

**INSTITUTE FOR DEVELOPMENT  
AND SOCIAL INITIATIVES  
(IDIS) “VIITORUL”**

**ANNUAL REPORT – 2016**



**Submitted to the Administrative Board and International Advisory Board**

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## GENERAL INFORMATION

IDIS is an independent think tank, established in 1993 as a research and advocacy think tank, incorporated by Moldovan laws on non-for-profit and NGOs. Unlike other think tanks in Moldova, IDIS is successfully combining social, political and economic research with solid advocacy components. It undertakes applied field research and monitor targeted issues in several fields: economics, subsidiarity, social policy, EU policies, regional development, but also security risks and foreign policy, but, it also plans and implement regular policy debates and conferences, conduct considerable outreach activities at the local and regional level, and regularly uphold an active presence in mass media. By definition, IDIS is acting as a multi-issue think tank, which would fit into the ‘2nd phase think tanks’ group<sup>1</sup>. It combines a group of intertwined professional clusters, organized into thematic areas. IDIS allocates major resources to combine sectorial studies with active networking and advocacy, usually via networks of clients, allies, and stakeholders (unions, business associations, policy innovators, social entrepreneurs, local authorities, educators, and other entities), in several public mobilization projects). Thus, IDIS is ‘tanking’ its ideas, although it uphold a significant amount of analytical products, in various fields of political, social and economic interest. IDIS is not a politically-affiliated think tank, and refutes partisan connections. Following its institutional Charter<sup>2</sup>, IDIS continues to play an important role in assisting policy-makers in Moldova to comply with their institutional responsibilities, build up consensus on the national priorities, bringing the country into a normalcy fit to reforms and European values.

IDIS conducts its activities in compliance with its Charter. An Administrative Board is executing a general oversight on the executive work done by an Executive Director, which is nominated by the Administrative Board. Executive Director is proposing to the Administrative Board a framework for adopting the Annual Plan and other strategic documents that need to be endorsed. On behalf of the Board, a Chairman is delegated to communicate with external audiences, oversee the work of the Executive Director on all aspects related to the current work of IDIS. Consistent with the Charter, the Board is also advising IDIS on strategic and research issues, on programs and budgetary issues. In July 2016, IDIS Administrative Council instructed the Management Team to establish an International Board, which emerged in November 2016. Members of the International Advisory Board are nominated for a 4-years full mandate. International Advisors are expected to guide, coach new policy areas in the economic and social policy, direct new ideas in business, governmental affairs, foreign policy, education, defense and security, cyber and e-governance. Members of the IAB attend annual or extraordinary reunions of the International Advisory Board traveling to Moldova or to other places or by holding media communications, on-line coordination meetings with IDIS management team. Participation to the flagship projects gives also important leverages to the IAB Members to oversee and expand IDIS’s field of work, professional networks and institutional affiliations.

Strategic evaluation is conducted at IDIS through Annual evaluation retreats, convened by the Executive Director and members of the Administrative Board. In terms of financial durability, IDIS is getting usually finances mainly on the basis of project proposals, with few developmental purposes. Several IDIS programs have multi-annual duration, which are thus very good in terms of making the programming more effective. In this regard, IDIS needs to orient its priorities through an Operational Plan for more than 3 years, which will project the priorities and projects that correspond to the profile, expertise, experience and ambition of the think tank. Fundraising activities need to respond to the strategic priorities, and not vice versa, on a day-to-day basis. In the areas of organizational development, IDIS has adopted in 2015 a Handbook of Procedures, which defines the proceedings in place regulating almost all legal and technical aspects related to the maintenance, organization of tenders, management of finances, negotiation of payrolls and individual contracting, workload, salary/benefits formation, hiring and dismissing of personnel, ethics. An Ethical Code of Conduct is being in place since January 2016.

Since, IDIS has grown out from its 1st stage of development, its operational tasks and strategic views became more complex. Diversifying sources of funds, setting higher standards for the implementation of functions, operational standards and clear rules for experts and technical staff would greatly improve IDIS overall management. Often, experts shall dedicate more time on fundraising than on research, while constant changes in the donor’s requirements

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<sup>1</sup> Raymond Struyk, Managing think tanks. Practical Guidance for Maturing Organizations, OSI/LGI, 2004, p.4

<sup>2</sup> See, for instance IDIS Viitorul Strategy for Development (2009-2014), elaborated in July 2008

and their limited resources (small grants) further complicates the access to resources. It is obvious that all strategic documents and new proceedings need to be accepted and internalized by the personnel. Of great use would serve to IDIS to restore regular strategic sessions, where team leaders, resident scholars and other members of the organization, would be able to define, discuss or adjust various indicators of success, benchmarks of good performance for experts and technical staff, which will have a positive effect on the impact assessment for the institutional priorities.

## PROJECTED GOALS AND INSTITUTIONAL STRUCTURE

To be a leading public policy institute essentially contributing to the growth of independent thinking environment, competitiveness of the Moldovan society and economy, in a well-governed state, favorable to educated citizenship. Our Institute consists from a number of cluster-fields (economics, taxation, decentralization, foreign policy, regional development, social and educational policy), where teams of dedicated experts conduct research, train or advocate for policy changes, with outstanding knowledge and expertise. Institutionally, IDIS is organized in the following departments: **Functional Market Economy Department** runs regular economic analysis and forecast, taxation and tax awareness of citizens, poverty reduction and other social policies. **Decentralization and Regional Development Department** operates as a resource center, training and research division in the areas of legal protection of the local authorities, strategic planning and technical assistance, lobbying and tutorials. **Competitive Society Department** is mainly a specialized team in social policy and democratic education.

## 2016 STRATEGIC INTROSPECTION FOR IDIS

In 2016, IDIS undertook a serious strategic effort to assess the implementation of its Strategic Plan (2009-2015) and define new scope along its institutional Charter (2016-2020), set up the mission and institutional goals. A brief overview of the accomplished results reveals that IDIS portfolio evolved in time: the Institute is now a stable and maturing institution, well exposed to international and regional activities, one of the building blocks of the civil society in Moldova, and a supporter of EU modernization. It emerged as a credible partner for Transnistrian business in making the first steps to accommodate to the DCFTA implementation, with IDIS playing the facilitating platform for the Moldovan governmental bodies, agencies and ministries in addressing various questions of the business communities from the left bank of Dniester. It continues to edit, publish and publicly present a quarterly economic analysis Economic Outlook. A series of Policy Briefs and Policy Papers is edited regularly by Senior Program Directors, with support from various partner organizations. In 2016, IDIS has successfully launched its work on the Annual Human Development Report (2016) for the UNDP-Moldova. In 2016, IDIS continued to serve as a facilitator to the Moldovan business associations in transforming the existing dialogue and cooperation mechanisms with the central government, under its National Business Agenda Platform. Seen as an honest broker, IDIS gained recognition in 2016 in setting up an updated format of cooperation with the regional authorities of Gagauzia for the new Development strategy of the Autonomy. In 2016, IDIS concluded a Coalition Agreement with both CALM (Congress of Local Authorities of Moldova) and Promo Lex (a premium human rights watch in Moldova) in the fields of promoting decentralization and accountable government. Based on an annual Cooperative agreement with 3 public institutions, IDIS has conducted a serious evaluation work on the national regulatory for electricity in Moldova (ANRE), one of the largest state companies (Moldtelecom) and the Ministry of Social Protection, which has recently decided to reform and integrate all social services delivered to various groups of populations into a national-wide Agency of social services, IDIS providing technical support in this complex transition. For years, IDIS is referenced as a networking platform for various fields of policy-analysis (energy, trade, agriculture, competition, budget transparency, management of EU funding). Providing technical support to various stakeholders (ministries, departments), IDIS maintains a sort of professional neutrality and non-partisan affiliation to the political parties, thus, keeping its independent mindset and liberal ideas non-negotiable. Some of its previous setups merged into full-fledged organizations, such as ANTEM (National Association of European Trainers), CALM (Congress of Local Authorities of Moldova).

## **IDIS ACTIVE PORTFOLIOS**

- Economic Outlook: Quarterly Monitoring Reports including economic analysis, forecasts and early warnings to the Government and the public with respect to the economic trends and poverty developments in Republic of Moldova;
- Policy Briefs and Policy Papers – professional watchdog in sensitive topics, like: political financing of parties, confidence in institutions, monitoring of the parliamentary and executive public agendas;
- Economic Confidence Index: regular monthly analysis of the confidence level of business representatives;
- Sociometric Lab: a watchdog of social policies and issues, initiated by IDIS in cooperation with several university chairs and departments from the Moldovan Universities (Laboratorul Sociometric);
- Targeted technical support and policy advice in economic modeling, tax policy, health and social issues, relevant to the sectorial reforms and target audiences, assisting political leaders to take intelligent decisions;
- National Business Agenda – established a national platform aimed at assisting business associations in their policy dialogue with national government;
- “60 Minutes of Economic Realism” – TV & Radio Joint Program broadcasted by RFERL on key-issues of economic and social relevance to the public in Moldova (Romanian, English, Russian);
- Training and Technical support to the Local and Regional Governments in Moldova, in municipal services delivery, access to budgetary information (open public budgets), creating labor and social opportunities to the people in need from the rural areas.

## **PARTNERSHIPS**

In 2016, IDIS has signed up several agreements of partnership and cooperation. In particular, this included:

- **Partnership Agreement with Institute for Public Policies (IPP), Romania – July 1, 2016;**
- **Partnership signed with Microinvest SRL – March 20, 2016;**
- **Coalition Agreement signed up with Congress of Local Authorities of Moldova (CALM) and Promo-Lex – February, 2016;**
- **Agreement with European Agency for Economic Research, Reconstruction and Development (Tiraspol) – November, 2016;**
- **Protocol of Cooperation signed up with Ministry of Finance of Moldova – July 6, 2016;**
- **Protocol of Cooperation signed up with Agency for Interventions and Payments in Agriculture (AIPA);**
- **Protocol of Cooperation signed up with Custom Office of Moldova;**
- **Partnership Agreement with Ministry of Agriculture of Moldova – August 4, 2016;**
- **Partnership Agreement signed up with European Institute of Romania – March 2, 2016.**

## **ON-GOING PARTNERSHIPS**

- **United Nations Development Programme in Moldova (UNDP Moldova)**
- **Center for International Private Enterprise (CIPE)**
- **Jewish World Relief (JWR)**
- **Ministry of Foreign Affairs of the Netherlands (MATRA Programme)**
- **East Europe Foundation (EEF)**
- **Policy Association for an Open Society (PASOS)**
- **EU's Horizon 2020 Program for Research and Innovation**
- **German Marsall Fund of the United States (GMF US)**
- **AGORA CE**
- **Representation of Foundation Hanns-Seidel-Stiftung (HSS) in Moldova**
- **Council of Europe**
- **Slovak Agency for International Development Cooperation (SlovakAid)**
- **British Embassy in Chisinau – Conflict Security and Stability Fund, UK**
- **UNICEF Moldova**
- **National Endowment for Democracy (NED)**
- **Embassy of Romania to Moldova**

## TARGET AUDIENCE

The Institute for Development and Social Initiatives (IDIS) target beneficiaries include: private business, municipal governments, central governmental agencies, think tanks, academia, and mass media outlets. Consistent with this mission, IDIS has established solid linkages between the academic and policy-making environments, generating policy analysis and recommendations for various areas of public interest and law-making, creating and disseminating of the best practices, good governance, and economic analysis. IDIS is also a common platform that brings together young intellectuals who are concerned with the success of transition towards the free market and the open society. IDIS helps them to contribute with their energies, values and virtues, providing its logistic, moral and intellectual support and advices them regarding their future projects and initiatives.

Our flagship economic-advocacy project, National Business Agenda, is now seen as one of the most respected frameworks for private-public dialogue, involving the largest business associations of Moldova, Government, under serious oversight from the leading partners for development (WB, IMF, EBRD, EU). In their support, IDIS has carried out successful mobilization projects. One of the most acclaimed initiatives – **European Moldova Convention** (2010-2015), financed by the Slovak Government and implemented in cooperation with APE (Foreign Policy Association) and Expert Grup – provided wide-national visibility and trust in generating additional incentives for the negotiations of the DCFTA and Visa-Free regime for Moldovan citizens.

Since 2013, IDIS launched its **Freedom Award series**, allowing it to praise personalities in several fields of democratic work (human rights, cultural promotion, innovation and teaching excellence), which is becoming one of the best public advocacy initiatives, recently. Nevertheless, recent evaluation of IDIS work and activities by the Administrative Board found out a series of structural weakness and flaws in the organization. The assessment was carried by the executive leaders of IDIS, with oversight from the Administrative Board Members. In undertaking this review over the past activities, needs and growth plans, we've noticed that there are gaps and missed opportunities, failures or partial success, which need to be fixed. As such, the review found that weaknesses can affect the quality of policy research and methodology if they will be left without response; same for organizational gaps and communication. Thus, a clear action plan of activities to restore integrity of the research, communication and organization was proposed, as it is highlighted below:

IDIS has been directly involved in promoting the Association Agreement national acceptance throughout the regional and national levels, monitoring Moldova's implementation of the DCFTA commitments, compliance with negotiated standards and obligations. It implemented joint-training for Moldovan officials involved in negotiating Association Agreement with EU (in cooperation with EIR – European Institute of Romania). IDIS Experts were actively involved in producing the EaP Index (Index of EU integration of the countries of Eastern Partnership), **Monitoring reports on Visa-liberalization for Moldova** (inventory of achievements and failures), Assessment Country Report on EU funding for Moldova (2005-2009), Impact of DCFTA on farmers of Moldova and agro-processing economy (2014). Of special relevance for IDIS served its early warning toolkit to monitor the situation in the security zone of Transnistria; it reported on new geopolitical dynamics in Tiraspol and Comrat (2011-2014). Special emphasize raised area studies dedicated to NATO, CIS and security arrangements in the fSU space. It also issued a 3-years Foreign Policy Statewatch, aimed at informing foreign partners, active citizens, think tanks and media about Moldova's options, gaps and priorities, in an attempt to maintain a framework for open dialogues with different stakeholders, foster international understanding.

In terms of regional development, IDIS continues to serve as the **largest national platform for best practices in local public administration**, reflecting on the thorny aspects of decentralization (legal, budgetary, financial and public services) issues. IDIS Annual Awards for the Best practices of the local governments is clearly one of the most appreciated events of the year, strengthening our Institute's reputation across Moldova. Periodically, IDIS is awarding best practices, producing educational video and films, sharing excellent practices in municipal and regional governance. Of special values were the IDIS build up and coached inter-communal services firms, describing best practices and performance oriented enterprises.

IDIS hosts regular regional forums on SMEs development (2013, 2014, 2015), in Gagauzia, Cahul, Chisinau, in cooperation with GIZ. In active cooperation with capital city-hall, IDIS was able to implement highly effective projects in the areas of energy efficiency, investment, branding for development, in close cooperation with OSCE, CoE, OECD and UNDP. Since 2012, IDIS is regularly implementing **SME's Annual forums**, in cooperation with German Chamber of Trade. Also, National Business Agenda is seen as one of the most successful advocacy instruments in the field of regulatory business reform.

Of particular relevance for IDIS was the area of scholar studies and monitoring of the party financing in Moldova, with support of ODHR/OSCE. IDIS monitored the use of unregistered financing in local elections (2011, S.Lipcean, C.Ciurea), investigated the compliance of parties with existing CoE standards on financing (2012, S.Lipcean, C.Cozoneac), while monitoring the results of the 2007 Law on political parties and role of Ministry of Justice (I.Munteanu, 2010). Education reforms attracted considerable analytical efforts from IDIS, which provided primer studies in pre-school and vocational education, impact of budgetary arrangements on higher education in Moldova. IDIS continued to serve as a Clearing House to the business associations and governmental stakeholders. Its analytical studies on entrepreneurship, subsidies, energy, banking, were at high demand.

During 2014-2015, IDIS edited annual reports on SMEs financing in Moldova, as a serious monitoring report for governmental policies and domestic capabilities to innovate. Area studies followed soon, like: Report on the state interventions in the fiscal and customs administration in 2014, Comparative analysis of VAT laws for the agriculture, Financing SMEs in Moldova, Management of late-privatization policies (2012), Evaluation of the Moldovan absorption capacity (2011), Budgetary adjustments for economic path of transformation (2011). The efforts of IDIS raised appreciation and gratitude from various state and non-state entities. Our experts attend regularly various international and regional events on conflict-settlement, political and economic models of transition.

In 2014, the European Parliament hosted teams of IDIS experts in Brussels on the issues of DCFTA/AA implementation, reforming the EaP, and Europe-Russia conundrum. IDIS is keen to maintain excellent relations with our regional partners, such as Institute for World Policy (Ukraine), Institute for Public Policies (Romania), Georgian Foundation for Strategic and International Studies, all German Stiftungs, targeting specific area studies, academic and policy-driven forums, as well as through an active participation to the sponsorship of joint publications.

A major advantage for IDIS is its considerable experience in conducting **evidence-based research, outstanding creativity in mobilizing stakeholders**, successful implementation of its commitments. Dozens of letters of appreciation were received by IDIS from various local and regional authorities for its developmental projects, infrastructure and strategic planning, but also for its public-advocacy campaigns (Street Euro-Universities), joint research and outreaching projects, implemented by IDIS with various local and international partners.

## IMPLEMENTED PROJECTS (2017)

1. **Project: National company/ organization to facilitate delivery of capacity building for women from underrepresented groups**  
*Period:* July – November, 2016  
*Financed by:* UN Woman Moldova  
*Total budget:* 302 690,00 MDL  
*Budget for 2016:* 302 690,00 MDL  
*Description:* The overall goal of the project is to strengthen the skills of a group of up to 30 active women leaders from underrepresented groups (Romani women, women representing ethnic minorities, women with disabilities, etc.) to advocate and to promote gender equality in decision making.
  
2. **Project: Involving young people in public affairs at the local level in Moldova**  
*Period:* January – December, 2016  
*Financed by:* AGORA CE, Czech Republic  
*Total budget:* 17 360,00 EUR  
*Budget for 2016:* 17 360,00 EUR  
*Description:* The overall aim of the project is to contribute to a functional government in Moldova based on the active participation of citizens. The aim is to increase young people's participation in public life not only at the local level.
  
3. **Project: Engaging regional stakeholders for conflict settlement through exchange of ideas**  
*Period:* June – December, 2016  
*Financed by:* German Marsall Fund (GMF)  
*Total budget:* 22 730,00 USD  
*Budget for 2016:* 22 730,00 USD  
*Description:* The general goal of the project is to offer support for increasing the confidence measures between Chisinau and Tiraspol as a premises for mutual understanding and reconciliation between populations on both banks.
  
4. **Project: Consolidation of the local autonomy through increasing the professionalism of the newly elected officials Republic of Moldova, II**  
*Period:* March – August, 2016  
*Financed by:* Representation of Foundation Hanns-Seidel-Stiftung in Moldova  
*Total budget:* 14 750,00 EUR  
*Budget for 2016:* 14 750,00 EUR  
*Description:* Objective 1. Increase of the administrative capacities within the LPA municipality by improving the professional training of public servants and local elected officials. Objective 2. Ensure with the necessary informational materials and consultative support (Laws, comments on laws, practical recommendation, etc.) to raise of the efficiency of the elected officials from LPA. Objective 3. Promote the European standards in the LPA regarding to the improvement of the quality of public services in communities.
  
5. **Project: Boosting confidence-building between Chisinau and Tiraspol**  
*Period:* November, 2015 – October, 2016  
*Financed by:* Embassy of Romania to Moldova  
*Total budget:* 25 219,28 USD  
*Budget for 2016:* 2 521,93 USD  
*Description:* The overall objective of the project is to offer support for increasing the confidence measures between Chisinau and Tiraspol as a premises for boosting the process of political settlement of the conflict.



6. **Project: Consulting Services to support ATU Gagauzia in elaborating Regional Socio-Economic on Development Strategy (RSEDS) for 2016-2020 period and Taraclia district in up-dating the Socio-Economic Development Strategy (SEDS) for 2016-2020 period**  
*Period:* August – November, 2016  
*Financed by:* UNDP Moldova  
*Total budget:* 44 680, 00 USD  
*Budget for 2016:* 44 680, 00 USD  
*Description:* The overall objective of the project is to facilitate and assist ATU Gagauzia in developing its regional Socio-Economic Development Strategy in line with national strategic documents and regional development strategies, and ensure the application of European Union and international standards for integrated development.
  
7. **Project: National Human Development Report (NHDR) 2016 on Inequality**  
*Period:* May – December, 2016  
*Financed by:* United Nations Development Programme (UNDP) in Moldova  
*Total budget:* 51 928,75 USD  
*Budget for 2016:* 51 928,75 USD  
*Description:* The main feature of the National Human Development Reports is the focus on the issue of human development in order to bring it into the forefront of the national agenda. The report comes at a time when the complexity of development starts strongly to shape public discourse in the context of European integration aspirations of the country, adoption of 2030 Development Agenda and a series of challenges, such as inequalities in incomes, gender pay gap, aging population, urbanization, labor migration, limited access to services and utilities, political inequalities, human security issues, etc.
  
8. **Project: Design, organize and deliver a series of training sessions for newly elected councillors at local and district level from 10 target districts**  
*Period:* October, 2015 – July, 2016  
*Financed by:* UNDP Moldova  
*Total budget:* 92 150, 00 USD  
*Budget for 2016:* 50 682,50 USD  
*Description:* The overall goal of the assignment is to design, organize and deliver a series of training sessions for newly elected women councillors at local and district level from 10 target districts.
  
9. **Project: Mainstreaming institutional reforms of the public sector in Moldova**  
*Period:* May, 2016 – April, 2017  
*Financed by:* Ministry of Foreign Affairs of the Netherlands, MATRA Programme  
*Total budget:* 40 000,00 EUR  
*Budget for 2016:* 40 000,00 EUR  
*Description:* The project is aimed at supporting public sector reforms to increase the effectiveness and positive impact of delivering modern, cost-effective and quality services to all citizens of the country
  
10. **Project: Building transparent and sustainable public procurement system through efficient and permanent monitoring process**  
*Period:* January – August, 2016  
*Financed by:* Policy Association for an Open Society (PASOS), Czech Republic  
*Total budget:* 24 998,00 EUR  
*Budget for 2016:* 24 998,00 EUR  
*Description:* Monitoring public procurement system of the Republic of Moldova, cooperating with local governments and specialized anti-corruption bodies. Objectives: (1) Consolidate the capacity of the specialists in public procurement from PPA, representatives of contracting authorities and experts of the Republic of Moldova regarding public procurement; (2) Monitoring and evaluation of public procurement system in the Republic of Moldova (focusing on the local level); (3) Raising awareness about the need to ensure transparent of public procurement process.

11. **Project: The EU and Eastern Partnership countries: An Inside-out Analysis and Strategic Assessment (EU-STRAT)**  
*Period:* May, 2016 – April, 2019  
*Financed by:* EU's Horizon 2020 Program for Research and Innovation  
*Total budget:* 81 500,00 EUR  
*Budget for 2016:* 24 250,00 EUR  
*Description:* The project aims to strategically assess the relationship between EU and EaP countries, the strengths of normative/soft-power and impact of other factors, actors and strategies over the region.  
*Scientific objectives:* (1) Construct a conceptual framework that allows a comprehensive analysis and in-depth understanding of the different dynamics of social orders in the EaP countries, as well as the role the EU and other external actors play in terms of reinforcing or changing these dynamics; (2) Map the dynamics of social orders in the EaP countries by identifying the relevant domestic and external actors involved in their stabilization or further transformation; (3) Specify the domestic and external conditions under which dominant coalitions in the EaP countries may support open access institutions, through which citizens have control over government and public services are provided on an impersonal basis; (4) Examine the embeddedness of EaP countries' social orders in bilateral, regional and global interdependencies in key areas (trade, energy, migration, security) and investigate how the nexus between various interdependencies facilitates or undermines their stabilization or transformation; (5) Investigate how external actors (including third countries, IFIs, IOs, EU member states, EU institutions) countervail or complement the EU's approach to the EaP; (6) Analyze the normative discourses the EU and Russia promote in the region and how these discourses are received by citizens, but also affected by the key policies of the respective external actors.
  
12. **Project: Best Practices Programme of Local Authorities in Moldova**  
*Period:* April – December, 2016  
*Financed by:* Council of Europe  
*Total budget:* 16 989,50 EUR  
*Budget for 2016:* 12 742,12 EUR  
*Description:* This programme aims to identify, appreciate, promote and disseminate the best practices among local authorities from Moldova, in order to improve the efficiency of local governance.
  
13. **Project: Conducting an assessment on bottlenecks and barriers for youth and adolescents engagement in decision-making process**  
*Period:* November, 2016 – February, 2017  
*Financed by:* UNICEF Moldova  
*Total budget:* 232 800,00 MDL  
*Budget for 2016:* 116 400,00 MDL  
*Description:* I. Analyze the legal and policy framework related to children and youth participation in Moldova with reference to provisions of Art. 12 of the Convention on the Rights of the Child, General Comments on the Art. 12 of the CRC and relevant international good practice; II. Document and assess the efficiency, effectiveness and equity of the existing formal mechanisms, as well as of recently developed child and youth consultative structures, such as: school pupils councils, local/regional youth councils, youth-led initiatives/organizations and co-management structures; III. To provide practical recommendations to improve policy framework and practices around children and youth participation, including suggestions on how to promote national best practices and participatory models towards local decentralization reform; IV. To articulate recommendations to increase the efficiency and inclusiveness of existing participatory mechanisms by consulting voices of the most vulnerable, marginalized and at risk groups of adolescents, boys and girls.
  
14. **Project: Raising public awareness on gender balance in the political and business sectors**  
*Period:* September, 2015 – August, 2016  
*Financed by:* UNDP Moldova  
*Total budget:* 15 000,00 USD  
*Budget for 2016:* 1 050,00 USD

*Description:* The overall objective of the project is to contribute to strengthening the gender dimension in the process of good governance through information and public awareness on accountability, transparency, efficiency and sustainability efforts by policy makers to ensure equal access of women (regardless of religion, ethnicity, language spoken ) to quality local public services and participation in community development, in the business sector and associative sector and in decision-making. Project objectives: Informing citizens about social realities in the economic and political sectors in terms of human rights and gender equality; Raising public awareness on women's rights, discriminatory practices, marginalization and social exclusion to which women may be subjected by organizing an awareness and information campaigns.

**15. Project: A comparative overview on labor market inequalities: key trends and perspectives**

*Period:* October, 2016 – February, 2017

*Financed:* UNDP within the Support to Confidence Building Measures Programme

*Total budget:* 5 000,00 USD

*Budget for 2016:* 2 500,00 USD

*Description:* The overall objective: development of evidence-based analytical papers on Sustainable Development Goals. Project objectives: examination the current situation of the labor market in the both banks of the river; identification of labor market patterns and key trends; examination the role of labor market agencies/institutions in improving labor market outcomes, including for women and unemployed from both banks of the river.

**16. Project: Refining the Quality of Democracy**

*Period:* November, 2015 – November, 2016

*Partner:* RFERL

*Description:* It is a public debating programme – result of collaboration between IDIS and Radio Free Europe/Radio Liberty. The Project's General Objective is to create a specialized debating platform on public policies as a specialized analytical outcome of evaluation, support and mobilization of Moldova Republic Reforms. The discussed topics being: the concurrence policy, monitoring results of main institutional reforms, agriculture, business regulation, investment, banking, inflation, rural development, local government, commerce, public finance, energy policies, etc.

**17. Project: Preventing pitfalls in implementing Moldova's European obligations: policy advocacy and public awareness**

*Period:* April – November, 2016

*Financed:* East Europe Foundation

*Total budget:* 42 300,00 USD

*Budget for 2016:* 42 300,00 USD

*Partner:* Congress of Local Authorities from Moldova and Promo-LEX Association

*Description:* Activities: Monitoring performance of the government and conducting comprehensive policy analysis in the following areas: business environment, banking and energy, acquisitions, justice and human rights including the Transnistrian region, decentralization, local autonomy and local democracy; Advocacy and awareness campaigns.

**18. Project: The introduction and implementation of community-led local development (CLLD) principles**

*Description:* This project is being implemented by the Tartu Rural Development Association (NGO) and IDIS 'Viitorul'. This project educates local governments and civil society entities about LEADER Program of the European Union. It entails knowledge transfer and experience sharing between Estonia and Moldova, strengthening institutional capabilities, NGOs, Local Governments in the areas of rural development.

**19. Project: Improving energy efficiency programme for low-income housing sector in Moldova**

*Period:* July, 2014 – July, 2017

*Financed by:* Jewish World Relief (JWR)

*Total budget:* 43 926,00 GBP

*Budget for 2016:* 1 299 770,00 MDL

*Description:* The initiative “Improving energy efficiency programme for low-income housing sector in Moldova” aims to raise the standard of living for low-income tenant families by improving energy efficiency and significantly reducing energy costs. The measures will be applied especially in apartment buildings with a significant number of families at risk. The initiative aims to contribute to the development of the Residential Energy Efficiency-Social Safety Net Programme (REESSNP) that focuses on application of energy efficiency measures in apartment blocks with significant occupancy by vulnerable households in Moldova. Objective 1: To strengthen the capacity of homeowners associations to engage in policy making through improving the management of collective housing units in Chisinau by training and capacity building of homeowners associations in selected buildings and sharing training materials and best practices with other associations and countries. Objective 2: To advance the social dialogue through an EE reform agenda. Encourage the involvement of a wide range of stakeholders to affirm production and consumption of clean energy and advocate for efficient and targeted state involvement in the housing sector. To facilitate discussion and share knowledge and experience, the project will create a Homeowners Advocacy Platform and an Advisory Group to share knowledge and resources in the sphere of residential EE. This will include representatives from the Ministry of Economy, Ministry of Labor Social Protection and Family, Ministry of Regional Development and Constructions, municipalities, utility companies, construction firms, energy companies, business and professional associations.

**20. Project: Development of cross-river trade relations as a factor of conflict decrease between Chisinau and Tiraspol**

*Period:* October, 2015 – March, 2016

*Financed by:* British Embassy in Chisinau (The Secretary for State for Foreign and Commonwealth Affairs) – Conflict Security and Stability Fund, UK

*Total budget:* 9 512,00 GBP

*Budget for 2016:* 4 756,00 GBP

*Partner:* Committee for regional development support “Sigma-Expert”

*Description:* General and specific objectives: (1) Develop “Confidence index in trade between the two sides”; (2) Make Recommendations on the prospects of participation of Transnistria in the free trade regime with the EU; (3) Writing “Roadmap” on the development of trade between Chisinau and Tiraspol and losses Transnistrian enterprises in the management of commercial activities; (4) Develop “Draft agreement on mutual trade”.

**21. Project: Improving Oversight of Local Governments in Moldova**

*Period:* May, 2015 – January, 2016

*Financed by:* National Endowment for Democracy (NED)

*Total budget:* 14 400,00 USD

*Budget for 2016:* 4 762,00 USD

*Partner:* Institute for Economic and Social Reforms (INEKO), Slovak Republic

*Description:* The project aims to increase awareness on financial health of the municipalities, increasing the pressure on fiscal decentralization, strengthening sustainable local and regional development. The project will achieve these goals by: (1) Creating a web portal concerning economy of municipalities in Moldova with well-arranged and comparable data; (2) Providing citizens of cities, their majors, representatives with data on financial health of municipalities; (3) Creating methodology of evaluation of financial stability of municipalities – the outputs will be also recommendations for policy makers for collecting, processing and presenting relevant data; (4) Improving management of municipalities and providing fiscal sustainability of local budgets, fiscal sustainability and shaping of regional competitive advantages.

**22. Project: Transparent, financially sound and competitive municipalities in Moldova**

*Period:* October, 2015 – March, 2017

*Partner:* Institute for Economic and Social Reforms (INEKO), Slovak Republic

*Financed:* Slovak Agency for International Development Cooperation (SlovakAid), Official Development Assistance of the Slovak Republic

*Total budget:* 35 615,00 EUR

*Budget for 2016:* 8 346,72 EUR

*Description:* The project aims to increase the awareness about the financial health of the municipalities in Moldova, thus increasing the pressure on the efficient implementation of the fiscal decentralization and strengthening its importance for sustainable local and regional development. IDIS "Viitorul" will develop a methodology, will collect financial data of local government and create an online open data base to monitor the state of the financial situation of 50 LPAs in Moldova. Based on data analysis and feedback from the LPA will be forwarded recommendations to improve fiscal policy of settlements and carried out a comprehensive report on the financial health of the local authorities in Moldova, together with recommendations.

**23. Project: Advocating for a Business-Led Anti-Corruption Agenda**

*Period:* April, 2016 – March, 2017

*Financed by:* Center for International Private Enterprise (CIPE), USA

*Total budget:* 81 680,00 USD

*Budget for 2016:* 40 840,00 USD

*Description:* To build consensus on key policy-relevant corruption risks in the legal and regulatory environment for SMEs through collective action, CIPE will support IDIS to convene a national anti-corruption summit to discuss the urgent challenges facing Moldova and how the private sector can respond. IDIS will survey 500 companies on top corruption risks for business. CIPE will provide IDIS with methodologies to perform an analysis of priorities for legislative reform. The findings will drive public-private dialogue on corruption issues.

**24. Project: Supporting Democratic Governance through Pre-Election Economic Policy Dialogue**

*Period:* July – November, 2016

*Financed by:* Center for International Private Enterprise (CIPE), USA








*Total budget:* 45 185,00 USD





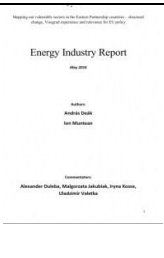

*Budget for 2016:* 45 185,00 USD

*Description:* To promote greater political accountability and democratic governance by focusing presidential candidates on citizens' economic concerns. CIPE will partner with the private sector and civil society before and after the October 30, 2016 presidential elections in Moldova to advocate for reforms and monitor implementation. CIPE and its partners will consolidate the small and medium-sized enterprise (SME) community's priority economic issues into policy recommendations to be presented to candidates. The project will help citizens understand how democracy can deliver when platforms and campaigns address citizens' concerns.

## NEW PUBLICATIONS EDITED BY IDIS IN 2016

<b>Report. Local Business Agenda: Micro solutions for macro policies</b> (Raport ALB. Agenda Locală de Business: micro soluții pentru macro politici)	Tatiana LARIUȘIN Viorel PÎRVAN Ion TORNEA Ion BUTMALAI (Ro)		The authors of the publication examine solutions for business that would generate substantial positive macro economic impact and the healthy economic growth of the country.
<b>Report. Local Business Agenda: The priorities of the local business to create a competitive and attractive business environment</b> (Raport. Agenda Locală de Business: Prioritățile businessului la nivel local pentru crearea unui mediu competitiv și atractiv de afaceri)	Tatiana LARIUȘIN Viorel PÎRVAN Ion TORNEA Ion BUTMALAI (Ro)		The publication refers to the economic development and growth that do not produce prosperity evenly throughout the country. Market forces and available resources favor certain places over others.
<b>Monitoring Report of the priorities of the National Business Agenda, 4th Edition</b> (Raportul de monitorizare a priorităților Agendei Naționale de Business, ediția a 4-a)	Tatiana LARIUȘIN Viorel PÎRVAN Ion TORNEA Ion BUTMALAI (Ro)		This report monitors the progress of the implementation of the priorities and solutions to improve the conditions of doing business in Moldova.
<b>Development of the social economy from Moldova through the gender equality promotion</b> (Dezvoltarea economiei sociale din Republica Moldova prin prisma promovării egalității de gen)	Dorin VACULOVSCHI Viorica ANTONOV (Ro, Ru)		This study aims to identify the perspectives for the development and expansion of the social economy in the Republic of Moldova, as well as how could the development of the social economy contribute to the assurance of the gender equality.
<b>Parliament activity transparency : plain and obligatory rules for everybody!</b> (Transparența în activitatea Parlamentului: reguli clare și obligatorii pentru toți!)	Viorel PÎRVAN (Ro)		The report refers to shortcomings in the transparency of decision-making process in the Parliament and to the measures that the Parliament needs to undertake for improving its transparency.
<b>Council of Europe. Best practices in local government</b> (Consiliul Europei. Cele mai bune practici în guvernarea locală)	John JACKSON Cezary TRUTKOWSKI Irfhan MURURAJANI (Ro, En)		Best Practice enables municipalities to demonstrate their efficiency and effectiveness and proves they are competent organizations.
<b>Economic Outlook (June, 2016): Moldova's economic stabilization: obstacles and remedies</b> (Economic Outlook (iunie 2016): Stabilizarea economică a Republicii Moldova: obstacole și remedii)	Viorel CHIVRIGA Diana ENACHI Corina GAIBU Sergiu GAIBU Ion TORNEA Ion MUNTEAN Mariana GURGHÎȘ Veaceslav BERBECA (Ro)		The authors analyze key economic indicators and come up with recommendations. Experts reflect the situation in the banking, energy, agriculture, services and industry sector.

<b>Policies for clusters development in Moldova, No. 1, May, 2016</b> (Politici pentru dezvoltarea clusterelor în Moldova. Nr.1/May 2016)	Ion TORNEA (Ro)		The author describes the role of clusters for the Republic of Moldova. The process should start with the identifying of basic priorities and clear establishment of the objectives of the clustering process.
<b>Is reindustrialization of the Republic of Moldova possible?, No. 2, May, 2016</b> (Este oare posibilă o reindustrializare a R. Moldova?, Nr. 2, mai, 2016)	Ion TORNEA (Ro)		The publication examines the profound deindustrialization process, reflects the structure and evolution of Moldovan industry, its importance for the economy, as well as reindustrialization policies in other countries, recommendations for Moldova reindustrialization.
<b>Public procurement in the Republic of Moldova, regulations and expected reforms, No. 3, May, 2016</b> (Achizițiile publice în Republica Moldova – probleme, reglementări și reforme așteptate, Nr. 3, mai 2016)	Diana ENACHI Viorel CHIVRIGA (Ro)		The publication highlights main regulations on public procurement. The authors also come with suggestions on implemented reforms and their impact on public procurement.
<b>The potential of the foreign assistance: could the conditioning mechanism still promote the reforms in the Republic of Moldova?, No. 4, June, 2016</b> (Potențialul asistenței externe: mai poate mecanismul de condiționare promova reformele în Republica Moldova?, Nr. 4, iunie 2016)	Valentin LOZOVANU (Ro)		The study reflects external assistance received by Moldova after the declaration of her independence, also the conditionalities of the donors.
<b>Oil products market: old problems legislated by the new law, No. 5, June, 2016</b> (Piața produselor petroliere: vechile probleme legiferați prin noua lege, Nr. 5, iunie 2016)	Victor PARLICOV (Ro)		The author approaches the politization of the process of the regulation of the oil products market from Moldova, the modification of the legislation in this area that have fundamentally changed the roles and intervention tools of the public institution on this market. This policy brief comes to explain new realities, to anticipate the changes that will come on this market, and to propose sustainable solutions for the future.
<b>State owned enterprises and their role for the national economy, No. 6, July 2016</b> (Întreprinderile gestionate de stat și rolul lor în economia națională, Nr. 6, iulie 2016)	Veaceslav IONIȚĂ (Ro)		The author describes the situation of the state owned enterprises, more than half of these work at loss and what authorities should do for the improvement of the situation.
<b>Agricultural subsidy in the Republic of Moldova – reforms and failures, No. 7, July 2016</b> (Subvenționarea agriculturii în Republica Moldova – reforme și eșecuri, Nr. 7, iulie 2016)	Viorel CHIVRIGA Diana ENACHI (Ro)		The authors describe the main challenges in agricultural subsidy, evolution of the finances allocated in 2015 by different measures; propose indexes for qualitative evaluation of the subsidy impact and other recommendations for the improvement of production and competition of the agriculture.

<p><b>Why is the investment in energy efficiency inefficient and how should it be changed?, No. 8, July, 2016</b> (De ce sunt ineficiente investițiile în sectorul eficienței energetice și cum schimbăm situația?, Nr. 8, iulie 2016)</p>	<p>Ion MUNTEAN (Ro)</p>		<p>This study describes the major barriers in accessing and valorification of the funds allocated to energy efficiency projects. Also it analyzes the risks of Moldova in realization of assumed national objectives in energy efficiency area and proposes recommendations for the deciders in order to facilitate the acces to the funding of energy efficiency projects.</p>
<p><b>Food security in terms of a common information system. Institutional research issues, No. 9, August, 2016</b> (Securitatea alimentară prin prisma unui sistem informațional comun. Aspecte de cercetare instituțională, Nr. 9, august 2016)</p>	<p>Iurie GOTIȘAN (Ro)</p>		<p>This policy brief reflects: the concept of agriculture and food security, main dimensions of food security, the place of Moldova in world rankings in this field, indexes and factors that influence the development in Moldova of agri-food security (agriculture development, labor market, population migration, etc.), regulatory authorities, proposes and recommendation for the improving of the situation by reviewing of agri-food security policy in Moldova.</p>
<p><b>Regional development policy: achievements and perspectives, No. 10, October, 2016</b> (Politica de dezvoltare regională: realizări și perspective, Nr. 10, octombrie 2016)</p>	<p>Veaceslav BERBECA (Ro)</p>		<p>This study analyzed the results of the implementation of the National Strategy of Regional Development (2013-2015), the funding of the programs in the field, the activity planing in policy implementation, the capacity problems of the local public authorities and institutional consolidation, also propose recommendations.</p>
<p><b>The consumer passive representation in decision-making process within ANRE Nr.10, November, 2016</b> (Reprezentarea pasivă a consumatorilor în procesul decizional din cadrul ANRE, Nr.10, noiembrie 2016)</p>	<p>Ion MUNTEAN (Ro)</p>		<p>The author presents the latest developments in the decisions of the national regulatory institution in energy sector of Moldova – National Agency for Regulation in Energetics: information and transparency from ANRE, perception of the role and image of ANRE in society. The author proposes recommendations for transparency and financial independence of ANRE, consumer information and protection, and its preparing for the market changes.</p>
<p><b>Mapping out vulnerable sectors in the Eastern Partnership countries – structural change, Visegrad experience and relevance for EU policy: Energy Industry Report, May 2016</b> (Cartografierea sectoarelor vulnerabile din țările Parteneriatului Estic – schimbările structurale, experiența Visegrad și relevanța pentru politica UE: Raport pe industria energetică, mai 2016)</p>	<p>András DEÁK Ion MUNTEAN (Ro, En)</p>		<p>Issue affecting energy efficiency and energy policies, statistical overview of the key long-terms energy trends. Comparative analysis of EAP3 countries: their energy sectors, the role of different corporate, ownership, management and political factors in the national energy consumption trends; their macroeconomic vulnerability and energy efficiency programs.</p>
<p><b>Mapping out vulnerable sectors in the Eastern Partnership countries – structural change, Visegrad experience and relevance for EU policy: Machine Industry Report, March, 2016</b> (Cartografierea sectoarelor vulnerabile din țările Parteneriatului Estic – schimbările structurale, experiența Visegrad și relevanța pentru politica UE: Raport pe industria constructoare de mașini, martie 2016)</p>	<p>Sierz NAURODSKI Vladimir BENC Martin LACNY Iryna LAFIUK Uladzimir VALETKA (Ro, En)</p>		<p>The main goal of this paper was to review the current state of the machine building sectors in Belarus, Ukraine, and Moldova, and to assess their vulnerabilities. It is a comparative analysis of developments, trends, and the institutional background of the machine building sector showed that the key challenge for machinery in Moldova is the improvement of corporate governance along with the stimulation of small and medium sized enterprises (SMEs) in the sector.</p>



<p><b>Mapping out vulnerable sectors in the Eastern Partnership countries – structural change, Visegrad experience and relevance for EU policy:</b>  <b>Belarus, Moldova, Ukraine: Macroeconomic Report, August, 2015</b>  (Cartografierea sectoarelor vulnerabile din țările Parteneriatului Estic – schimbările structurale, experiența Visegrad și relevanța pentru politica UE: <u>Belarus, Moldova, Ucraina: Raport macroeconomic, august, 2015</u>)</p>	<p>Vitaliy KRAVCHUK  Malgorzata MCKENZIE  Mykola RYZHENKOV  (Ro, En)</p>		<p>This report is a macroeconomic analysis that aims to identify the vulnerable sectors of Belarus, Ukraine, and Moldova, with the following attributes: significant input into GDP, high or almost exclusive dependence on domestic/CIS markets, and high level of integration into post-Soviet value chains, declining competitiveness. Also how the management of these sectors may affect social sustainability in the modernization of the respective EP countries.</p>
<p><b>Foreign and security policy paper: BEYOND NATO'S EASTERN BORDER: Georgia, Ukraine, Moldova</b>  (Revista de politică externă și securitate: DINCOLO DE GRANIȚA DE EST A NATO: Georgia, Ucraina, Moldova)</p>	<p>Christopher S. CHIVVIS  Andriy SHEVCHENKO  Eka TKESHELASHVILI  Igor MUNTEANU  (Ro, En)</p>		<p>The publication examines the geopolitical situation of the countries from the Eastern front of NATO bloc, security and defence policies, alternatives on the EU path.</p>
<p><b>NOTICE of the law of the condominium</b>  (AVIZ la Proiectul de Lege cu privire la Condominiu)</p>	<p>Corina GAIBU  (Ro)</p>		<p>The author recommends further improvements to avoid some confusion that persists to eliminate discrimination on the application of some method or other methods related activity condominium, removing elements that behave cost but no value-added processes.</p>
<p><b>Monitoring report on public procurement: identified weaknesses and policy recommendations</b>  (Raport de monitorizare a achizițiilor publice: curențe identificate și recomandări de politici)</p>	<p>Diana ENACHI  Viorel CHIVRIGA  (Ro)</p>		<p>The authors describe the problems facing the national procurement system and solutions necessary to solve them.</p>
<p><b>National Survey: Quality of governance assessed through services provided by the state</b>  (Sondaj național: Calitatea guvernării evaluată prin prisma serviciilor acordate de stat)</p>	<p>CBX-AXA  (Ro)</p>		<p>Survey assesses the quality of governance through public services.</p>
<p><b>Economic Outlook: Moldovan economic recovery is overdue, September, 2016</b>  (Economic Outlook: Relansarea economiei moldovenești se lasă așteptată, septembrie 2016)</p>	<p>Viorel CHIVRIGA  Diana ENACHI  Corina GAIBU  Sergiu GAIBU  Ion TORNEA  Ion MUNTEAN  Veaceslav BERBECA  Iurie GOTIȘAN  (Ro)</p>		<p>The publication represents an analysis of the main sectors of Moldovan economy (money market, agriculture, industry, labour market, external trade, public procurement, etc.), development processes and forecast.</p>
<p><b>Monitoring Report: Open Local Government for active and informed citizens, September, 2016</b>  (Raport de monitorizare: Guvernare locală deschisă pentru cetățeni activi și informați, septembrie 2016)</p>	<p>Viorel PÎRVAN  (Ro, En)</p>		<p>The report reflects more aspects of local governing: acces to the information, participation in the decision-making process, public procurements, public property management, budgeting, human resources, professional ethics and conflict of interest, social services, investments, municipal agencies and participation in private sector companies.</p>

<b>Democratization and development of the Moldova Republic (of): problems, achievements and perspectives</b> (Democratizarea și dezvoltarea Republicii Moldova: probleme realizări și perspective)	Viorel CHIVRIGA Cristina AVORNIC Marin GURIN Viorel PÎRVAN (Ro)		The publication analyzes the shortcomings in democratization, the solutions that would lead their country's development and the real perspectives.
<b>Rethinking the paradigm of economic and financial relations between Chisinau and Tiraspol</b> (Regândirea paradigmei relațiilor economico-financiare între Chișinău și Tiraspol)	Veaceslav IONIȚĂ Diana ENACHI (Ro)		The author explains the problems of economic relations between the two sides of the river Dniester, impediments to businesses and banks to develop business, assurance of the risks in business, ways to develop the credit infrastructure, etc.
<b>Increasing enterprises competitiveness on both sides of the Dniester</b> (Creșterea competitivității întreprinderilor de pe ambele maluri ale Nistrului)	Viorel CHIVRIGA (Ro)		The author analyzes the general socio-economic situation and the evolution of the enterprises development on both sides of the Dniester, also explains why the competitiveness of enterprises is reduced, thereby making them limited access to Western markets.
<b>Transition problems to international standards and norms in the sanitary and phytosanitary field on the both sides of the river Dniester</b> (Problemele de tranziție la standardele și normele internaționale în domeniul sanitar și fitosanitar pe ambele maluri ale râului Nistru)	Tatiana LARIUȘIN Inna BUTUCEL (Ro)		The publication analyzes sanitary and phytosanitary issues on the both sides of the river Dniester in the context of the DCFTA.
<b>The new policy approach on the modernization of Moldova</b> (Noile abordări politice privind modernizarea Republicii Moldova)	Veaceslav BERBECA Corneliu CIUREA (Ro)		This publication reflects the situation of the participation of women representatives of ethnic minorities in the decision-making process.
<b>Newsletter: Equality without discrepancies No. 2-10</b> (Buletin informativ: Egalități fără disparități, Nr. 2-10)	Diana LUNGU (Ro)		Monthly edition This publication reflects the women situation in economic and social field, and aims to raising awareness on gender balance in the political and business.
<b>NBA Newsletter No. 78-87</b> (Buletin Informativ al ANB, nr. 78-87)	NBA Team (Ro)		Monthly newsletter The publication is divided into sections: monitoring legislative changes and news on implementing the NBA priorities, and the second contains other news of interest for the business sector.

## NEW BENCHMARKS FOR INSTITUTIONAL DEVELOPMENT IN 2017

As a leading think tank in Moldova, IDIS aspires to maintain high-standards and excellence in its policy-oriented activities in 2017. High standards in research, consultancy, training and policy-interventions will reward its permanent and associated pool of experts.

We aim to provide technical support in the implementation of the DCFTA, cooperating with AIPA, ANSA, Ministry of Finance, and Ministry of Economy. Based on the strong demand for cooperation from the Bureau for Reintegration, IDIS will deliver new forms of analytical toolkits in the reintegration strategic policy of Moldova, through early warning reports, Hybrid Power reviews. In terms of education, IDIS plans to continue cooperation with Ministry of Social Protection in holding cross-institutional dialogues, known as ‘planning talks’. We plan to undertake broad analytical studies of regional and functional issues, identifying gaps in the policy, institutional setbacks, initiating policy planning, while formulating specific policy recommendations and proposals to fill these gaps. Policy Statewatch on economic and social trends/policies will be elaborated and spread out towards a targeted audience (politicians, media, executive officials, think tank community).

The funding will allow IDIS to implement a full-fledged monitoring instrument of the social, economic and institutional policies of the state in Moldova, enabling civil society to advocate under a common voice, at both national and international level, with the need to address as seriously as possible the challenges and threats that are experienced by transitional societies like Moldova. Our contribution is to provide new incentives for the upcoming debates on the administration reform, be able to intervene on behalf of public’s interest a wide and variegated format of debates, accomplish appropriate desk analysis that will led to the formulation of specific policy proposals to the decision-makers. As in the past, IDIS commits to actively engage itself in the field of policy planning and advocacy for reforms. The topics of the policy-oriented research, training and technical consultancy is highlighted above, in the specific planed department’s charters, while prioritization of the research agenda will be systematically adjusted. Raising public awareness of challenges of democratic development constitutes the objective of such activities. We view this regular IDIS activity as a means to provide for a transparent, accessible and intelligible framework that will allow both the public to participate openly in the debate and will enable the policy-makers to receive from the civil society the feedback concerning the policy-goals that the decision makers set.

**Activity 1.1. Conduct a process of organizational change and learning inside of IDIS.** As a pathway to organizational consolidation, we plan to engage IDIS in a consistent process of change management and rule-approximation of the best practices in successful organizations. A Handbook of procedures was adopted during 2016 in a participatory manner with all staff members under oversight from the Administrative Council. This regulation is defining the areas of executive authority and direct responsibility of the Executive Director, Deputy Director. Oversight of the Administrative Board over the financial and implementation of priorities of the Institute is also enshrined into the Board. International Advisors Board, Board of Founders, according to the IDIS Founding Charter. To be governed effectively, think tanks demand the observance of a number of written codes and informal rules as operational norms for the day-to-day management, as well as for strategic decisions. The Handbook will enshrine the basical provisions and norms of the organization in compliance with existing laws and managerial traditions at IDIS. In brief, the Handbook of procedures will regulate the issues related to: hiring of personal, office maintenance, performance evaluation, budgeting and payroll, oversight and communication.

**Activity 1.2. Design and Install an International Advisory Board.** An international Board of Advisors will be created to serve as an external oversight council, according to the IDIS international partnerships and future goals. The Advisors will be selected and invited to join the Board as a method to strengthen institutional ties with other partnering organizations as bridges to the Western European and USA think tanks and academic communities. As part of the organizational development, International Advisors will be able to discuss IDIS future priorities and international cooperation, connecting teams of experts with various partner institutions abroad, forming new partnerships and or increasing scholar’s mobility.

**Activity 1.3. Organize a Strategic Benchmarking Training.** A Strategic Benchmarking Orientation Training will be also necessary to discuss, adopt and acquire a good definition of the performance benchmarks and criteria required for internal evaluation. The SBOT may be implemented as an in-house workshop or as part of a larger retreat session.

**Activity 1.4. Hire a Fundraiser and Grant manager.** Further improve the IDIS capacity to plan, undertake consistent effort to ensure a stable growth strategy for the existing research and advocacy needs (IDIS). Of huge importance for IDIS is to hire, train and integrate into its operational management a skillful Grant manager/Fundraising Developer, equipped with excellent knowledge to work through consultancy and grant-making.

**Activity 2.1. Review and plan a comprehensive improvement of the communication skills.** Acquiring additional skills in the field of social media is becoming an overarching task for think tanks since it cannot be done now only with the help of the traditional PR officer. We fear that our best analytical reports and papers are undermined sometimes by poor communication with beneficiaries. Time is right to design new platforms for IDIS to adopt new communication strategies and instruments through well-designed two-days Communicational Workshop. This shall include a review of the available instruments of distributing policy-advice to the policy-makers or interested beneficiaries (reports, policy papers, briefs, memos), but also technical backup as to how connect ideas with effective stakeholders (via websites, FB, twitter, direct podcasts).

**Activity 2.2. Upgrading technical capabilities of social media at IDIS.** A mix of quality research with the best ways to present policy-findings will enable IDIS to influence target-beneficiaries in open events as well as via informal issue-related conversations with stakeholders. Social media workshop shall incorporate also a significant degree of technical sophistication for the think tank staff and experts as to the available software. The need for training for TV and Radio shows is high. Often, experts tend to give long statements, saturated with statistical estimates or policy terms, based on the professional fields of the experts. The need to train experts into effective communication must acquire several tips for good presentations, coaching individual experts, i.e. taping and reviewing models of interviews, conduct writing and speaking classes.

**Activity 2.3. Create standards of excellence in communicating think tank ideas and products.** IDIS shall acquire a level of good expertise and knowledge about the standards of dissemination, which are adopted by each of the staff member and create a certain pattern of communicating results. Based on a multi-layered workshop on social communication, IDIS will set up criteria of communication performance for its own actions, based on a cost-benefit criteria, media coverage, media quotations/references, satisfaction of customers, etc. The latter component shall deal with: (1) identifying target audience, (2) defining the content and the core message, (3) keeping up the good standards of original sources and available platforms to communicate. In addition to the direct training for communication, this will enforce IDIS to think over institutional factors that influence successful communication, like: budgeting costs for communication, estimating effectiveness indicators, necessary equipment and sharing joint responsibilities for the final results.

**Activity 3.1. Adopt new quality control mechanisms.** Appropriate quality control is critical to the credibility of think tanks. While competence and experience may be seen as important for acquiring excellence in communication, IDIS shall set up formal and informal quality control mechanism for the published reports, publications, and analytical papers. For instance, a peer review Guidelines shall be mandatory in the process of writing up and finalizing analytical or advocacy-related research, other publications and advocacy materials. This Guidelines becomes thus a proxy for every hired individual at IDIS, setting standards for scientific objectivity, factological background, logical and methodological aspects, as well as the target of the respective policy instrument. Peer reviewers or team leaders will be quoted in the final reports, so their institutional responsibility for the quality of their research will be thus entitled to them before releasing the final reports.

**Activity 3.2. Institutional matrix for analytical products.** Adopting enhanced criteria for quality will allow IDIS to consider new tools for analysis and institutional monitoring. In this regard, IDIS will hold a Methodological Workshop to design instruments of assessing public services delivered to citizens by public authorities by a Satisfaction Index (PSSI). This approach will be applied to a selected number of key-areas: licensing, housing, health, water, telecommunications, transportation, education, as well as the energy sector. The PSSI will become a critical instrument

in further monitoring the impact of the public administration reforms in Moldova ([www.rapc.gov.md](http://www.rapc.gov.md)). Methodological Workshop on economic forecasting and assessment of macro-economic data. This will enable IDIS to review its instruments of monitoring (Quarterly Economic Monitor, Confidence Index, Economic crisis outlooks) under supervision of an external Mentor. Credible tools of policy evaluation, cost-benefits analysis, stakeholder’s mobilization and public awareness will be pursued to streamline impetus for well-implemented reforms, leadership and public management centered on public interests. This approach is fully in line with our (IDIS) institutional commitment to pursue EU-RM Association Agreement provisions, as well as the turning point, in mobilizing support for good governance.

**Activity 3.3. Upgrade professional training for IDIS Experts.** We are keen to expand exponentially our current level of training and interaction for our experts with other partner organizations. In this regard, we would like to plan and implement one (1) study visits (at the Stockholm School of Economics in Riga) in order to borrow in the Republic of Moldova the methodology for new products. In order to better address the macroeconomic analysis and forecasts needs, IDIS is seeking for capacity building by methodological transfers aiming to conduct applied research for the needs of the local business community and government by honing the professional skills of IDIS researchers, improving their access to new articles and datasets, trainings as well as peers and mentors. Riga visit will be conducted to get acquainted with the methodology of the Shadow Economy Index for Baltic countries, elaborated by Stockholm Economic School. The team of experts which will be composed of 2 persons (Viorel Chivriga, senior economist, and Corina Gaibu, economist) will have a 3 days long visit at this institution and will study the methods used in constructing the Index (survey of entrepreneurs – what kind of questions need to be asked about shadow activity and for which period; calculation of Index – which method is better to use and why; which other methodology of methods should be followed in order to have a more available and precise information).

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<sup>3</sup> In 2006, USAID supported a larg functional analysis of the central public administration, but slow progress in the implementation of the new concept was largely attributed to the hyper-politicization of the civil service.

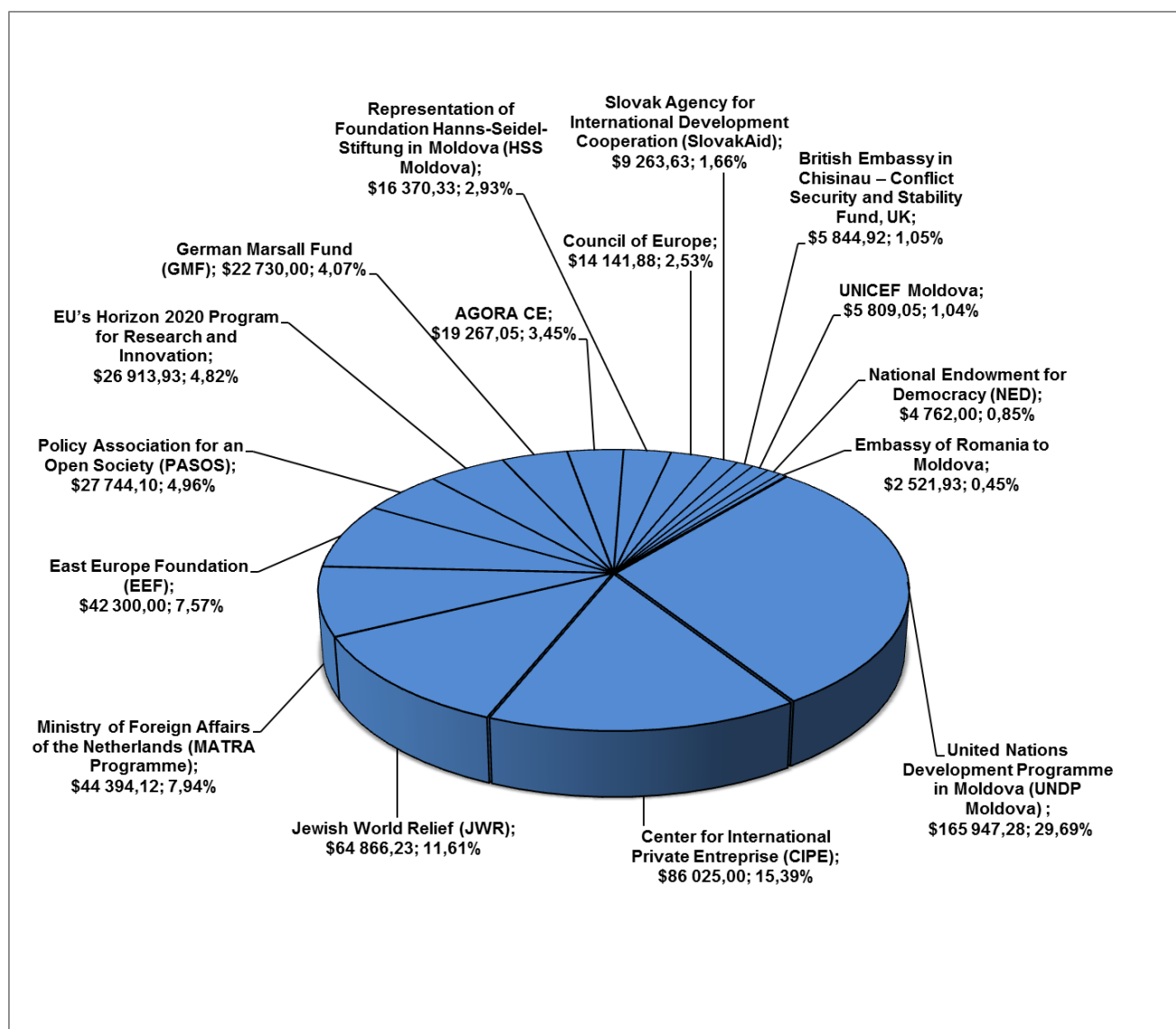
## FUNDING IN 2016

Project	Period of implementation	Funding	Total budget	Budget for 2016*	% in total budget for 2016
National company/ organization to facilitate delivery of capacity building for women from underrepresented groups	July – November, 2016	UN Woman Moldova	302 690,00 MDL	302 690,00 MDL (15 106,03 USD)	2,70%
Involving young people in public affairs at the local level in Moldova	January – December, 2016	AGORA CE, Czech Republic	17 360,00 EUR	17 360,00 EUR (19 267,05 USD)	3,45%
Engaging regional stakeholders for conflict settlement through exchange of ideas	June – December, 2016	German Marsall Fund (GMF)	22 730,00 USD	22 730,00 USD	4,07%
Consolidation of the local autonomy through increasing the professionalism of the newly elected officials Republic of Moldova, II	March – August, 2016	Representation of Foundation Hanns-Seidel-Stiftung (HSS) in Moldova	14 750,00 EUR	14 750,00 EUR (16 370,33 USD)	2,93%
Boosting confidence-building between Chisinau and Tiraspol	November, 2015 – October, 2016	Embassy of Romania to Moldova	25 219,28 USD	2 521,93 USD	0,45%
Consulting Services to support ATU Gagauzia in elaborating Regional Socio-Economic on Development Strategy (RSEDS) for 2016-2020 period and Taraclia district in up-dating the Socio-Economic Development Strategy (SEDS) for 2016-2020 period	August – November, 2016	UNDP in Moldova	44 680,00 USD	44 680, 00 USD	7,99%
National Human Development Report (NHDR) 2016 on Inequality	May – December, 2016	United Nations Development Programme (UNDP) in Moldova	51 928,75 USD	51 928,75 USD	9,29%
Design, organize and deliver a series of training sessions for newly elected councillors at local and district level from 10 target districts	October, 2015 – July, 2016	UNDP Moldova	92 150,00 USD	50 682,50 USD	9,07%
Mainstreaming institutional reforms of the public sector in Moldova	May, 2016 – April, 2017	Ministry of Foreign Affairs of the Netherlands, MATRA Programme	40 000,00 EUR	40 000,00 EUR (44 394,12 USD)	7,94%
Building transparent and sustainable public procurement system through efficient and permanent monitoring process	January – August, 2016	Policy Association for an Open Society (PASOS), Czech Republic	24 998,00 EUR	24 998,00 EUR (27 744,10 USD)	4,96%
The EU and Eastern Partnership countries: An Inside-out Analysis and Strategic Assessment (EU-STRAT)	May, 2016 – April, 2019	EU's Horizon 2020 Program for Research and Innovation	81 500,00 EUR	24 250,00 EUR (26 913,93 USD)	4,82%
Best Practices Programme of Local Authorities in Moldova	April – December, 2016	Council of Europe	16 989,50 EUR	12 742,12 EUR (14 141,88 USD)	2,53%
Conducting an assessment on bottlenecks and barriers for youth and adolescents engagement in decision-making process	November, 2016 – February, 2017	UNICEF Moldova	232 800,00 MDL	116 400 MDL (5 809,00 USD)	1,04%

Project	Period of implementation	Funding	Total budget	Budget for 2016*	% in total budget for 2016
Raising public awareness on gender balance in the political and business sectors	September, 2015 – August, 2016	UNDP Moldova	15 000,00 USD	1 050,00 USD	0,19%
A comparative overview on labor market inequalities: key trends and perspectives	October, 2016 – February, 2017	UNDP within the Support to Confidence Building Measures Programme	5 000,00 USD	2 500,00 USD	0,45%
Preventing pitfalls in implementing Moldova’s European obligations: policy advocacy and public awareness	April – November, 2016	East Europe Foundation (EEF)	42 300,00 USD	42 300,00 USD	7,57%
Improving energy efficiency programme for low-income housing sector in Moldova	July, 2014 – July, 2017	Jewish World Relief (JWR)	43 926,00 GBP	1 299 770,00 MDL (64 866,23 USD)	11,61%
Development of cross-river trade relations as a factor of conflict decrease between Chisinau and Tiraspol (Partner: Committee for regional development support “Sigma-expert”)	October, 2015 – March, 2016	British Embassy in Chisinau (The Secretary for State for Foreign and Commonwealth Affairs) – Conflict Security and Stability Fund, UK	9 512,00 GBP	4 756,00 GBP (5 844,92 USD)	1,05%
Improving Oversight of Local Governments in Moldova (Partner: Institute for Economic and Social Reforms (INEKO), Slovak Republic)	May, 2015 – January, 2016	National Endowment for Democracy (NED)	14 400,00 USD	4 762,00 USD	0,85%
Transparent, financially sound and competitive municipalities in Moldova (Partner: Institute for Economic and Social Reforms (INEKO), Slovak Republic)	October, 2015 – March, 2017	Slovak Agency for International Development Cooperation (SlovakAid), Official Development Assistance of the Slovak Republic	35 615,00 EUR	8 346,72 EUR (9 263,63 USD)	1,66%
Advocating for a Business-Led Anti-Corruption Agenda	April, 2016 – March, 2017	Center for International Private Enterprise (CIPE)	81 680,00 USD	40 840,00 USD	7,31%
Supporting Democratic Governance through Pre-Election Economic Policy Dialogue	July – November, 2016	Center for International Private Enterprise (CIPE)	45 185,00 USD	45 185,00 USD	8,08%

## DISTRIBUTION OF FUNDING IN 2016 BY DONORS

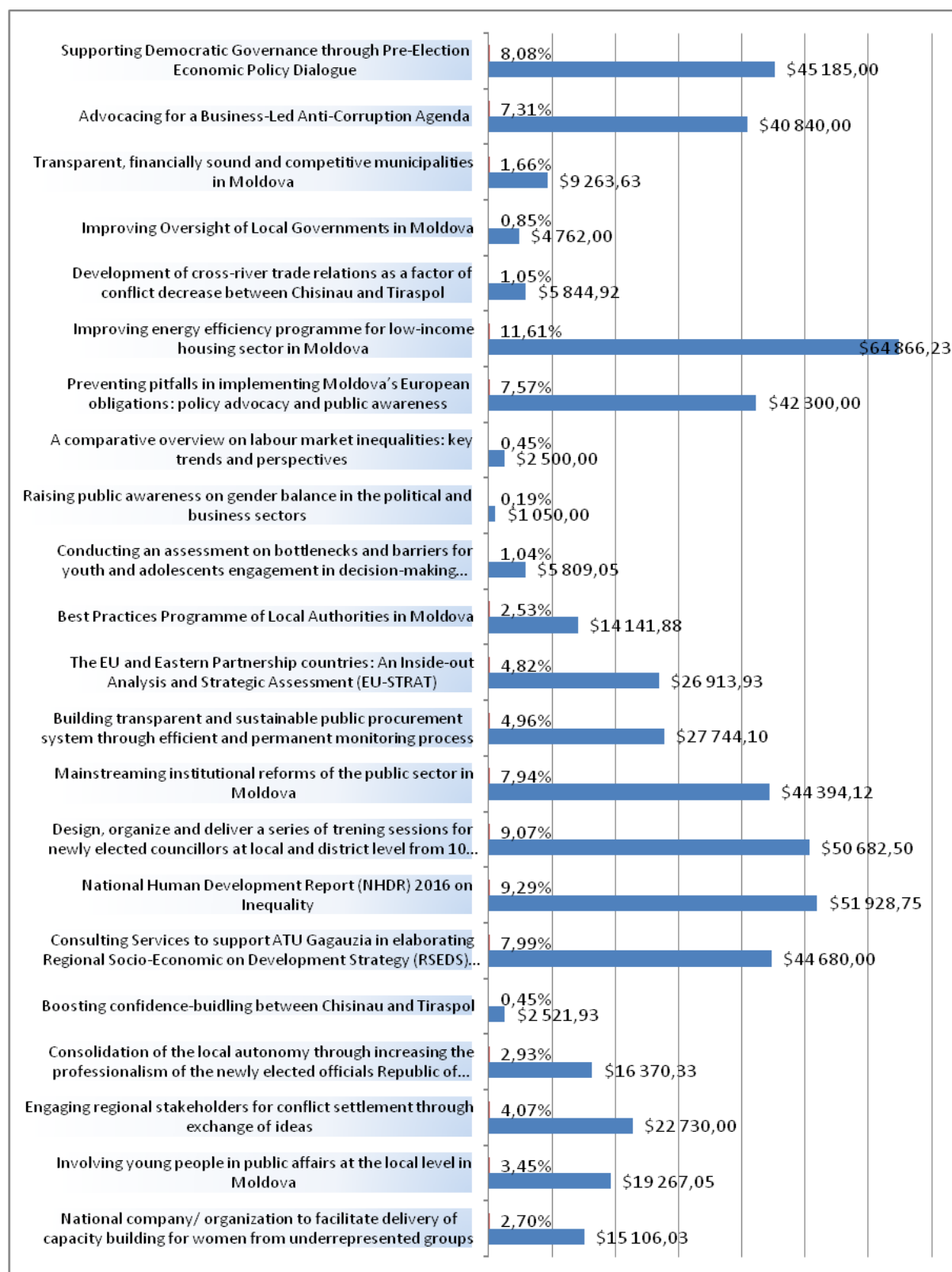
(% from TOTAL BUDGET FOR 2016)





**DISTRIBUTION OF FUNDING IN 2016 BY PROJECTS**

(% from TOTAL BUDGET FOR 2016)

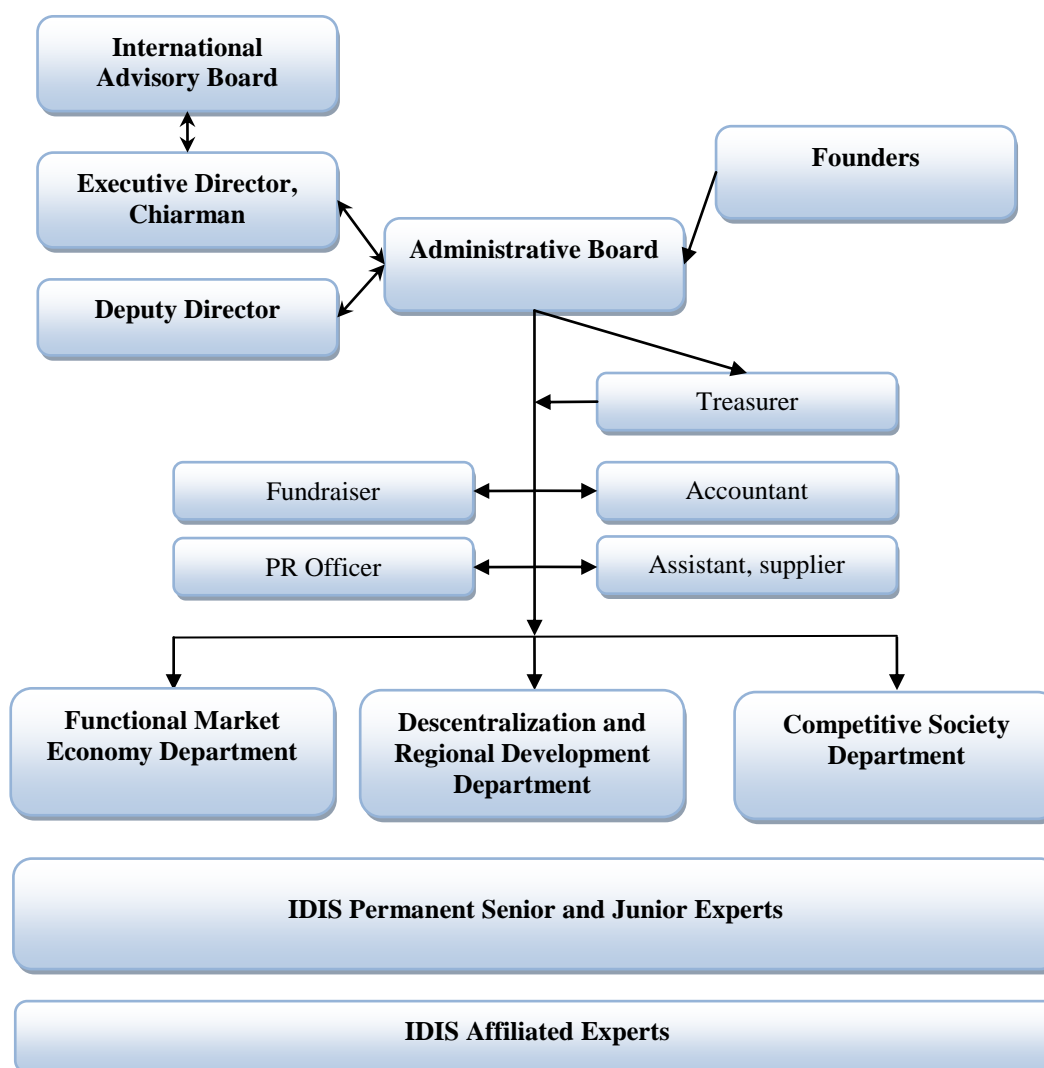


## PROFESSIONAL NETWORKS AND AFFILIATIONS

IDIS is today associated with several networks and international organizations:

- PASOS (Policy Association of the Open Society);
- TPN (Transitional Policy Network);
- NISPAcee (Network of Institutes & Schools of Public Administration in Central and Eastern Europe);
- NDRI (Network of Democracy Research Institutes);
- EPIN (Economic Policy Institute Network of the UNDP).

## ORGANIZATIONAL MAPPING FOR IDIS IN 2016



## OFFICIAL REPRESENTATIVES

**Dr Igor Munteanu, Executive Director**

**Former Ambassador of Moldova to the USA, Canada and Mexico**

**Dr Liubomir Chiriac, Deputy Director**

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Dr Jae Jin Kim, Director of the Korean Institute of Public Finance, Former Tax Advisor to the Korean President

Dr Adam Eberhardt, Director of the Center for Eastern Studies (OSW) of Poland

Dr Dorel Nasui, CEO of the American International Radio Inc, (AIR), Honorary Consul of Moldova in Illinois, USA

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