova, ediția 2015</i> )	Ro	Ana – Maria Veverita, Anatol Moldovan, Dorin Vaculovschi, Liubomir Chiriac, Vlad Catlabuga		Anthology is produced within the Best Practices Program for Local Authorities 2013 – 2014 and aims to describe 40 success stories of local authorities from Moldova. The publication is designed for local authorities who really want to change something for the community welfare, who are willing to learn and together with citizens to get involved, in a creative way in the process of Europeanization of the community.
<b>Local taxes and fees</b> ( <i>Impozitele și taxele locale</i> )	Ro	Andrei Petroia, Angela Secrieru, Lilia Rotaru		The guide describes main notions in the field of local taxes, explains the legal framework and the categories of local taxes. The publication also approaches the tax debt collection management, reporting and optimizing the tax burden.
<b>Local Public Finance Management</b> ( <i>Managementul finanțelor publice locale</i> )	Ro	Angela Secrieru, Lilia Rotaru		The guide describes main notions in the field of local public finance management, explains the legal framework and the medium-term budgetary framework. The publication presents the management of income and expenses, the budget of capital investment, performance-based budgeting and other important issues in the field.

Title	Language (s)	Author (s)	Cover Page	Description
<b>The development plan of the inter-communal services enterprise “Lumen Ermoclia” 2015 – 2020</b> ( <i>Planul de dezvoltare al întreprinderii intermunicipale de servicii comunale „Lumen Ermoclia” 2015 – 2020</i> )	Ro	Viorel Chivriga, Silvia Pascaru		The development plan aims to strengthen intra-municipal services on the maintenance and servicing of public lighting, maintenance of electrical networks of public institutions, serving citizens at home for the good operation of power grids provided in Ermoclia, Popeasca and Festelita focusing on diversifying and launching new inter-municipal services during the next five years and expanding the geographical coverage (Semionovca, Berzoaia, Alava, etc.) to provide its services in order to obtain a stable profit.
<b>Business Plan of the inter-communal services enterprise “Lumen Ermoclia” 2015 – 2020</b> ( <i>Business Planul întreprinderii inter-municipale „Lumen Ermoclia” 2015 – 2020</i> )	Ro	Viorel Chivriga, Silvia Pascaru		Business plan regulates public lighting services, maintenance of electrical networks with the addition of ancillary services rendered to the population of cluster Ermoclia (Ermoclia, Festelita and Popeasca).
<b>The development plan of the inter-communal services enterprise “Congaz Sulari” 2015 – 2020</b> ( <i>Planul de dezvoltare al întreprinderii intermunicipale de servicii comunale „Congaz Sulari” 2015 – 2020</i> )	Ru	Liubomir Chiriac, Silvia Pascaru		The development plan aims to strengthen collection and waste disposal services, water and sanitation, snow removal and capping of roads in Congaz, Cotovscoe and Chioselia Rusa, putting the emphasis on diversification and launch of 16 inter-municipal services during the next five years, and expanding the geographical coverage.
<b>Business Plan of the inter-communal services enterprise “Congaz Sulari” 2015 – 2020</b> ( <i>Business Planul întreprinderii inter-municipale „Congaz Sulari” 2015 – 2020</i> )	Ru	Liubomir Chiriac, Silvia Pascaru		According to Business plan, “Congaz Sulari” will increase the quality of sanitation and water supply and sanitation. From 2017, the enterprise will develop s repair electrical repair service, demolition and construction, medical and school transportation.

Title	Language (s)	Author (s)	Cover Page	Description
<b>Guide for Local Public Authorities on project management</b> ( <i>Elaborarea proiectelor. Ghid pentru autoritățile publice locale</i> )	Ro	<b>Ana-Maria Veverita, Ana Znaceni, Angela Secrieru, Carolina Ungureanu, Corina Gaibu, Liubomir Chiriac</b>		<p>The guide, developed within the project “Support and training for LPAs capacity building in accessing regional development funds” describes the main stages in preparing, implementation and evaluation of the project. Thus, the main chapters of the publication relate to: aim and objectives of a project; sustainability; logical framework approach; partnerships; financial management and of course, monitoring, evaluation and reporting.</p>
<b>The development plan of the inter-communal services enterprise “Tulumba Service” 2015 – 2020</b> ( <i>Planul de dezvoltare al întreprinderii inter-municipale de servicii comunale „Tulumba Service” 2015 – 2020</i> )	Ro	<b>Liubomir Chiriac, Silvia Pascaru</b>		<p>The development plan aims to strengthen collection and waste disposal services, snow removal and capping of roads in Gura Galbenei, Ivanovca Noua, Albina and Lipoveni, putting the emphasis on diversification and launch of 16 inter-municipal services during the next five years, and expanding the geographical coverage.</p>
<b>Business Plan of the inter-communal services enterprise “Tulumba Service” 2015 – 2020</b> ( <i>Business Planul întreprinderii inter-municipale „Tulumba Service” 2015 – 2020</i> )	Ro	<b>Liubomir Chiriac, Silvia Pascaru</b>		<p>The Business Plan regulates services that relate to: a) the collection, transport and disposal of waste; b) snow removal in winter and capping roads; c) the creation and launch of inter-community public water supply and sewerage; d) provide 16 new types of additional services for citizens.</p>
<b>Informative Prospectus “Together for performances in local government 2013 - 2014”</b> ( <i>Prospectul Informativ „Împreună pentru performanțe în guvernarea locală 2013 - 2014”</i> )	Ro	<b>Ana – Maria Veverita</b>		<p>The Prospectus describes what the Best Practices Programme for Local Authorities 2013–2014 is, sections to apply for and conditions to participate at the Programme. Besides it, presents the criteria for selecting best practices, the selection procedure and the reasons with local authorities should apply for this competition.</p>

Title	Language (s)	Author (s)	Cover Page	Description
NEWSLETTERS				
<b>National Business Agenda Newsletter*</b> <i>(Buletin Informativ ANB: noutăți legislative și alte știri relevante)</i>  * 12 issues were produced in 2015	Ro	<b>Ion Tornea,</b> <b>Ion Butmalai,</b> <b>Olga Minzatu,</b> <b>Viorel Pirvan,</b> <b>Tatiana Lariushin</b>		The publication is divided into two sections: monitoring legislative changes and news on implementing the NBA 2012–2013 priorities, and the second contains other news of interest for the business sector.
<b>Newsletter “Equality without discrepancies”</b> <i>(Buletinul informativ „Egalități fără Disparități”)</i>	Ro	<b>Diana Lungu</b>		The newsletters aims to identify and promote success stories of women working in the economic and political field, opportunities and obstacles they face.
DOCUMENTARIES and CARTOONS				
<b>“Together for performances in local government” 2015</b> <i>(„Împreună pentru performanțe în guvernarea locală” 2015)</i>	Ro	<b>Ana – Maria Veverita,</b> <b>Anatol Moldovan,</b> <b>Liubomir Chiriac,</b> <b>Vitalie Pirtu,</b> <b>Vlad Catlabuga</b>		The documentary presents best 38 practices of authorities from Moldova. It has a total duration of 50:03 minutes, being structured in 4 sections. The aim of the documentary “Together for local performances in local government” is to discover the best practices, to promote the best ideas and to find potential solutions for solving local problems.



# LIST OF PUBLIC EVENTS IN 2015



STUDY PRESENTATIONS	
Date	Event
February 26	Economic Outlook no. 24, Q1, 2015
March 17	European Integration Index for Eastern Partnership countries (EaP)
March 19	Export with success in the European Union
April 9	Economic Diplomacy: reintegration missing link in Moldova's foreign policy
August 25	Economic Outlook: "Economic Crisis - Impact and response measures"
November 19	Launch of the following studies: "The impact of employment policies on the labor market situation in Moldova" and "The study of policies to reduce poverty in Moldova"
December 8	Family policy in conditions of demographic crisis: gaps, confusion and dilemmas
December 10	DCFTA between RM and the EU: one year after signing
December 11	Sustainable financing solutions of the health system in Moldova
December 18	Indexation of pensions - subtleties of the system or economic abuse of state!?
December 18	The impact of the social economy in Moldova on the prospects for sustainable development of the country
December 21	Economic Outlook: "Moldova's economic situation: Diagnosis. Forecasts. Recommendations"
December 22	Benefits of the Association Agreement EU - Moldova
December 22	Citizens' perceptions of social status
December 23	Synthesis Report of the Public Hearing: "How the One Stop Shop can become an efficient solution for public services offered to businesses at the local level?"
ROUNDTABLES and MEETINGS	
January 28	Round table on gaps and solutions in reforming public administration within the project "Civil Society. Dialogue for progress"
January 29	Round table on advantages and benefits of the implementation of the Association Agreement (AA) with the EU for vulnerable groups and the elderly

<b>January 30</b>	Round table on advantages and benefits of the Association Agreement for technical vocational education and higher education systems
<b>February 3</b>	Round table on dialogue between Chisinau and Comrat in the new political situation
<b>February 19</b>	Round table with representatives of civil society and the Central Electoral Commission (CEC) within the project “Civil Society. Dialogue for progress”
<b>February 27</b>	Round table with representatives of civil society and the Ministry of Agriculture within the project “Civil Society. Dialogue for progress”
<b>March 19</b>	Round table with representatives of civil society and the Ministry of Economy within the project “Civil Society. Dialogue for progress”
<b>April 9</b>	Meeting of the National Business Agenda Strategic Council
<b>April 16</b>	Workshop “Local Business Agenda”
<b>April 30</b>	Round table “Decisional transparency in local government: better decisions in the interest of all”
<b>June 24</b>	Steering Committee Meeting of the Best Practices Programme
<b>July 1</b>	Round table with representatives of civil society and the Ministry of Foreign Affairs and European Integration within the project “Civil Society. Dialogue for progress”
<b>July 30</b>	Round table “Increasing energy tariffs – an expensive decision for vulnerable families”
<b>September 8</b>	Meeting of the National Business Agenda Strategic Council
<b>October 13</b>	Round table “Women Entrepreneurship: difficulties, policies and actions”
<b>October 28</b>	Round table with representatives of business and local authorities from Edinet
<b>November 3</b>	Round table within the project “Raising awareness on gender balance in the political and business space”
<b>November 4</b>	Steering Committee Meeting of the Best Practices Programme
<b>November 18</b>	Round table with representatives of business and local authorities from Soroca
<b>November 25</b>	Round table with representatives of business and local authorities from Cimislia
<b>November 27</b>	Round table with representatives of business and local authorities from Cahul
<b>December 3</b>	Round table with representatives of business and local authorities from Balti
<b>December 17</b>	Round table with representatives of business and local authorities from Comrat

#### SPECIAL EVENTS

<b>January 28 – February 1</b>	Participation of the National Business Agenda at the exhibition “Made in Moldova”
<b>January 28</b>	Launch of the Local Business Agenda and signing the Cooperation Agreement between IDIS “Viitorul” and the Chamber of Commerce and Industry from Moldova
<b>February 5</b>	Launch of the inter-municipal enterprise “Congaz Sulari”
<b>February 20</b>	Launch of the Best Practices Programme 2013 - 2014
<b>March 6</b>	Signing the Cooperation Agreement between IDIS “Viitorul” and North Regional Development Agency
<b>March 16</b>	Participation of Economic expert, Viorel Chivriga at the fourth session of the Euronest Parliamentary Assembly in Yerevan, Armenia
<b>March 22</b>	Launch of the public information campaign in Gagauzia on the right to participate in elections

<b>April 12</b>	Launch of the inter-communal services enterprise “Lumen Ermoclia”
<b>April 26</b>	Launch of the inter-communal services enterprise “Tulumba Service”
<b>April 27</b>	Launch of the project “Perspective of a European future for the Moldova regions”
<b>May 4 – 5</b>	Participation of Economic expert, Viorel Chivriga at the European Congress of Local Governments in Krakow, Poland
<b>May 8</b>	Europe Days at Balti. Drawing contest and cartoons exhibition
<b>May 10</b>	Participation of IDIS “Viitorul” at Europe Day
<b>May 12</b>	Cartoons exhibition in Balti within the project “Perspective of a European future for the Moldova regions”
<b>May 27</b>	Cartoons exhibition in Anenii Noi within the project “Perspective of a European future for the Moldova regions”
<b>May 28</b>	Cartoons exhibition in Edinet within the project “Perspective of a European future for the Moldova regions”
<b>May 29</b>	Cartoons exhibition in Ocnita within the project “Perspective of a European future for the Moldova regions”
<b>June 16</b>	Cartoons exhibition in Avdarma (Comrat municipality) within the project “Perspective of a European future for the Moldova regions”
<b>June 17</b>	Cartoons exhibition in Cahul within the project “Perspective of a European future for the Moldova regions”
<b>June 22 – 23</b>	Civil Society Forum “How to empower civil society? Opportunities. Obstacles. Impact.”
<b>September 8</b>	Launch of the information and training program for journalists on EU integration related issues
<b>September 8 – 10</b>	Participation of Economic expert, Viorel Chivriga at the Economic Forum in Krynica, Poland
<b>September 30</b>	Freedom Prize awarding
<b>November 4</b>	Launch of training project to train newly elected counselors at local and district levels
<b>November 6</b>	Participation of Liubomir Chiriac and Viorel Chivriga at the Economic Forum in Gagauzia
<b>November 17</b>	Launch of the project “Strengthening the participation of women representatives of ethnic minorities in the decision making process”
<b>November 19</b>	Launch of the Sociometric Laboratory
<b>December 15</b>	National Award Ceremony of the Best Practices Programme of Local Authorities in Moldova

#### TRAININGS AND WORKSHOPS

<b>March 4</b>	Workshop on heat supply systems to consumers
<b>March 10 – 17</b>	Public campaign on informing citizens of Gagauzia about the right to participate in Bashkan election
<b>March 25</b>	Information seminar on one of the applications for civil society and local authorities within the project “Civil Society. Dialogue for progress”
<b>May 6 – 8</b>	Training on project management within the project “Civil Society. Dialogue for progress”
<b>May 7 – 8</b>	Training for women candidating in local elections

<b>May 11 – 12</b>	Training in Balti within the campaign “Capacity building for women candidates and potential women candidates in the target communities”
<b>May 13 – 14</b>	Training in Soroca within the campaign “Capacity building for women candidates and potential women candidates in the target communities”
<b>May 14 – 15</b>	Training “Building organizational capacities in the field of networks and coalitions” within the project “Civil Society. Dialogue for progress”
<b>May 15</b>	Training “Provisions and benefits of the Association Agreement (AA) and the Deep and Comprehensive Free Trade Area (DCFTA)” in Cantemir for local public officials
<b>May 15 – 16</b>	Training in Orhei within the campaign “Capacity building for women candidates and potential women candidates in the target communities”
<b>May 18 – 19</b>	Training in Briceni within the campaign “Capacity building for women candidates and potential women candidates in the target communities”
<b>May 21 – 22</b>	Training in Telenesti within the campaign “Capacity building for women candidates and potential women candidates in the target communities”
<b>May 22</b>	Training “Provisions and benefits of the Association Agreement (AA) and the Deep and Comprehensive Free Trade Area (DCFTA)” in Glodeni for local public officials
<b>May 22</b>	Workshop “The heat costs more than a vulnerable family can afford”
<b>May 25 – 26</b>	Training in Balti within the campaign “Capacity building for women candidates and potential women candidates in the target communities”
<b>May 27 – 28</b>	Training in Soroca within the IDIS civic campaign: “Be informed and vote!”
<b>May 28</b>	Seminar “Financial health of localities in Moldova using the Slovak experience”
<b>May 29</b>	Training “Provisions and benefits of the Association Agreement (AA) and the Deep and Comprehensive Free Trade Area (DCFTA)” in Soroca for local public officials
<b>May 30</b>	Training in Tirnova (Edinet district) within the IDIS civic campaign: “Be informed and vote!”
<b>June 1 – 2</b>	Training in Briceni within the campaign “Capacity building for women candidates and potential women candidates in the target communities”
<b>June 3</b>	Training in Corlateni (Riscani district) within the IDIS civic campaign: “Be informed and vote!”
<b>June 3 – 4</b>	Training in Telenesti within the campaign “Capacity building for women candidates and potential women candidates in the target communities”
<b>June 4</b>	Training in Chetrosu (Drochia district) within the IDIS civic campaign: “Be informed and vote!”
<b>June 5</b>	Training in Bratuseni (Edinet district) within the IDIS civic campaign: “Be informed and vote!”
<b>June 5</b>	Training on “Provisions and benefits of the Association Agreement (AA) and the Deep and Comprehensive Free Trade Area (DCFTA)” in Leova for local public officials
<b>June 6</b>	Training in Comrat within the IDIS civic campaign: “Be informed and vote!”
<b>June 6</b>	Training in Ceadir-Lunga within the IDIS civic campaign: “Be informed and vote!”



<b>June 7</b>	Training in Chiscareni (Singerei district) within the IDIS civic campaign: “Be informed and vote!”
<b>June 8</b>	Training in Vulcanesti (Comrat municipality) within the IDIS civic campaign: “Be informed and vote!”
<b>June 9</b>	Training in Marinesti (Singerei district) within the IDIS civic campaign: “Be informed and vote!”
<b>June 10</b>	Training in Lipcani (Briceni district) within the IDIS civic campaign: “Be informed and vote!”
<b>June 10</b>	Training in Cupcini (Edinet district) within the IDIS civic campaign: “Be informed and vote!”
<b>June 15</b>	Training “DCFTA: importance, commitments, benefits” in Cantemir
<b>June 23</b>	Training in Pelenia (Drochia district) within the IDIS civic campaign: “Be informed and vote!”
<b>June 25</b>	Training in Larga (Briceni district) within the IDIS civic campaign: “Be informed and vote!”
<b>June 25</b>	Training “DCFTA: importance, commitments, benefits” in Hincesti for agriculture and business representatives
<b>June 26</b>	Seminar “Writing projects within the Territorial Cooperation Programme Moldova – Ukraine”
<b>June 26</b>	Training “Provisions and benefits of the Association Agreement (AA) and the Deep and Comprehensive Free Trade Area (DCFTA)” in Cahul for local public officials
<b>June 26</b>	Training “DCFTA: importance, commitments, benefits” in Glodeni for agriculture and business representatives
<b>June 29 – 30</b>	Seminar “Strengthening the technical / organizational of CSOs in Moldova”
<b>June 30</b>	Training “DCFTA: importance, commitments, benefits” in Calarasi for agriculture and business representatives
<b>July 2</b>	Training “DCFTA: importance, commitments, benefits” in Balti for agriculture and business representatives
<b>July 3</b>	End of trainings for NGOs representatives within the project “Civil Society. Dialogue for Progress”
<b>July 3</b>	Training “Provisions and benefits of the Association Agreement (AA) and the Deep and Comprehensive Free Trade Area (DCFTA)” in Drochia for local public officials
<b>July 3</b>	Training “DCFTA: importance, commitments, benefits” in Telenesti for agriculture and business representatives
<b>July 6</b>	Seminar “Writing projects within the Territorial Cooperation Programme Moldova – Ukraine”
<b>July 7</b>	Training “DCFTA: importance, commitments, benefits” in Cantemir
<b>July 8</b>	Training “DCFTA: importance, commitments, benefits” in Comrat for agriculture and business representatives
<b>July 10</b>	Training “Provisions and benefits of the Association Agreement (AA) and the Deep and Comprehensive Free Trade Area (DCFTA)” in Riscani for local public officials
<b>July 15–17</b>	Training “DCFTA: importance, commitments, benefits” for agriculture and business representatives from Straseni, Causeni and Ialoveni
<b>July 17</b>	Training “Provisions and benefits of the Association Agreement (AA) and the Deep and Comprehensive Free Trade Area (DCFTA)” in Rezina for local public officials
<b>July 21</b>	Training “DCFTA: importance, commitments, benefits” in Soroaca for agriculture and business representatives
<b>July 21–24</b>	Training “DCFTA: importance, commitments, benefits” for agriculture and business representatives from Soroaca, Donduseni, Criuleni, Riscani and Leova
<b>July 24</b>	Training “Provisions and benefits of the Association Agreement (AA) and the Deep and Comprehensive Free Trade Area (DCFTA)” in Floresti for local public officials

<b>July 27</b>	Training on procedure to apply for European grants on human rights
<b>July 28–29</b>	Training “DCFTA: importance, commitments, benefits” for agriculture and business representatives from Rezina and Nisporeni
<b>July 31</b>	Training “Provisions and benefits of the Association Agreement (AA) and the Deep and Comprehensive Free Trade Area (DCFTA)” in Singerei for local public officials
<b>July 31</b>	Training „DCFTA: importance, commitments, benefits” in Ceadir-Lunga for agriculture and business representatives
<b>August 3</b>	Training for consortia that have passed the first stage of the program Civil Society Organisations and Local Authorities - CSO-LA
<b>August 7</b>	Training “Provisions and benefits of the Association Agreement (AA) and the Deep and Comprehensive Free Trade Area (DCFTA)” in Ungheni for local public officials
<b>August 14</b>	Training “Provisions and benefits of the Association Agreement (AA) and the Deep and Comprehensive Free Trade Area (DCFTA)” in Telenesti for local public officials
<b>August 14</b>	Training „DCFTA: importance, commitments, benefits” in Edinet for agriculture and business representatives
<b>August 21</b>	Training “Provisions and benefits of the Association Agreement (AA) and the Deep and Comprehensive Free Trade Area (DCFTA)” in Nisporeni for local public officials
<b>September 9</b>	Training in Orhei within the project “Strengthening local autonomy by increasing professionalism of newly elected officials in Moldova”
<b>September 11</b>	Training “Provisions and benefits of the Association Agreement (AA) and the Deep and Comprehensive Free Trade Area (DCFTA)” in Falesti for local public officials
<b>September 16</b>	Training in Cantemir within the project “Strengthening local autonomy by increasing professionalism of newly elected officials in Moldova”
<b>September 17</b>	Workshop on the motor industry, within the project “Mapping of vulnerable sectors of the Eastern Partnership”
<b>September 17–18</b>	Information session on the European Commission’s call on confidence-building measures in Chisinau, Comrat and Tiraspol
<b>September 18</b>	Training “Provisions and benefits of the Association Agreement (AA) and the Deep and Comprehensive Free Trade Area (DCFTA)” in Straseneni for local public officials
<b>September 19 – 20</b>	Trainings for journalists on EU integration related issues
<b>September 21</b>	Training for CSOs on the call on the European Commission on confidence-building measures
<b>September 22</b>	Training “DCFTA: importance, commitments, benefits” in Soldanesti for agriculture and business representatives
<b>September 23</b>	Training in Telenesti within the project “Strengthening local autonomy by increasing professionalism of newly elected officials in Moldova”
<b>September 25</b>	Training for local government representatives and environmental NGOs on “performance-based budgeting in LPAs by solving local environmental problems”
<b>September 25</b>	Training “Provisions and benefits of the Association Agreement (AA) and the Deep and Comprehensive Free Trade Area (DCFTA)” in Edinet for local public officials
<b>September 28 – October 2</b>	Training of trainers program on capacity building of civil society (ToT) within the project “Civil Society. Dialogue for Progress”
<b>September 30</b>	Training in Singerei within the project “Strengthening local autonomy by increasing professionalism of newly elected officials in Moldova”
<b>October 2</b>	Training in Floresti within the project “Strengthening local autonomy by increasing professionalism of newly elected officials in Moldova”

<b>October 7</b>	Training in Falesti within the project “Strengthening local autonomy by increasing professionalism of newly elected officials in Moldova”
<b>October 9</b>	Training in Cahul within the project “Strengthening local autonomy by increasing professionalism of newly elected officials in Moldova”
<b>October 10 – 11</b>	Training for journalists on EU integration related issues
<b>October 14</b>	Training in Straseneni within the project “Strengthening local autonomy by increasing professionalism of newly elected officials in Moldova”
<b>October 16</b>	Training in Ungheni within the project “Strengthening local autonomy by increasing professionalism of newly elected officials in Moldova”
<b>October 21</b>	Workshop on the procedure of organizing public hearings
<b>October 21</b>	Training in Nisporeni within the project “Strengthening local autonomy by increasing professionalism of newly elected officials in Moldova”
<b>October 22</b>	Training in Cahul on the situation in the energy sector of Moldova in the implementation of the Association Agreement with EU
<b>October 23</b>	Training in Leova within the project “Strengthening local autonomy by increasing professionalism of newly elected officials in Moldova”
<b>October 28</b>	Training in Anenii Noi within the project “Strengthening local autonomy by increasing professionalism of newly elected officials in Moldova”
<b>October 30</b>	Training in Drochia within the project “Strengthening local autonomy by increasing professionalism of newly elected officials in Moldova”
<b>November 3 – 4</b>	Initiation course for deputies and personal assistants from PSRM on legislative technique
<b>November 4 – 7</b>	Training program for newly elected councilors in local public administration from Drochia on the role of counselors in ensuring a good and inclusive governance at local level
<b>November 5</b>	Training in Calarasi within the project “Strengthening local autonomy by increasing professionalism of newly elected officials in Moldova”
<b>November 10 – 11</b>	Initiation course for deputies and personal assistants from PSRM on legislative technique
<b>November 11 – 14</b>	Training program for newly elected councilors in local public administration from Floresti and Edinet on the role of counselors in ensuring a good and inclusive governance at local level
<b>November 12</b>	Training in Stefan-Voda within the project “Strengthening local autonomy by increasing professionalism of newly elected officials in Moldova”
<b>November 16 – 17</b>	Initiation course for deputies and personal assistants from PL on legislative technique
<b>November 18 – 21</b>	Training program for newly elected councilors in local public administration from Anenii Noi and Soldanesti on the role of counselors in ensuring a good and inclusive governance at local level
<b>November 19</b>	Training in Stefan-Voda within the project “Strengthening local autonomy by increasing professionalism of newly elected officials in Moldova”
<b>November 20 – 21</b>	Training for journalists on EU integration related issues
<b>November 23 – 24</b>	Initiation course for deputies and personal assistants from PD on legislative technique
<b>November 24</b>	Seminar on enhancing the participation of women and minority groups in political decision-making process in Causeni
<b>November 25 – 28</b>	Training program for newly elected councilors in local public administration from Anenii Noi and Soldanesti on the role of counselors in ensuring a good and inclusive governance at local level
<b>November 26</b>	Seminar “Financial transparency of municipalities, by promoting anti-corruption measures and competitiveness model”
<b>December 2 – 5</b>	Training program for newly elected councilors in local public administration from Cantemir and Causeni on the role of counselors in ensuring a good and inclusive governance at local level
<b>December 3</b>	Seminar in Riscani on enhancing the participation of women and minority groups in political decision-making process

<b>December 7</b>	Seminar in Briceni on enhancing the participation of women and minority groups in political decision-making process
<b>December 11 – 13</b>	Winter school within the project “Strengthening the participation of women representatives of ethnic minorities in the decision making process”
<b>December 14 – 15</b>	Initiation course for deputies and personal assistants from PLDM on legislative technique
<b>December 16</b>	Seminar in Vulcanesti on enhancing the participation of women and minority groups in political decision-making process
<b>STUDY/DOCUMENTATION and INFORMATION VISITS</b>	
<b>January 21 – 24</b>	Study visit of LPAs representatives in Vinnitsa, Ukraine
<b>March 16 – 19</b>	Study visit in Bratislava within the project “Perspective of a European future for the Moldova regions”
<b>June 16</b>	Information visit of the Local Business Agenda at the office of the Chamber of Commerce and Industry (CCI) from Orhei district
<b>June 17</b>	Information visit of the Local Business Agenda at the office of the Chamber of Commerce and Industry (CCI) from Balti district
<b>June 18</b>	Information visit of the Local Business Agenda at the office of the Chamber of Commerce and Industry (CCI) from Chisinau and Hincesti district
<b>June 22</b>	Information visit of the Local Business Agenda at the office of the Chamber of Commerce and Industry (CCI) from Edinet district
<b>June 23</b>	Information visit of the Local Business Agenda at the office of the Chamber of Commerce and Industry (CCI) from Soroca district
<b>June 24</b>	Information visit of the Local Business Agenda at the office of the Chamber of Commerce and Industry (CCI) from Ungheni district
<b>June 25</b>	Information visit of the Local Business Agenda at the office of the Chamber of Commerce and Industry (CCI) from Cahul district
<b>June 30</b>	Information visit of the Local Business Agenda at the office of the Chamber of Commerce and Industry (CCI) from Comrat
<b>July 3</b>	Information visit of the Local Business Agenda at the office of the Chamber of Commerce and Industry (CCI) from Soroca district
<b>July 7</b>	Best practices documentation visit in Razeni, Nimoreni and Rusestii Noi (Ialoveni district)
<b>July 8</b>	Best practices documentation visit in Bolduresti (Nisporeni district), Nisporeni, Obileni and Voinescu (Hincesti district)
<b>July 8</b>	Information visit of the Local Business Agenda at the office of the Chamber of Commerce and Industry (CCI) from Tighina
<b>July 14</b>	Best practices documentation visit in Budesti (Chisinau municipality), Sadova (Calarasi district) and Sireti (Straseni district)
<b>July 15</b>	Best practices documentation visit in Tuzara (Calarasi district), Ungheni and Zagarancea (Ungheni district)
<b>July 21</b>	Best practices documentation visit in Cahul and Cimislia
<b>July 22</b>	Best practices documentation visit in Bahrinesti (Floresti district), Floresti, Soroca and Tatarauca Veche (Soroca district)
<b>July 28</b>	Best practices documentation visit in Balti, Peresecina (Orhei district) and Singerei
<b>July 29</b>	Best practices documentation visit in Ermoclia (Stefan – Voda district), Ucrainca (Causeni) and Varnita (Anenii Noi district)
<b>August 4</b>	Best practices documentation visit in Cocieri (Dubasari district)
<b>August 5</b>	Best practices documentation visit in Congaz, Gaidar (Comrat municipality), Taraclia and Vinogradovca (Taraclia district)
<b>October 22</b>	Study visit at the inter-municipal enterprise “Congaz Sulari”

PUBLIC HEARINGS	
<b>December 16</b>	Public hearing “How the One Stop Shop can become an efficient solution for public services offered to businesses at the local level?”
PUBLIC DEBATES	
<b>August 3</b>	Discussions on information security and the role of media and civil society against the propaganda
<b>October 6</b>	Participation of Viorica Antonov at the public debate “I am woman, at what age to retire ?!”
<b>October 6</b>	Public debate in Balti “The contribution of local authorities and NGOs in the implementation of the regional development policy”
<b>October 8</b>	Public debate in Edinet “The benefits of European integration at the regional and local development” within the project “Perspective of a European future for the Moldova regions”
<b>October 12</b>	Public debate within the project “Perspective of a European future for the Moldova regions”
<b>October 22</b>	Public debate in Cahul “The European Union and Moldova: a problematic partnership” within the project “Perspective of a European future for the Moldova regions”
<b>November 19</b>	Public debate in Vulcanesti “Adapting to the principles, values and standards of the EU” within the project “Perspective of a European future for the Moldova regions”
<b>November 27</b>	Public debate in Taraclia “The European Union and Moldova: a problematic partnership within the project” within the project “Perspective of a European future for the Moldova regions”
<b>October 29</b>	Public debate “Refugee crisis in Europe - implications, challenges and effects in the context of the migration situation in Moldova”
<b>December 10</b>	Public debate “DCFTA between Moldova and the EU: importance, commitment and development prospects for Moldova”
<b>December 21</b>	Public debate in Anenii Noi “The role of LPA in the European integration process” within the project “Perspective of a European future for the Moldova regions”
ECONOMIC DEBATES “60 minutes of Economic Realism”	
<b>November 10</b>	Banking crisis: risks for monetary stability and NBM actions
<b>November 12</b>	How energy tariffs are set?
<b>November 23</b>	The structure of the central public administration - benchmarks for increasing efficiency, accountability and rational use of public money
<b>November 30</b>	The procurement process in Moldova
<b>December 8</b>	Diversification of energy sources of Moldova
<b>December 14</b>	SME financing and the need to restructure the financing and development strategies in the current economic/banking crisis
<b>December 21</b>	Progress and outstanding problems of the Association Agreement



