



ANNUAL IMPLEMENTATION PLAN

1 OCTOBER 2014 – 30 SEPTEMBER 2015

Moldova Partnerships for Sustainable Civil Society (MPSCS)

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REPORTING PERIOD: OCTOBER 1, 2014 –SEPTEMBER 30, 2015**

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ACRONYMS

API	Association of the Independent Press (Asociația Presei Independente)
APT	Association of Psychologists from Tighina (Asociația Psihologilor Tighina)
CAJPD	Center of Legal Assistance for Persons with Disabilities (Centrul de Asistență Juridică pentru Persoane cu Dizabilități)
CICO	Center for Organizational Consultancy and Training
CJI	Independent Journalism Center (Centrul pentru Jurnalism Independent)
CJU	University Legal Clinic (Clinica Juridică Universitară)
CNTM	The National Council of Youth from Moldova (Consiliul Național al Tineretului din Moldova)
CPD	The Center Partnership for Development (Centrul Parteneriate pentru Dezvoltare)
CSO	Civil Society Organization
CS Strategy	Civil Society Development Strategy 2012-2015
EEF	East Europe Foundation
ECNL	European Center for Not-for-Profit Law
EU	European Union
FCPS	Women and Child – Protection and Support (Femeia și Copilul – Protecție și Sprijin)
FDRM	Foundation for Advancement of Moldova (Fundația pentru Dezvoltare din Republica Moldova)
FSP	Financial Sustainability Plan
GoM	Government of Moldova
LGSP	USAID-Local Government Support Program
LPA	Local Public Administration
LRCM	Legal Resource Center from Moldova
MoE	Ministry of Education
MoF	Ministry of Finance
MoJ	Ministry of Justice
MPSCS	Moldova Partnerships for Sustainable Civil Society
NGO	Non-Governmental Organization
NPC	National Participation Council
ODA	Organizational Development Assessment
PWD	People With Disabilities
RFA	Request for Application
TA	Technical Assistance
TDP	Training and Development Plan
TDV	Youth for the Right to Life (Tinerii pentru Dreptul la Viață)
ToT	Training of Trainers
TsL	Resource Center Young and Free (Tineri și Liberi)

USAID

United States Agency for International Development

I. INTRODUCTION

The second annual work plan is prepared under the terms and conditions of the Cooperative Agreement AID-117-A-14-00002 between the United States Agency for International Development (USAID) and FHI 360 for the *Moldova Partnerships for Sustainable Civil Society (MPSCS)* project. The five-year award was executed on December 13, 2013. MPSCS works to improve the capacity of civil society in Moldova to represent citizens' interests, influence policymaking, and sustain the sector's democratic role for the future.

The work plan covers the period of October 1, 2014 through September 30, 2015 and presents: a brief summary of MPSCS; highlights of MPSCS areas of focus during the second year; detailed descriptions of activities, grouped by objective; and a detailed GANTT chart listing what will be done when and by whom during the second year of the project. The work plan is accompanied by the MPSCS Performance Monitoring and Evaluation Plan (PMEP), which contains the proposed results framework for the project and includes objective-level indicators, annual targets, and the data collection methodology.

II. PROJECT SUMMARY

MPSCS aims to build a more professional and sustainable civil society sector that is responsive to constituent needs and influences policymaking, while also fostering an enabling legal framework. In doing so, MPSCS:

- 1) Provides sub-awards to 19 Moldovan Civil Society Organizations (CSOs) coupled with capacity building to enable them to more effectively represent citizens' interests and concerns to local- and regional-level policymakers; and provides additional support to 12 CSOs to carry out European Union (EU) integration awareness campaigns throughout Moldova;
- 2) Develops a network of and partnerships among 22 current partner CSOs and 3-5 People with Disabilities (PWD) Rights focused CSO (to be contracted in Quarter 2-3) throughout Moldova with strengthened governance, financial management, procurement, project management, and fundraising capacity to play a leadership role in the development of Moldova's civil society sector and become trusted recipients of funds from citizens, donors, and other public and private entities; and
- 3) Offers technical assistance (TA) and mentorship to empower CSOs to advocate for and advance legal and regulatory reforms, with a particular focus on the Civil Society Development Strategy for 2012 - 2015, to enable an environment more conducive to the long-term sustainability of the civil society sector.

MPSCS has designed the following four grants programs; the Engage and Support programs are closely coupled with training and TA:

Engage Program Partners

Through the Engage Program Partners grant competition, MPSCS is building a strong core of 19 Moldovan CSOs to implement advocacy initiatives and mobilize the government, media and other CSOs for more significant engagement. In order to maximize impact on Moldovan civil society, MPSCS has ensured that the grant recipients represent strategic and diverse regions of the country and that we reach a significant number of additional CSOs through training and TA services. MPSCS will also offer TA to its grantees' partner CSOs. Thus, up to 100 Moldovan CSOs, including MPSCS grantees and their beneficiaries and partners, will benefit from trainings and assistance. Engage Program Partners have been selected from different sectors, including education, health, media, human rights, environment,

gender, and youth. Additionally, MPSCS will work closely with the 19 selected CSOs to improve their internal management and governing structures and increase their financial viability.

Support to Moldovan Civil Society Development

MPSCS has selected three strategic partners – Contact-Cahul, Center for Organizational Consultancy and Training (CICO), and Legal Resource Center from Moldova (LRCM) – to lead the work in advocacy and constituency engagement, capacity building service provision for CSOs, and civil society-related legal and regulatory reform, respectively. The strategic partners are responsible, with MPSCS assistance and guidance, for serving as resource centers for the Engage Program Partners and other Moldovan CSOs. Upon completion of the first grant implementation year, the strategic partners will be equipped to become direct recipients of USAID and other donor funding.

EU Awareness Raising and PWD Grants

MPSCS will select up to 8-12 new grantees, civil society organizations and media outlets, in Year 2 to carry out activities focused on the promotion of Moldova’s European integration. These grantees will receive support and access to trainings on a case-by-case basis. A further 3-5 CSO grantees will be selected to carry out activities that improve outcomes for People with Disabilities in Moldova.

III. MPSCS HIGHLIGHTS FOR YEAR TWO

Objective 1. CSOs more effectively represent their constituencies

- Nineteen Engage Program Partners will advocate for their constituency (youth, Roma, women, medical patients) interests by developing legal regulations and working with relevant public authorities;
- Twenty MPSCS partners will mobilize and engage around 700 volunteers in their projects;
- Seven Engage Program Partners will create sector networks within their projects (Southern Women CSO Alliance, Moldovan Network of Host Institutions for Volunteering, Network of Northern CSOs and Service Providers of Moldova, the Roma Voice Coalition, two Environmental CSOs’ Networks, and Children’s Protection Network);
- MPSCS strategic partner Contact-Cahul will establish a Southern Consultative Group involving 12-15 regional CSOs to monitor public policies and participate in decision-making processes;
- Two youth CSOs will monitor and will implement the Action Plan of the 2014-2020 National Youth Strategy;
- More than 250 citizens will attend activities organized by the Engage Program Partners to promote the benefits of European integration and to share European best practices;
- At least 1,000 socially disadvantaged people from northern Moldova will receive free legal assistance from the University Legal Clinic (Clinica Juridică Universitară - CJU);
- MPSCS Engage Program Partners will promote civic participation and increase visibility of Moldovan civil society by publishing about 60 print, online and social media items;
- Contact – Cahul will adapt the MPSCS Advocacy Index to track progress of its partners’ advocacy campaigns;
- MPSCS partners will organize awareness campaigns to inform citizens about the commitments, responsibilities, and benefits to be derived from Moldova’s integration into the European Union (EU), as well as to counter misinformation related to this process;

- MPSCS will organize trips to 60 localities, meetings with citizens, and will disseminate informational materials at bus stations, main streets, and farmer's marketplaces;
- MPSCS and its partners will produce and broadcast TV and radio spots on major media channels aiming to promote European norms and values and to provide information debunking the common myths associated with European integration;
- MPSCS will develop and launch a Request for Applications (RFA) for CSOs and mass media agencies interested in facilitating a broad public dialogue about the EU integration process, benefits of European integration and importance of the Moldova European path;
- MPSCS will develop and launch an RFA aiming to support projects that empower CSOs run by and for People with Disabilities (PWD) to better represent their constituencies and advocate for and monitor the implementation of improved legislation for PWDs.

Objective 2. Institutional capacity of strategic partners developed

- MPSCS will provide enhanced TA and capacity building services to three strategic partners to implement sector-strengthening activities (assessing partners' capacities to strengthen CSO capabilities, connecting partners with relevant public authorities and stakeholders, and improving partners' internal regulations and practices);
- Twenty-two MPSCS grantees will develop and implement Training & Development Plans (TDPs) based on the Organizational Development Assessments (ODAs) facilitated by MPSCS;
- Twenty-two MPSCS grantees will develop individual Financial Sustainability Plans (FSPs) in order to diversify their funding sources and to increase financial independence;
- Strategic Partners CICO and Contact-Cahul will provide trainings in organizational development and advocacy for the Engage Program Partners and 57 other CSOs;
- The CSO Gender Audit Questionnaire will be carried out for 10 MPSCS grantees and 7 members of the Southern Women Alliance under Vesta's project;
- More than 50 CSO representatives will develop skills in good governance, human resource management, accounting, and financial management as a result of TA provided by CICO;
- CICO will organize a series of cluster clubs on good governance and partnerships, USAID funding requirements, modifications to the national accounting standards, and human resource management in order to facilitate experience-sharing and exchange between the representatives of CSOs, Local Public Administration (LPA) and business representatives;
- CICO will organize trainings in three towns – Bălți, Chișinău and Comrat - for more than 100 representatives of CSOs, businesses and LPAs in good governance, human resource management, accounting, and financial management to enhance their capacities and contribute to a more sustainable civil society;
- MPSCS will identify one or more service providers to increase financial viability of CSOs;
- Through a competitive selection process, MPSCS will identify one or more service providers to further develop a local market for capacity-development services.

Objective 3. Enabling environment more conducive to long-term sustainability of civil society

- MPSCS will enhance the capacities of the State Chancellery, line ministries, and CSOs to implement, monitor, and report on the Civil Society Development Strategy for 2012-2015 and the progress in implementation;

- A mechanism for direct state financing of CSOs will be developed by local experts with MPSCS assistance;
- Strategic Partner LRCM will carry out an advocacy campaign to promote the 2% Law mechanism, the Law on Transparency in Public Decision-Making, and the Fiscal Code to facilitate the corporate donations to CSOs;
- LRCM will develop and submit the draft of the new Law on Public Associations to the Ministry of Justice (MoJ);
- MPSCS will provide an in-kind grant to the State Chancellery to facilitate its CSO coordination work;
- LRCM will conduct research on the taxation regime of third parties making donations to CSOs to identify gaps in the current legal framework on donation and will develop proposals for amending it;
- MPSCS will organize a mentoring program and a two-week fellowship in Budapest for an LRCM representative to learn about current and emerging CSO laws and perspectives in the region, improve knowledge of advocacy strategies, and engage with Hungarian CSO counterparts.

V. DETAILED DESCRIPTION OF ACTIVITIES

❖ Objective 1: CSOs more effectively represent their constituencies

At the core of this objective are the activities implemented through the Engage Program Partners by 19 CSOs located throughout the country. The Engage Program grant recipients are leaders in their fields, have strong advocacy expertise, and experience in networking, collaborating with private and public stakeholders, and engaging constituents. Through MPSCS grants, the Engage Program Partners will carry out citizen engagement and advocacy campaigns to improve public service provision and to influence policymaking. In the first year of the CSOs' project implementation, grantees will assess the interests and needs of beneficiaries in order to develop efficient advocacy and watchdog activities and to build effective collaboration with government institutions. MPSCS will provide assistance in developing CSO advocacy campaigns, monitor and measure progress and impact, and ensure an effective sharing of experiences between grantees and other Moldovan CSOs.

a) CSO advocacy and government outreach

To promote CSO networking and to develop the CSOs' advocacy capacities, **Contact-Cahul**, the advocacy and constituency engagement strategic partner, will organize three cluster clubs and one three-day national training for ten CSOs on how to efficiently organize an advocacy campaign. In addition, Contact-Cahul will hold three workshops on regional development policies for 45 participants resulting in three advocacy campaigns that will cover all of Moldova. To bring together and consolidate southern CSOs, Contact-Cahul will develop a database of southern CSOs with expertise in the field of advocacy and will create a Southern Consultative Group to ensure collaboration with the Moldovan Non-governmental Organizations (NGO) Council, the National Council for Participation, and local and regional authorities. The Group members will be trained in development and monitoring of public policies at different levels.

The Engage Program Partner **Youth for the Right to Life (Tinerii pentru Dreptul la Viață - TDV)** will increase the viability, visibility and influence of the volunteer sector in Moldova. The organization will develop a training curriculum and a course on "Fundraising for Volunteering" to train the Volunteer Coordinators of 300 Moldovan CSOs. Also, to promote volunteering in Moldova and raise public

awareness. TDV, in partnership with the Ministry of Youth and Sports, will carry out the next annual National Volunteer Week in April 2015.

The **Independent Journalism Center (Centrul pentru Jurnalism Independent - CJI)** will ensure journalists' and media consumers' access to information by promoting legislative reforms and creating favorable conditions for the media. CJI will launch three advocacy and watchdog campaigns to promote the Bill on Media Ownership Transparency – which would grant journalists access to the Parliament's plenary sessions – and amend the Law on Access to Information. To support the campaigns and to increase journalists' solidarity, the organization will conduct three roundtables and four press clubs followed by the publishing of petitions in different media sources.

To advocate for vulnerable and elderly persons' rights, two Engage Program Partners, **Casmed** and **Women and Child – Protection and Support (Femeia si Copilul – Protectie si Sprijin - FCPS)**, will organize working meetings with LPAs and government institutions to communicate the needs of their beneficiaries and to request support in social contracting to CSO service providers. Casmed will organize roundtables with relevant LPAs and CSOs, conduct community surveys in partner communities, carry out advocacy training for network members, and hold Advocacy Days in network communities. During the first year of project implementation, FCPS will organize two focus groups in partner-CSOs' communities, carry out a training on strategy development for CSOs, organize a study visit to another Moldovan service provider and hold a workshop based on compiled discrimination cases.

To ensure the provision of qualified and effective legal services to vulnerable populations, during the first year of its grant **CJU** will collect data from CSOs providing community legal services in order to further develop the Minimum Standards of Legal Aid for CSOs and public authorities. To strengthen the capacities of partner CSOs providing community legal services, CJU will first conduct workshops on internal rules and regulations specifically adapted to each organization and will help them to establish cooperation with the state agency, the National Legal Aid Council. In line with its mission, CJU will provide free legal assistance to at least 1,000 socially disadvantaged people from northern Moldova and to CSOs, and will deliver advanced trainings to students from the Law and Social Sciences faculty of the State University of Bălți. CJU will conduct workshops aimed at building the institutional capacities of CSOs providing legal aid and organize a roundtable with 12 LPAs from northern Moldova to promote the CS Strategy and discuss the primary legal standards to be developed. All of these activities aim to strengthen and expand access to free legal assistance services to the disadvantaged segments of the population in Moldova.

To ensure the continuous provision of objective information to citizens, the **Association of the Independent Press (Asociația Presei Independente - API)** will provide specialized assistance to regional and national independent newspapers through its Center for Assistance. API's Center for Assistance IT specialist, web-designer, economist, designer and legal expert will conduct two training sessions and will provide ongoing assistance to strengthen and streamline the technical, web-design, financial and advertising resources of these independent media. This project will have a significant impact on the activities of eight API members (local and regional newspapers and news agencies). As a result of this specialized assistance, the level of independent media staff's professionalism will increase, and the independent newspapers will improve their content and form. Additionally, the managers of publications will acquire knowledge and experience on how to develop the online version of their newspapers. Overall, the project activities will contribute to the financial sustainability of independent

media and the consolidation of API as an NGO working for the benefit of its members, in particular, and independent media in Moldova, in general.

The **Association of Psychologists from Tighina (Asociatia Psihologilor Tighina - APT)** will build the capacities of CSOs and public authorities from Căușeni, Ștefan-Vodă, Anenii Noi and the Transnistrian region that work with youth left without parental care as result of migration. APT will empower these CSOs to provide better assistance and enhance their internal organizational capacities. During the first year, the organization will select beneficiary CSOs and will support them in identifying vulnerable children and in providing assistance to them, depending on needs.

EcoContact will work on developing the capacities of environmental sector CSOs and their professionalism, and on improving communication and cooperation among these CSOs in order to support the local, regional, and national authorities in developing and implementing sustainable environmental development policies. During the first year, EcoContact will create and train a national Thematic Working Group. The Working Group will develop a methodology for and create the communities' Working Groups. Each Community Working Group will then implement the Green Economy model - a method of engaging citizens in public decision-making through discussing local policies on sustainable development. At the end of the year, the first national evaluation meeting will be carried out to track progress, to discuss the Green Economy model's achievements, and to plan the next steps.

The **Association Motivation from Moldova (Asociatia Motivație din Moldova)** will integrate people with disabilities into society by involving them in community development and decision-making. The organization will select a group of 18 young people with and without disabilities, will build their independent life skills, and will begin training them in community development and decision-making. Six regional initiative groups comprised of PWDs and other active young people without disabilities will be created. Each group will identify local issues that they will work to solve by the end of the project.

The **Center of Legal Assistance for Persons with Disabilities (Centrul de Asistență Juridică pentru Persoane cu Dizabilități - CAJPD)** will work with 36 CSOs working with PWDs to increase their capacity in dealing with public authorities at the central and local levels, in order to enable them to influence public policy and better represent constituents' interests. During the first year of its award, CAJPD will conduct a training on advocacy campaigns, participation in public policy processes and mobilizing constituencies, and will coach at least nine of these CSOs in initiating, developing, and monitoring the implementation of at least nine major public policies related to PWDs at the regional or national levels.

The **Tarna Rom Union of the Roma Youth of Moldova (Uniunea Tinerilor Romi din Republica Moldova Tarna Rom)** will establish a civic platform named the Voice of Roma Coalition consisting of CSOs working with Roma people in Moldova, to monitor the implementation of the Government of Moldova's (GoM) action plan to integrate the Roma population. The Voice of Roma Coalition will initiate advocacy campaigns in the Gagauzian region cities of Comrat, Ceadar Lunga, Basarabiasca and Taraclia. The Coalition will serve as the watchdog that will monitor the government's decisions and actions related to the situation of the Roma people. In addition, the Voice of Roma Coalition will propose solutions to Roma development issues based on analyses and clearly identified problems. Strengthening the Coalition and monitoring public policies will create an impetus for the GoM to fulfill its obligations on the integration of the Roma people, especially in light of the EU Integration process that is underway.

The **Foundation for Advancement of Moldova (Fundatia pentru Dezvoltare din Republica Moldova - FDRM)** will develop the concept of Regulatory Impact Analysis (RIA) in the education system in partnership with the Ministry of Education (MoE) and will enhance CSOs' capacity to participate responsibly in educational policymaking. During the second year of MPSCS, the organization will establish a working group composed of CSO members, independent experts and representatives of state authorities (MoE, the relevant Parliamentary Committee, Institute of Education Sciences, etc.); conduct a baseline study on existing mechanisms for governance and regulation in education; and develop a training course on RIA.

Caroma Nord will build the capacity of environmental CSOs that are implementing advocacy campaigns with active involvement of community members in decision-making. During the first year of their award, Caroma Nord will create an Environmental Coalition in northern Moldova and will conduct regular meetings and workshops to discuss relevant issues and plan advocacy activities. Caroma Nord will collaborate with EcoContact. While EcoContact will focus on implementing the Green Economy model through working groups, Caroma Nord will primarily focus on developing local strategies. EcoContact's working groups—one in Balti and one in Chisinau—will share their experience with Caroma Nord. Additionally, Caroma Nord will create an Environmental Coalition in Balti that will develop the Environmental Strategy for Balti, which will be included as part of the Local Development Strategy (LDS). In addition, the Coalition will develop an action plan for Balti municipality to support the LDS. Throughout the project, Caroma Nord will advocate for environmental issues with the LPA. These advocacy campaigns will result in five watchdog activities supported by the reports on implementation of the Environmental Strategy.

The organization **ProComunitate** will organize public debates for young people between the ages of 16 and 30, representatives of local councils, teachers, and local civil society representatives to identify youth problems in the community and initiate a team-building session to provide common solutions regarding youth participation in decision-making at the local level. ProComunitate will carry out this activity through a consultation process with stakeholders in the youth field, including Youth Resource Centers, Local Councils for Youth, and Youth CSOs. Discussions will highlight the issues of youth participation in local governance and an occupational standard for youth workers from the perspective of the sector actors. A monitoring team will be established to track the inclusion of youth participation in future City Council draft resolutions. The team will be composed of the beneficiaries of the project, the youth of the involved community, and other social actors concerned by the problems identified. The LPA will then publicize how the local youth issues are reviewed and resolved by the City Council.

Vesta will organize a conference to analyze and discuss the results of monitoring legislation focused on women issues. Representatives of national CSOs working in the sector will be invited. After conducting the conference, monitoring reports will be submitted on gender-based violence prevention in Moldova and women's entrepreneurship.

b) Advocacy Index customization and Training of Trainers (ToT)

Successfully implemented in FHI 360's Jordan Civil Society Project, the Advocacy Index was designed to enable CSOs to monitor the community-level impact of their advocacy initiatives and the progress of implementation of their policy recommendations. FHI 360 expert Nebojsa Radic, who helped design the index, will adapt it to the Moldovan context and provide a ToT to the MPSCS team and the constituency communication Strategic Partner on implementing the Index. **Contact-Cahul** will use the MPSCS

Advocacy Index adapted for the regional context to measure the advocacy impact of the activities of its partner CSOs that implement advocacy campaigns across Moldova.

c) Cooperation with USAID/Local Government Support Project (LGSP)

In order to build and sustain a synergy between regional CSOs and LPAs, MPSCS established a relationship with USAID/LGSP in Moldova during the first project year. MPSCS representatives attended the National Strategic Planning meetings with mayors, and an LGSP representative served as a member of the MPSCS Grants Review Committee.

During Year 2, MPSCS will continue this cooperation by engaging regional CSOs (Contact Cahul, Vesta, FCPS, APT) and their constituencies in LGSP activities, such as the Regional Strategic Planning meetings, Community and Town Days, and Energy Efficiency Days in Cahul, Comrat, Criuleni and Căușeni. The primary expected results of this cooperation are to increase transparency and accountability in the decision-making process, as well as to improve communication and cooperation between authorities and citizens in district towns of Moldova.

d) Anti-Corruption

According to the Law on Local Finances, beginning in 2015, LPAs will be responsible for budgeting and distributing funds at the local level. With this process, corruption oversight will decentralize, moving from the Central Public Authorities to the LPAs. As a result, CSOs' monitoring and citizens' oversight activities at the local level will be even more critical. The Engage Program Partners Certitudine, Vesta, Caroma Nord, Motivatie, and ProComunitate will implement monitoring activities followed by the development of monitoring reports to inform the public about the current situation.

In a similar vein, the National Council of Youth from Moldova (Consiliul Național al Tineretului din Moldova - CNTM) will regularly monitor the process of transparency in youth policy implementation and will report through the media and social networks on each identified case of corruption.

Contact-Cahul and its partners will monitor regional development polices including the selection of projects for funding from the state budget. The results will be made public through periodic monitoring reports.

e) Communication and Media

To strengthen relationships between CSOs and their constituencies, to inform the public of the projects' achievements, and to support advocacy efforts, MPSCS partners will use various communication channels to facilitate a transparent discussion on important legal issues. CSOs will cover their projects' important events and results by publishing monitoring reports on policy implementation in Moldova, organizational activity reports, monthly and quarterly newsletters, analyses, interviews, and articles on CSOs' webpages, online social networks, and in print media. Engage Program Partners CJI, FCPS, and Vesta will actively use local and national TV stations to broadcast TV spots on important civil society-related issues in support of their advocacy campaigns.

According to the CSO organizational development assessment, CSO skills to engage media are still weak. To address this issue, MPSCS international expert Nebojsa Radic will provide a training and follow up TA to CSOs so that they can improve their cooperation with media. In addition, three trainings on how to formulate a message for journalists, how to write a press release, how to prepare a public speech, how

to organize a press conference, how to give an interview and use social media to promote CSO messages will be provided to CSO by the grantee-Independent Journalism Centre.

The CSO ProComunitate will launch a blog aimed at consolidating partnerships between youth, CSOs and the GoM. All interested stakeholders, including young people and youth workers, will be able to access this blog to communicate about their problems and seek potential solutions for their communities, post examples of best practices, exchange experiences, and share their impressions. The blog is expected to become a dynamic tool for establishing communication between youth, Moldovan CSOs, and the relevant authorities.

To ensure coordination among southern CSOs, Contact-Cahul will create an online discussion group for the members of the Southern Consultative Group in January-March 2015.

MPSCS will communicate and connect with CSOs through the Facebook page “FHI 360 Moldova” and through the website www.fhi360.md. FHI 360 Moldova’s Facebook registers more than 1,600 followers and more than 3,500 people have visited the webpage to date. Both tools will be used to promote project and grantee activities, to promote the financial viability of CSOs, European integration issues, active citizenship and volunteer work, and to provide updated information to CSOs on legal regulations concerning civil society and the media. The Facebook page will be used to invite citizens and CSOs to MPSCS and CSOs’ events and to promote key messages of the advocacy campaigns.

❖ **Objective 2: Institutional capacity of Strategic Partners developed**

Under Objective 2, MPSCS will continue improving the governance, financial management, procurement, project management, and fundraising skills of CSOs through assessments, development planning, training, coaching, and mentoring. MPSCS will provide enhanced assistance to three Strategic Partners in the areas of constituency engagement, capacity development, and legal and regulatory reform. MPSCS will provide intensive TA and capacity building, which will prepare the Strategic Partners to receive direct USAID or other major donor funding. To improve the long-term prospects for CSO sustainability, MPSCS will also support a local market for capacity development services and providers. Objective 2 activities will result in better-governed, more accountable, and more capably-managed CSOs with improved systems to deliver services and mobilize citizens.

a) Organizational Development Assessments (ODAs)

In the last Quarter of Year 1, MPSCS will facilitate CSO-driven ODAs resulting in an organizational profile with quantitative measures for each grantee, to set a baseline against which MPSCS and partners will track progress. The assessment sheet evaluates seven main capacity areas: governance, management practices, human resource management, financial management and sustainability, constituency-centered services, networking and advocacy, and media and external relations. Each area is ranked on a four-part scale: nascent (0 – 1.4), emerging (1.5 – 2.9), expanding (3 – 4.4), and mature (4.5 – 6).

The ODA is used to:

1. Establish a CSO’s stage of institutional development/baseline and create a plan for organizational change aiming to strengthen the organization;
2. Monitor and evaluate the progress of a CSO’s organizational development;
3. Educate CSO staff about the functions and requisite attributes of an effective CSO;
4. Determine commitment to change within the CSO;

5. Assess training needs; and
6. Develop a plan of action to broaden the CSO's financial base.

Funds for training and TA to MPSCS partners are integrated into each grant award and will be closely monitored. Grantees will use ODAs to develop a clear institutional improvement plan (TDPs) with concrete milestones, which they are responsible for achieving through the grant.

MPSCS will conduct quarterly participatory reviews with grantees to evaluate progress and see where additional help may be needed. MPSCS will provide systematic guidance to CSOs to address quality improvements in all functional areas of each organization.

In the third quarter of Year 2, the Strategic Partners will be evaluated through the same ODA against the pre-established benchmarks. The CSOs that meet the targets will be recommended for direct funding from USAID and other major donors. If a Strategic Partner does not achieve its annual TDP targets, MPSCS may instead recommend an Engage Program Partner for direct funding from USAID.

In addition to the annual ODA, MPSCS will continue to evaluate partners' performance through evaluations that participating CSOs will complete at the end of each training and regular visits to partners and their activity sites. Based on a quarterly analysis, MPSCS will reinforce the original CSO TDP through individual and group sessions, will provide TA as needed, and will undertake more immediate actions should issues be identified.

b) MPSCS Capacity Building Strategy

FHI 360 has a robust approach to capacity building, which includes institutional strengthening, TA, and capacity building for CSOs at all levels. For MPSCS, we will develop a focused capacity building strategy which will include the tools, resources, staff, and overall plan for capacity building of all partner organizations.

Based on the ODA results, MPSCS will develop a summary of the findings which will be incorporated into the MPSCS capacity building strategy. The strategy will take stock of partners' ODAs and TDPs, explain the logic of intervention (assessment tools and training models to be used), and analyze service provider offers available to CSOs on the local market. Thus, the strategy will establish the course of action to build the Strategic Partners and Engage Program Partners' capacities. The strategy will also inform the approaches required to build a robust local market for capacity development services and providers.

c) TA to Engage Program Partners and other CSOs

During Year 2, Strategic Partner Contact-Cahul will strengthen the capacities of at least ten Engage Program Partners to influence policymaking and to carry out advocacy campaigns through a three-day training on organization of advocacy campaigns for CSOs and networks of CSOs. In addition, Contact-Cahul will conduct a regional workshop for 15 representatives of CSO-members of the Regional Development Councils on planning and monitoring the implementation of the regional development policies.

Strategic Partner **CICO** will develop the institutional capacities in transparent governance, financial management, procurement, project management and fundraising of 19 Engage Program Partners and approximately ten other interested Moldovan CSOs. Engage Program Partners will benefit from three two-day trainings on Leadership, Change Management, and Principles of Good Governance organized by CICO in Chisinau and Balti. Following the trainings, CICO will provide consultancy and coaching to

participants and organize a cluster club, where CSOs can share experiences and develop new projects. To develop the skills of the Engage Program Partners' accountants and finance managers, CICO will organize two workshops on CSO Accounting and one workshop on CSO Financial Management. Following the workshops, CICO will organize two cluster clubs on USAID regulations and Accounting Standards and provide continuous coaching to 12 Engage Program Partners to develop their basic internal policies and procedures. CICO will improve the skills of the Engage Program Partners also through three workshops on Human Resource Management and two workshops on Staff Hiring Procedures conducted in Chisinau and Balti. Twelve Engage Program Partners will benefit from coaching in human resource management and develop the required internal documentation.

The Strategic Partner LRCM will organize an introductory workshop for MPSCS Engage and Strategic Partners to present the organization's objectives regarding the CSO legal framework and inform the participants about the status of CSO-related legislation.

In addition to capacity development provided by the Strategic Partners, MPSCS will enlist support from its pool of local and international experts to develop and improve CSOs' organizational development and capacity in engaging citizens in designing and implementing advocacy campaigns and monitoring authorities' reform efforts. At least once a month, MPSCS representatives will visit CSOs to review TDP implementation, troubleshoot issues, and offer feedback. Enhanced assistance provided over the course of Year 2 is expected to lead to up to one transition award made directly by USAID to one or more Strategic Partner. Even after CSOs become USAID direct implementers, MPSCS will continue to mentor and coach them to continue improving their organizational capacities.

d) Support to a local market for capacity development services and providers

Following the request for offers launched at the end of Year 1, MPSCS in coordination with the Strategic Partner CICO will select one or more local providers to implement the following activities:

1. Conducting a Needs Assessment Survey to identify strengths, weaknesses, opportunities, and challenges to CSO's capacity development marketplace. Carrying out individual interviews and focus group discussions with Moldovan CSOs and capacity building service providers to find out about CSOs' experiences with local and international service providers and the availability of capacity development services.
2. Building the organizational and training capacities of service providers to increase their role as reliable and sustainable service providers to Moldovan CSOs. Activities will address the gaps identified through the needs assessment of the service provision market. Beneficiaries will include around 30 CSO representatives, individual trainers, as well as other service providers from all the regions of Moldova.
3. Improving and promoting the current MPSCS capacity building/trainers and journalist database so that this virtual platform enables CSOs to spend a minimal amount of time and effort to obtain useful information regarding training opportunities and available trainers, to upload information on their own organization and activities, and to share resources and experience with each other.

The selection of the service provider will be subject to USAID approval.

The demand for capacity building services will also be strengthened by recommending that MPSCS grantees use up to 30% of their grant for organizational development. Additionally, MPSCS will provide

space for Moldovan service providers to promote their services through the CSO capacity development database, highlighting the results they have achieved.

e) Grantee Meeting and field visits

A core part of MPSCS's approach to grants management is to hold annual grantee meetings in order to review progress against milestones and objectives, share lessons learned, and identify best practices. During the second year of implementation, MPSCS will organize one meeting to strengthen the relationship between MPSCS grantees and increase networking among them, and regular field visits to CSOs. Grantees will be encouraged to coordinate project activities and cooperate with other grantees working on the same or similar issues, as appropriate.

Financial Sustainability of MPSCS Partners

During Quarter 4 of Year 1, MPSCS grantees will attend courses on Financial Revenue Forms and the FSP. The FSP is a technical tool developed by MPSCS which will help partner CSOs to identify and develop relationships with potential funders, to diversify funding, and to foster CSO financial sustainability. Throughout Year 2, MPSCS and its partners will work with foundations and local economic development programs to diversify funding opportunities for partners. In accordance with the legal framework, MPSCS Partners will support other CSOs/foundations to develop their own FSPs aimed at tailoring the fundraising actions at the local and national levels. In establishing contacts with local businesses, MPSCS will also use the existing Moldova American Chamber of Commerce and Moldova Peace Corps/United Way databases of companies.

❖ **Objective 3: Enabling Environment more conducive to long-term sustainability of civil society**

Objective 3 activities will support the drafting, improvement, and implementation of civil society legislation; build the capacity of local partners to carry out legal reform and advocacy activities; and provide resources and promote the sharing of comparative expertise. MPSCS, along with key partner the European Center for Not-for-Profit Law (ECNL), the strategic partner LRCM, and the Engage Partner Resource Center Young and Free (Tineri și Liberi - TsL), will provide ongoing and comprehensive support to local stakeholders in adapting civil society legislation to European standards. MPSCS will facilitate ongoing communication and coordination among partners to ensure seamless and efficient implementation of Objective 3 activities.

a) Enhancing local expertise on the enabling legal environment for CSOs

Providing tailored assistance to the selected sector lead. MPSCS will provide technical and organizational capacity building and mentorship to LRCM – the legal and regulatory reform strategic partner - in areas that require further development as identified in the organization's TDP. As part of this capacity building process, an LRCM expert will undertake a self-assessment exercise developed specifically for this purpose and participate in the tailored fellowship program offered by MPSCS partner ECNL in Budapest. The expert will learn firsthand from ECNL and the International Center for Not-for-Profit Law (ICNL) staff remotely about broader issues on CSO enabling legal environment, current and emerging CSO law areas and perspectives from key countries, will improve knowledge of advocacy strategies, and will engage with Hungarian CSO counterparts. During the fellowship, ECNL experts will provide support for the development of an outline for the legal reform portfolio and plan of action. Through follow-up online

and in-country training sessions, MPSCS will work with LRCM to develop their program portfolio and action plan, as well as further develop leadership in the implementation of reforms.

Ongoing capacity building for CSO-related legal reform. To support ongoing legal reform processes (described below), MPSCS will work with the NGO Council and the National Participation Council (NPC), and through individual CSOs that engage in reform processes, to increase their capacity and share examples of EU laws through in-person expert assistance, reviewing and commenting on draft laws and regulations, and supporting the organization of joint meetings. These activities will be ongoing throughout the year.

Engagement and empowerment of local CSO experts. MPSCS will continue cooperating with local CSO experts in various areas of legal reform, such as working with the CSO selected in Year 1 under the Engage Program on developing the methodology for monitoring the Civil Society Development Strategy for 2012-2015 (CS Strategy), with a local expert on fiscal issues, and with an expert on philanthropy. Through sustained engagement, MPSCS will share comparative and recent research on the given topic, support the drafting of policy papers and developing a monitoring tool for tracking implementation progress on the CS Strategy. MPSCS will also review the local CSO experts' research products under Objective 3. This work will be ongoing throughout the year.

Capacity Building and Assistance to implement the Civil Society Development Strategy for 2012-2015.

Based on the memorandum of understanding signed between MPSCS and the State Chancellery and the outline of joint activities developed in Year 1, MPSCS will provide targeted assistance for building the capacity of the state officials assigned to cooperate with CSOs and work on the implementation of the CS Strategy. In addition, MPSCS will provide an in-kind grant to the State Chancellery for any required materials to facilitate the work of the assigned person within the Division for Policy Coordination and Strategic Planning who has been tasked with the functions of the CSO Coordination Unit as outlined in the CS Strategy. Among other responsibilities, they will coordinate monitoring activities, provide annual reports to the Parliament and support the ministries in implementation of the objectives of the Strategy.

Some activities initially planned for Year 1 will be implemented in Year 2 according to the timeline agreed upon with the GoM, including:

1. Holding targeted capacity-building interventions with the State Chancellery contact point to strengthen cooperation with CSOs (Quarter 1-4). The State Chancellery and its Policy Unit were appointed as the responsible government authority for cooperation with CSOs and coordinating ministries' input on implementation of the CS Strategy. They are also directly responsible for developing annual monitoring reports on the CS Strategy and presenting them to the Parliament. MPSCS will hold in-person meetings with the State Chancellery official in charge to empower him/her more on the issue of government-CSO cooperation and in general on developing an enabling environment for CSOs. This will be especially important given that this official will stay involved closely in the monitoring and coordination of implementation of the current CS Strategy and in drafting the next Strategy.
2. Developing a methodology for monitoring implementation and reporting on the Civil Society Development Strategy for 2012-2015. During Quarter 1, MPSCS will support the State Chancellery and the dedicated working group in preparing the monitoring and reporting methodology on implementation of the CS Strategy. The methodology for monitoring will

include the timeline, indicators of accomplishments, and monitoring and reporting templates for implementers. With State Chancellery leadership, in Quarter 1, MPSCS will arrange one working meeting with the participation of CSOs to finalize the developed monitoring plan, templates, and forms.

In addition, MPSCS will support the Chancellery to hold one capacity building meeting (Quarter 2) with the CSO coordinators from the line ministries to introduce the approaches and templates for reporting and to ensure their uniform use. These activities will build the capacity of stakeholders in preparing their reports on implementation of the current CS Strategy due in the spring of 2015. The reports will also pave the way for preparing the new Civil Society Development Strategy for 2016-2019 in Year 2 and 3.

3. Focus group discussions and thematic expert meetings. In April 2014, the Chancellery and the NGO Council agreed to hold quarterly thematic meetings on the implementation of the CS Strategy. Based on identified topics, MPSCS will provide support to organize the meetings and will be available to provide expertise with a focus on possible models for institutionalized mechanisms for cooperation, to increase understanding of the possible methods and approaches, and to facilitate an agreement on the desired model and suggested steps to establish it. This work will be done in close cooperation with the State Chancellery and the NGO Council throughout Year 2.
4. Assistance to selected ministries in achieving the Civil Society Development Strategy for 2012-2015 objectives. MPSCS will extend technical assistance to 2-3 selected ministries that require support in meeting the CS Strategy objectives. MPSCS will work with LRCM and the MOJ to prepare and hold a joint roundtable to discuss the necessary improvements to the Law on Public Associations and the Law on Foundations. The focus will be on the remaining reforms needed to ensure that the laws are in line with European standards and that they enable CSOs to register and operate independently without state interference.

Depending on the needs, other support may include: supporting the Ministry of Youth by reviewing regulations and preparing comments related to their small grants program or volunteerism regulations; cooperating with the Ministry of Labor, Family and Social Protection on the implementation of social contracting on the central and local levels; and responding to other requests for support as they emerge (Quarter 1- 4).

5. Holding a high-level conference on developing an enabling environment for CSOs. MPSCS will organize a high-level conference on an enabling environment for CSOs which will include local stakeholders from the government, Parliament, CSOs and European experts. The purpose of the conference will be: to ensure that Moldovan counterparts are familiar with European trends, to lay the groundwork for developing the new Civil Society Development Strategy, and to promote cooperation between the Government and CSOs in Moldova. This conference will be important in light of the fall 2014 elections and will help to set the agenda for civil society with the elected government. The main focus will be on implementation of the legal framework for CSOs and further needs. Possible topics include: the general legal framework for CSOs, state financing, the fiscal environment, and cooperation and participation in policymaking. The conference will be co-organized with the

Strategic Partner LRCM and the NGO Council in Quarter 3 or 4, depending on the agreed timeline.

6. Support in preparing the third Civil Society Development Strategy. The highlighted conference on an enabling legal environment will set the framework issues for the new CS Strategy. MPSCS will be available to provide TA for the development of the new Civil Society Strategy and support the NGO Council in developing an assessment of the sector through applying the monitoring methodology developed in Year 1.

b) Supporting cooperation and mechanisms for participation

There have been certain improvements in cooperation between the GoM and CSOs: for example, the CSO contact points established in all ministries during MPSCS Year 1, and a more coordinated effort undertaken by the Government to engage with CSOs and ensure implementation of the CS Strategy.

By working with the State Chancellery and the line ministries, MPSCS will build on this cooperation through introducing indicators to measure the involvement and consultation of CSOs in implementation of the Strategy's objectives, convening joint events, and holding a thematic session at the conference on an enabling legal environment.

In Quarter 2, MPSCS will support the Strategic Partner LRCM in organizing a joint roundtable on participation in decision-making, as well as sharing its expertise and comparative review of European best practices of open parliament and citizens' and CSOs' involvement and oversight. Furthermore, MPSCS will serve as a second reviewer on policy papers and will help to build advocacy efforts for promoting amendments to the Concept of Parliament-CSO cooperation (Strategy Objective 1.1.2) and possible amendments to the Law on Transparency in Decision-making.

c) Legislation and regulations to improve financial sustainability of CSOs adopted and implemented

Developing mechanisms for direct state support to CSOs. State support to CSOs is essential for ensuring financial sustainability and strengthening cooperation between local stakeholders. The CS Strategy includes the need to explore opportunities for direct state financing of CSOs. In informal discussions, the Ministry of Finance (MoF) Policy Unit showed openness to explore these ideas. Given the Minister's approval and further political support for this matter, MPSCS will assist the MoF through: 1) promoting a mechanism for central state financing of CSOs (Strategy Objective 2.3.1); and 2) promoting the contracting of services by CSOs (Strategy Objective 2.2.1).

To support the MoF in its work, MPSCS will share comparative information on a possible financing mechanisms (Quarter 1) and convene two working meetings on the topic of state financing with the participation of CSOs (Quarter 1-3). If needed, MPSCS will support the ministry by contracting a local expert to develop a policy paper with recommendations on possible mechanisms for state financing on the central level and providing TA in drafting regulations for the financing mechanism.

Creating a better environment for domestic resource mobilization. Philanthropy remains an important source of sustainability and ensures better engagement with CSO target audiences and citizens in general. There are several issues which define the legal environment that supports philanthropy, and improving this environment will require a comprehensive and structured approach. These issues are percentage tax designations and their possible linkage to public benefit status CSOs, fundraising from

the general public and the legal environment that affects it, as well as the role of private foundations in supporting civil society. MPSCS will address these issues through the following activities:

1. Support in finalizing the percentage designation mechanism. In July 2014, the Parliament adopted amendments to the Tax Code, which lay out the concept for the 2% mechanism. Based on this concept, the MoF is tasked with developing the implementation mechanism within three months, starting in January 2015. To support the Ministry, MPSCS with ECNL's leadership will provide TA to the working group in finalizing the regulation for implementation and hold a working meeting with the participation of LRCM and Tineri si Liberi to coordinate the required inputs in Quarters 1-2. To pave the way for successful implementation, and depending on the final mechanism, MPSCS will plan capacity building support to the state officials charged with implementation, e.g. the NGO Department of the MoJ, and the Fiscal Inspectorate.

MPSCS will also support the NGO Council or its member CSOs to develop and implement a concrete Scope of Work for promoting implementation of the adopted 2% mechanism. This support may include holding awareness and promotional events, preparing a hands-on implementation guide on how CSOs and others can take advantage of the financing opportunities available under the 2% mechanism, and developing promotional materials (Quarter 2-4).

2. Mapping fundraising, philanthropy and income generation practices and recommendations for promotion.

According to the USAID CSO SI and MPSCS CSOs organizational development assessment results, financial viability remains the weakest dimension of the Moldovan civil society sustainability. Moldova's Civil Society Strategy 2012-2015 states that 80-90 % of the CSO funds are coming from foreign donors. Last year, due to the implementation of the Civil Society Strategy, a few more sources of funding for CSOs were launched such as, grants offered by the Ministry of Youth and the Ministry of Culture, social contracting launched by the Ministry of Labor, Family and Social Protection, and the percentage mechanism approved by the Parliament. Finally, the Law on Local Finances that entered into force on January 1, 2015 allows local authorities to award grants or to contract CSOs using funds from their local budgets.

However, as our assessment data shows, CSO are not ready yet to use these new funding opportunities since they do not know the legal/ institutional framework and the best practices for the public/private donations and income generation.

MPSCS will contract a local expert or experts through an open, competitive process to prepare a study on fundraising and philanthropy in Quarter 3-4. For the purpose of this study, the term "fundraising" shall be understood as a process through which CSOs mobilize domestic resources to sustain their activities. We recognize three sources of domestic resources available for CSOs: (1) public/state funding; (2) income generating activities (or economic activities); (3) philanthropy. The study should provide an overview of available sources of financing in Moldova, including regulation, and particularly focus on the practices applied by CSOs to raise income from philanthropy. Through analysis of the current situation, the expert will draw conclusions and recommendations in order for CSOs to use the domestic sources of income to

full potential. The research and development of the study report will be carried out in close coordination with MPSCS legal advisors.

MPSCS will assist with developing the research methodology and drafting the analysis. The hired expert will hold a discussion meeting with local stakeholders on the results of the study and offer policy recommendations (including CS Strategy objective 2.1.2 and planned Strategic Partner's advocacy on improving fiscal environment for CSOs) to private donors, CSOs and government. Based on the discussions and with the support of local stakeholders, a joint action plan will be drafted to improve the environment for state funding and private philanthropy and fundraising to be launched in Year 3.

Improving the fiscal environment for CSOs. Through an open call and in coordination with the MoF, MPSCS seek a local expert to prepare a policy paper that provides an overview of the current fiscal environment for CSOs and recommendations for establishing better fiscal conditions (Quarter 1). This work will support the advocacy campaign by the sector lead on developing the necessary amendments to the Fiscal Code. The issues for review will include the framework and implementation of regulation on taxation, income tax on economic activities (statutory, non-statutory), VAT for services, and fiscal benefits for certain types of CSOs. The draft paper will be presented and discussed at an expert meeting (Quarter 2 or 3) and, if needed, a follow-up meeting with a working group will take place in Quarter 3 or 4.

Improving CSO transparency and accountability through support for the implementation of financial and accounting provisions. In December 2013, the National Accounting Standards in Moldova were harmonized with European ones with changes effective January 1, 2015. These changes will also be reflected in the new Methodological Instructions on Non-commercial Accounting to be adopted in September-October 2014. CSO accountants and financial managers will only have a short time to adjust to these changes to develop reports due in the spring of 2015. To ensure that CSOs learn and apply the new accounting standards, MPSCS plans to contract a local CSO accounting expert/s to:

- 1) Update the section on CSO Accounting of the Guide on Financial Management and Accounting for CSOs developed under the Moldova Civil Society Strengthening Program (MCSSP). The Guide is in high demand and the updated edition will be shared electronically with CSOs and through MPSCS's webpage (Quarter 1-2).
- 2) Develop a curriculum and hold two webinars for CSO accountants to promote the new accounting standards, provide instructions on accounting, and address their questions. The webinar can be cross-hosted on several internet platforms for CSOs (Quarters 1-2).

d) Grantee Activities

LRCM will launch a project aimed at fostering an enabling environment for Moldovan CSOs through legal and regulatory reform. In partnership with and under the guidance of MPSCS, the grantee will focus during the first project year on four main issues: developing and submitting to the MoJ a new Law on Public Associations, finalizing the 2% Tax Designation Law, and developing amendments to the Fiscal Code and to the Law on Transparency in the Decision-making Process. The new law on Public Associations should further improve the registration procedures for CSOs; simplify the process of obtaining the public utility status for CSOs and improve the perspective of getting state support for public utility CSOs.

The Center will first create a roster of organizations that can support its initiatives to promote reforms. After introducing the project objectives to CSOs, the organization will initiate public consultations on current CSO-related legislation and present conclusions and recommendations to relevant public authorities. These efforts will be supported by advocacy and watchdog activities.

TsL will coordinate the secretariat of the National NGO Council - an umbrella organization elected by CSOs and representing the interests of the Moldovan CSOs. TsL will hold regular meetings of the National NGO Council and will monitor the implementation of the CS Strategy as well. Regular Strategy monitoring reports will be published. TsL will also monitor GoM commitments under the EU - Moldova Association Agreement to develop civil society. During the first year of project implementation, TsL will conduct quarterly meetings with relevant Ministries and Parliament Committees to discuss and adjust the 2% Law, and the Laws on Donations and Social Contracting. The CSO will also participate in the meetings organized by the Ministries and the Parliament Committees to develop the CS Strategy for 2016-2019. The organization will carry out at least 10 workshops to familiarize 100 Moldovan CSOs with current CSO-related fiscal legislation.

❖ Cross-Cutting Activities

As these activities are cross-cutting, they tie into Objectives 1-3, particularly the Objective 1 advocacy and constituency outreach efforts, and directly contribute to achieving the goals under each objective.

Gender Integration

By the end of Year 1, MPSCS will simplify and reformat the FHI 360 guide “How to Promote Gender Equality in CSOs” into a questionnaire that can be administered by CSOs themselves through an easy-to-understand self-guided process. It will cover four organizational dimensions: Political Will, Technical Capacity, Organizational Culture, and Accountability.

Beginning in Year 2, Engage Program Partners willing to apply the questionnaire within their organizations will receive additional TA and support from MPSCS capacity building managers. MPSCS will promote the tool through its website and Facebook page so that other interested Moldovan CSOs can also use it. Assistance, as needed, will be provided to these CSOs as well.

The **Center Partnership for Development** (Centrul Parteneriate pentru Dezvoltare - CPD) will advocate for the adoption of a minimal set of procedures that will require employers to implement effective measures for preventing cases of gender discrimination. In addition, CPD will provide trainings and consulting services to the largest private companies on why and how to apply the non-discrimination procedures. These companies will become models for other Moldovan employers. The organization will also organize the Annual Employers Forum for Non-discrimination to exchange good practices and debate new methods of applying gender equality and non-discrimination principles in the labor market. CPD will develop a Labor Market Discrimination Index to determine discrimination incidents based on gender, age, religion, and so on.

Vesta will work on consolidating the capacities of southern women’s organizations by creating a Southern Women Alliance involving at least seven CSOs. Over the next implementation year, Vesta will assist the Alliance in registering, developing its strategy and action plan, focusing on institutional development of the Alliance member-organizations. In addition, the organization and all the member-CSOs of the Women Alliance will apply the Gender Audit questionnaire provided by FHI 360.

Youth Integration

In order to develop the youth sector, the Engage Partners Certitudine, CNTM, and ProComunitate will be involved in monitoring, evaluating and implementing the Action Plan of the 2014-2020 National Youth Strategy. Beginning in September 2014, **Certitudine** will carry out training courses for youth groups in civic engagement, volunteering, project proposal development, fundraising, monitoring and evaluation, and finance management. In addition, Certitudine will provide assistance in identifying and mapping community needs and available resources.

CNTM aims to develop evidence-based youth policies in order to ensure strategic implementation of national initiatives and programs. The Council will be monitoring the implementation of the GoM youth policy by organizing regional meetings with youth and youth public workers.

ProComunitate will train over 30 district-level public workers who work with youth in youth mobilization, coordination and monitoring of youth activities, fundraising skills, development of cooperation with communities, and development of youth strategies in order to encourage youth participation in local governance processes.

Disability Rights Advocacy

In Year 2, MPSCS will launch the PWD Rights Grants program to support projects that empower CSOs run by and for PWDs to better represent their constituencies and advocate for and monitor the implementation of improved legislation for PWDs. MPSCS will develop and publish the RFA in Quarter 1 after submitting it to USAID for approval. MPSCS anticipates making 3-5 awards of 1-2 years under this grant track in Year 2. CSOs will be encouraged to initiate advocacy campaigns involving relevant stakeholders; provide legal and health services to PWDs; foster peer-to-peer learning; coalesce country-wide or regional discussion and policy dialogue structures; determine practice or policy gaps and identify solutions for sector-wide problems; and build institutional capacity in terms of improved internal structures and practices, diversified donor pools, and effective interaction with the government and the media.

EU Integration Awareness Raising Activities

Recent political and security developments in Moldova and the broader region have prompted USAID and other donors to ramp up and refocus assistance to these countries. The political crisis in Ukraine and Russia's growing influence in the region has the potential of destabilizing countries like Moldova, which is still consolidating its democratic institutions. However, with the recent ratification of the EU - Moldova Association Agreement in July 2014, the GoM has taken a firm step towards EU integration. To support this effort, in September 2014 USAID modified the MPSCS award to promote greater emphasis on EU integration activities. This modification increases the amount of money available to MPSCS grantee CSOs in order to include activities that: are aligned with their mission, project goal, and objectives and that explain the importance of the GoM's continuing to take steps to consolidate Moldova's progress towards EU integration; would promote public awareness of what "EU integration" means and why these reforms and government commitments matter to regular citizens; and would build capacity within the media and civil society sectors to advocate for and realize reforms that support EU standards of transparency, accountability, oversight, civic participation, and human rights, among

others. These activities will be particularly important prior to the November 30, 2014 parliamentary elections in Moldova, since which candidates voters choose in those elections - and whether those candidates promote Moldova's greater alignment with Russia or with the EU - will be pivotal to how the GoM approaches EU integration during this critical time in the region.

MPSCS is taking a comprehensive approach to promote greater awareness of the benefits and counter misinformation and myths about EU integration for different Moldovan stakeholders. These activities, described in greater detail below, will include: expanding the activities of current MPSCS grantees related to EU integration; launching a call for new grantees to carry out EU support activities in new regions and/or with new stakeholders; providing a sub-grant to the East Europe Foundation (EEF) to work with local organizations to promote EU integration; and procuring an advertising agency to conduct a nationwide awareness campaign on the importance of EU integration.

In this context, MPSCS partners Certitudine, TDV, CNTM, CJU FDRM, Casmed, APT, and others will organize roundtables and public discussions, for their stakeholders, government bodies, media and other relevant actors to highlight best European practices in their sectors of activity. For example, **TDV** will organize a series of events aiming to promote EU volunteering practices and the benefits of Moldovan European integration: one roundtable with the participation of the National Platform of the Eastern Partnership and Moldovan CSOs, two National Volunteer Weeks, and a National Caravan "Volunteering – European values and integration". Over 60,000 citizens will be reached through these activities. **CPD** will carry out public discussions on the best EU practices regarding labor non-discrimination from September 2014 – May 2015.

In Quarter 3, **TsL** will organize a forum entitled "Civil Society Support for the European Integration of the Republic of Moldova". The event will bring together CSOs, the media, ambassadors, ministers, government entities, and local authorities to highlight the importance of the collaboration of the NGO Council and the NPC with the central and local public authorities to support Moldova's EU integration. At the end of the forum, participants will sign a Resolution for Collaboration between CSOs and central and local public authorities for successful European integration. The results of the resolution will be discussed in the summer of 2015 during the eighth CSO Forum.

Another MPSCS partner, **CNTM**, will organize the EU Weeks campaign in schools across Moldova. Initially, the grantee will develop an informational and methodological guide for educators and youth workers on organizing civic education lessons on the EU and the integration process. Teachers, youth workers, and school administrators, with the support of the MoE, will use the guide to organize EU Weeks in schools. The EU Weeks campaign will take place at the same time in all participating schools. Over a period of three weeks, students will attend courses on EU values and what European citizenship means, and will prepare EU Fairs. Parents, friends, youth organizations, and the media will be invited to the Fairs. CNTM will work with school youth councils to create European corners in their school libraries, where youth will find resources about the EU. Around 1,000 schools will be involved and over 150,000 students and 1,000 teachers will improve their knowledge about the EU's structure and the benefits of EU integration.

In the south of Moldova, **Contact-Cahul** will organize public events and distribute promotional materials to inform citizens about the EU. The organization will prepare a team of community outreach representatives who will travel to rural communities and organize 50 workshops for youth. In order to spread the campaign messages to more than 15,000 residents in the south, including a third of ethnic

minorities (Gagauz, Russians, and Bulgarians), Contact-Cahul will organize a regional caravan, "Euro Mobile". Equipped with Moldovan and EU flags and stickers, cars will begin their trip in Cahul and will pass through 35 communities in the South, 15 of which are populated by ethnic minorities. Contact-Cahul will also organize an open-air cultural event, where people will get information about the European cultural exchange programs, funds, and opportunities. Overall, more than 17,000 people are expected to be involved in the Contact-Cahul activities.

APT will mobilize community leaders, LPA, athletes, volunteers, families, and children from Căușeni district to promote European values by facilitating a series of public actions in support of Moldova's integration. APT will conduct one public debate on the local Căușeni TV channel "European Values vs. National Values"; a sports competition, "Athletes from Căușeni Taking Firm Steps Towards the EU"; and Europe Day in Căușeni.

In the North, **Caroma Nord** will organize a forum that will bring together roughly 100 representatives of various stakeholders such as LPAs, CSOs, the business sector, and schools to discuss EU best practices and approaches to environmental protection. Caroma Nord will also launch an information campaign by producing and broadcasting TV and radio spots with the "EU solidarity for the environment" theme; producing and distributing EU-themed banners, flyers, T-shirts, and pins during events to raise awareness; and organizing an expo that will feature produce and other products by farmers who work with EU partners and adhere eco-friendly agricultural practices. Additionally, Caroma Nord will conduct public discussions in five northern districts with about 2000 youths from 10 communities. The discussions will focus on EU best practices in waste management and will be followed by community cleanup projects led by the youth.

Also in the North, **Casmed**, with the help of volunteers and partners, will organize awareness activities in Bălți and 12 other communities, mainly targeting the elderly population. Volunteers will go from home to home and provide the elderly with information about the EU integration in an accessible way. On October 1, 2014, which coincides with the Day of the Elderly in Moldova, Casmed will organize a free health check-up event, entitled "Europe Cares for the Elderly". Additionally, in partnership with LPA, Casmed will organize meetings with citizens in ten communities. Citizens will watch video spots produced under the project and participate in discussions on the advantages and disadvantages of Moldova's EU integration. About 150,000 citizens are expected to attend the community meetings.

Casmed's second target group will be youth. Casmed will organize "Hour of Europe" events in ten schools. During the "Hour of Europe", students will watch video spots, discuss EU culture, and learn to count in several EU languages. For the Day of Tolerance (November 16), Casmed will invite people to draw "Tolerance Butterflies" and write a word that symbolizes tolerance to them. These words will be written in the first language of each person. CASMED will take pictures and make a video that will be distributed through social media.

CJU's activities will cover several northern regions through Field Day events in eight communities. Volunteers equipped with branded T-shirts and caps will distribute informational materials and facilitate discussions. CJU will also hold information sessions at Balti University with about 50 youth to inform them about EU values and the benefits of EU integration. Additionally, CJU will establish a European Information and Resource Center within their office, which will be open to the community to visit and take advantage of a variety of informational materials on the EU and the EU integration process. CJU expects that around 300 visitors per year will benefit from the Information and Resource Center.

FDRM will focus on improving access to education and career development services for young people and bringing EU values in education closer to citizens. In partnership with the MoE, FDRM will equip three Career Guidance and Counseling Centers from Soroca, Comrat and Cahul with the necessary resources to transfer knowledge, ideas and experience regarding the EU integration process and promote quality education and civic education. In the same cities, the organization will organize three EU cultural nights during which people will be invited to watch short films on the EU produced by MPSCS and its partners. After the video screenings, FDRM will facilitate discussions on EU integration and its benefits. To motivate young people to learn about the EU, FDRM will organize three intellectual games in each targeted community. Each game will have a specific topic, such as EU history, EU development, and EU structure. The project will engage 500 youth in these activities.

Certitudine will organize various activities targeting youth from around 50 different villages and small towns located in the north of Moldova and will involve 25 local educational institutions from Bălți city. Activities will include organizing flash mobs, photo exhibitions, drawing and photo contests for local youth and diaspora youth living in the EU; distribution of EU flags, pins, brochures and leaflets; organizing open-air movie nights, cycling marathons, weekly online quizzes; and door-to-door campaigns to inform people about EU values and integration and encourage their support. Additionally, a short workshop will be organized to promote the EU ERASMUS Plus program and other programs for youth in all schools from Balti city and 50 additional villages in order to explain to young people the advantages of non-formal education and opportunities provided by ERASMUS Plus. Ten initiatives to promote EU values and integration will be supported through the Certitudine Youth Bank program. More than 250,000 people, including youth, are expected to participate in Certitudine's activities.

In order to inform a large number of citizens about the advantages of Moldova's European path and promote European values and norms in Moldova, API and CJI will organize nation-wide media awareness campaigns. **API** will issue eight editions of the "Obiectiv European" newsletter in Romanian and Russian. The newsletters will cover information about European integration and implementation of the EU - Moldova Association Agreement and the Deep and Comprehensive Free Trade Agreement (DCFTA). Additionally, the newsletters will promote European norms and values and debunk the myths associated with European integration. "Obiectiv European" with a cumulative circulation of about 80 thousand copies will be distributed via 16 newspapers, including four-national level ones.

API will also conduct 20 regional thematic meetings aimed at debunking the myths about the disadvantages of European integration. Citizens of different ages, genders and professions will be invited. The meetings will take place in localities with limited access to information and remote communities. Around 400 citizens are expected to attend the thematic meetings.

CJI will produce 10 two-minute films, two of which will focus on success stories of entrepreneurs who benefited from EU-funded projects and developed their own businesses. Two other video spots will target mostly rural populations and Russian-speaking regions who are more reticent towards EU integration. CJI will also develop a 30-minute documentary analyzing the political context and geopolitical factors surrounding the EU integration process, as well as the relationship between the EU and Russia-Belarus-Kazakhstan Customs Union. Finally, 12 TV shows focusing on the advantages and disadvantages of EU integration and the Customs Union will be produced. All video items will be broadcasted through TV channels with nation-wide, regional and local coverage and promoted through online and social media.

CJI will also organize three-day study visits to countries that have joined the EU in recent years for 15 journalists, including those from Russian-speaking communities and the Gagauz region. During the study visits, journalists will learn to provide accurate coverage on the EU and EU integration-related subjects. After the visit, each journalist will produce at least two materials on EU issues and publish or broadcast them through the media they represent. Additionally, CJI will organize 10 discussion clubs for students of the Chisinau School of Advanced Journalism. Ambassadors of the USA, EU, other EU countries, as well as representatives of European institutions, will be invited to these discussions. CJI will incorporate a one-week course on covering the EU integration process in the Chisinau School of Advanced Journalism curriculum.

Additionally, during Year 2, MPSCS will launch an open competition for new grantees to carry out EU integration promotion activities in new regions and/or with new stakeholders. Through this solicitation, MPSCS will seek organizations interested in informing their strategic target groups (illustratively, trade unions, the business sector, state institutions, local self-government, unemployed persons, minority peoples, pensioners, and farmers) about the benefits of European Integration and encouraging the development of civic responsibility, so the citizens would in turn contribute actively to the reform processes and the adoption of EU norms and standards. The RFA will be submitted to USAID for approval, and disseminated in October 2014 through CSOs, resource centers, networks, www.civic.md and various social and media channels.

With the goal of increasing awareness and acceptance of the European path among 500,000 people, **EEF** will receive a sub-grant from MPSCS in Year 2. EEF will produce three European Integration promotional video spots on the myths surrounding the “damages of EU integration.” EEF will collect and compile video testimonies from eight professionals in different sectors (such as agriculture, health, education, construction, and engineering) about the positive changes in their fields as a result of EU accession. These testimonies will be distributed through national and local TV stations.

EEF, in partnership with the European Business Association (EBA), will conduct an informational campaign focused on Moldova-EU agreements related to small and medium enterprises.

In addition, under the Moldovan National Platform of the Eastern Partnership Civil Society Forum, EEF will organize roundtables in 35 localities to discuss the advantages of the European path for Moldova; broadcast a weekly radio program; publish ten EU digests in newspapers explaining the advantages of the European path for Moldova; organize a nation-wide contest of essays for students, entitled “What does it mean to be European?”; and hold two open-air cultural events in the Central Park of Chişinău, entitled “Evenings of European Music.”

To ensure that efforts undertaken by national and local CSOs to advance EU integration of the country are cohesive and promote common messages, EEF will further develop a civil society platform consisting of 50 CSO members. They will support the platform to produce and disseminate promotional materials, organize two conferences on the European integration of Moldova, and coordinate the public events of the platform (flash mobs, public presentations, briefings, conferences, debates, discussion panels, etc).

Under EEF guidance, grantees ADEPT and Expert Grup will conduct independent monitoring of authorities’ performance in EU - Moldova Association Agreement implementation. As a result, one

Progress Report on Moldova's successes in the EU integration path in the period 2005 – 2014 and two "Euromonitor" progress reports will be developed and published.

An **advertising agency** that MPSCS selected in Year 1 will design and develop a comprehensive nationwide awareness campaign on Moldova's EU integration. The agency will develop materials (street billboards, T-shirts, scarfs, stickers, brochures, calendars, key rings, and bags) for a national level communication campaign to raise awareness of the benefits of European integration and mobilize community support for Moldova's European path. Materials will be prepared in Romanian and Russian. The agency will produce television and radio spots to be aired on different media outlets and will interact with target groups by organizing outdoor and indoor activities, distributing print materials, and using various social media platforms to promote key campaign messages. All promotional materials, including TV, radio spots, brochures, leaflets, T-shirts, caps and flags produced by the MPSCS grantees and the ad agency will be coordinated and approved by MPSCS to ensure coherent messaging.

VI. MPSCS Activities Schedule for Year Two

Program Implementation Plan	Year 2			
	Q1 (Oct- Dec 2014)	Q2 (Jan- March 2015)	Q3 (April – June 2015)	Q4 (July- Sep 2015)
Objective 1: CSOs more effectively represent their constituencies				
19 MPSCS Engage Program Partners implement their project activities aimed at advocating for their constituency interests				
Seven Engage Program Partners create networks from their sector CSOs				
Contact-Cahul organizes three workshops in three regions of Moldova to discuss the experience of the other European countries in the field of citizen involvement in decision-making processes				
Contact-Cahul organizes a regional workshop for CSO-members of the Regional Development Councils to develop a one-year action plan aimed at advocating for and monitoring regional development policies				
Contact-Cahul establishes a Southern Consultative Group to monitor public policies				
Certitudine carries out training courses for youth groups in civic engagement, volunteering, project proposal development, fundraising, monitoring & evaluation, and financial management				
Certitudine organizes a roundtable with representatives of LPAs, the Ministry of Youth and Sports, representatives of Youth Action Groups, the media and other relevant actors to showcase EU best practices and highlight strengths and weaknesses of youth participation in local development				
National Youth Council from Moldova organizes local consultations with youth and youth specialists/workers				
ProComunitate conducts local public debates on identifying and prioritizing community issues				
API provides specialized assistance (legal, IT, design) to its constituents – eight independent newspapers and news agencies				
APT performs an assessment of organizational development needs of CSOs and initiative groups working with youth left in difficulty without parental care				
CAJPD conducts training to CSOs in advocacy and constituent mobilization, and provides coaching to at least nine CSOs to support their work on major public policies at the regional or national levels related to				

PWDs				
Caroma Nord creates an Environmental Coalition in the north of Moldova and conducts working meetings to plan advocacy activities and develop a Regional Strategy for the Environment				
CJU conducts workshops aimed at building the institutional capacities of CSOs providing legal aid				
CJU organizes a roundtable with 12 LPAs from northern Moldova to promote the CS Strategy and discuss the primary legal standards to be developed				
CPD organizes the Annual Employers Forum for Non-discrimination				
CPD develops the Moldovan labor market discrimination index				
EcoContact conducts trainings for CSOs and Community Working Groups on the Green Economy model and the principle of participatory governance				
Motivatie conducts training for six groups of young people, including PWDs, from different regions to enable them to participate in community development and public decision-making				
Tarna Rom creates the Voice of Roma Coalition, trains its members in advocacy and monitoring of public decisions and monitors government actions regarding the Roma inclusion policies				
Vesta organizes a conference on problems of women-entrepreneurs and gender violence				
CJI conducts a round table event to promote the bill on transparency of media ownership				
CJI conducts a roundtable event to increase media solidarity on improvement of working conditions for journalists in Parliament				
CJI conducts a roundtable event to promote the amendments to the Law on Access to Information				
CJI organizes two press clubs to promote the bill on transparency of media ownership				
CJI organizes two press clubs to increase media solidarity on improvement of working conditions for journalists in Parliament				
Youth for the Right to Life conducts trainings and provides assistance to CSOs to create/support volunteering programs within their organizations				
TDV organizes the National Volunteer Week				
Casmed organizes roundtable discussions with LPAs and CSOs to inform them about contracting social services and relevant legislation				
Casmed conducts surveys in partner communities to analyze the situation regarding services provision, treatment of persons who need medical assistance and LPAs' support				
Casmed organizes Advocacy training for its network members				
Casmed organizes Advocacy Days in project communities				
FCPS organizes two focus groups to identify the needs of disabled persons in project locations				

FCPS carries out a five-day training on Strategy Elaboration				
FCPS organizes a study visit to a Moldovan service-provision CSO				
FCPS conducts a workshop on discrimination cases				
EEF produces and broadcasts TV spots show-casing good examples from Romania, Estonia, Lithuania, and Poland				
EEF and its partners conduct 30 debates, two conferences on EU integration, publish 10 EU digests, organize a photo contest and two open air cultural events in the Central Park of Chişinău				
EEF, ADEPT and Expert Grup monitor the implementation of the Action Plan for the Implementation of the EU - Moldova Association Agreement by publishing one progress report and two quarterly reports				
API publishes the supplement "Obiectiv European: Let's talk about Europe" and six journalistic investigations, and supports creation and maintenance of the "Obiectiv European" column on 10 informational portals, and carries out 20 regional thematic meetings across Moldova				
Casmed organizes the Day of Older People under the message "Europe cares for the elderly, drawing and painting contests, and flash mobs promoting EU messages				
CJI produces and broadcasts 10 fillers, two video spots, one documentary, and 12 TV shows on promoting the EU integration process				
CJI carries out three study visits to countries that have recently joined the EU for 15 journalists				
CJI conducts 10 discussion clubs and a one-week course on EU issues for Chişinău School of Advanced Journalism students				
CJU organizes 12 informative discussions with young people from Northern rural high schools				
CNTM develops and distributes an interactive brochure for children and young people and a teacher's guide on how to organize classes on the EU				
CNTM organizes EU Weeks in schools				
CNTM holds EU public lessons for rural citizens on EU topics				
Contact – Cahul organizes 50 workshops for young people on the benefits of European Integration of Moldova				
Contact – Cahul organizes a Regional Auto Caravan "Euro Mobile" aiming to spread the campaign message to over 15,000 people in the south, one third of which are representatives of ethnic minorities				
Contact – Cahul celebrates Europe Day in Cahul				
FDRM organizes three EU cultural nights in Soroca, Comrat and Cahul				
FDRM organizes three Intellectual Games with Fixed Time				
TDV organizes two National Volunteer Weeks in 10 cities to promote volunteering as a European value and				

one roundtable with participation of the National Platform of the Eastern Partnership and Moldovan CSOs				
TDV holds a National Caravan “Volunteering –European values and integration” to talk to people and distribute informational materials in 10 communities				
Certitudine organizes three flash mobs to raise awareness regarding EU integration				
Certitudine organizes a door-to-door campaign in 50 villages to encourage people to accept and embrace EU values and EU integration as a priority				
Certitudine organizes movie nights and outreach activities in students’ dormitories and public open air theatres				
Certitudine supports 10 micro-projects to promote EU values and EU integration by 10 groups of youth from 10 different communities through the Youth Bank				
APT organizes seven community actions in seven communities of Căușeni raion and Transnistrian region on promoting EU integration of Moldova				
APT organizes a series of events aiming to promote EU values: sport competition, environmental actions, Europe Day and Children’s Day in Căușeni				
Advertising agency organizes the nation-wide communication campaign to raise awareness of the benefits of European integration and to mobilize community support for Moldova’s European path				
MPSCS launches the RFA to encourage a broad public dialogue about the EU integration process, benefits of European integration and the importance of the Moldova European path				
MPSCS launches the RFA to support projects that empower CSOs run by and for PWDs to better-represent their constituencies and advocate for and monitor the implementation of improved legislation for PWDs				
Objective 2: Institutional capacity of strategic partners developed				
CICO conducts three two-day trainings on Leadership, Change Management and Principles of Good Governance organized in Chișinău and Bălți				
CICO organizes a one-day workshop on the Role of Auditors in CSOs				
CICO carries out a cluster club on Good Governance				
CICO leads a two-day training in Financial Management				
CICO organizes three workshops on CSO Accounting				
CICO organizes a cluster club on USAID regulations and Accounting Standards for 12 Engage Program Partners				
CICO conducts three workshops on Human Resource Management in Chișinău and Bălți				
CICO organizes one cluster club on Human Resources Management				
MPSCS grantees implement TDPs based on ODA results				
MPSCS grantees develop FSPs in order to diversify their funding resources and to increase their financial				

independence				
Local CSO capacity building marketplace development initiated by a local provider selected by MPSCS (in coordination with the relevant sector lead)				
Contact-Cahul carries out two workshops on the benefits of European integration for CSOs, media and citizens				
Contact-Cahul organizes three cluster clubs in the center, north and south of Moldova on advocacy and community mobilization				
MPSCS promotes the Gender Audit Questionnaire, based on the “How to Promote Gender Equality in CSOs” guide, through its website and social media				
Interested Engage Program Partners apply the Gender Audit Questionnaire				
MPSCS provides a ToT on capacity building and advocacy for CSOs				
Objective 3: Enabling environment more conducive to long-term sustainability of civil society				
TsL conducts meetings with the Parliament and relevant Ministries on priority actions to implement the CS Strategy (2% Law, Laws on Donations and Social Contracting)				
TsL holds regular meetings of the National NGO Council and monitors the implementation of the CS Strategy				
TsL develops the annual monitoring report on the implementation of the CS Strategy and presents it to public authorities				
TsL facilitates communication between ECNL Budapest and stakeholders, promotes draft legislation, feasibility studies and other documents, consults with and communicates recommendations of civil society to central authorities and is actively involved in the negotiation and implementation processes				
TsL conducts trainings and workshops for CSOs on how to apply the 2% law, to contract services from the state, on various types of fundraising, and involvement and motivation of volunteers				
TsL organizes Civil Society Support Conference for the European Integration of the Republic of Moldova				
LRCM organizes an introductory workshop for MPSCS Engage and Strategic Partners to present the organization’s objectives regarding the CSO legal framework and inform the participants about the status of CSO-related legislation				
LRCM drafts amendments to the Law on transparency in decision-making				
LRCM finalizes and submits to the MoF the amendments to the Fiscal Code				
LRCM develops a new Law on Public Associations				
MPSCS organizes a fellowship for one leading legal advisor from the Strategic Partner				
MPSCS provides ongoing capacity-building for CSOs on CSO legal reform				

MPSCS holds targeted capacity-building interventions with the State Chancellery contact point to strengthen cooperation with CSOs				
MPSCS develops a methodology for monitoring implementation and reporting on the CS Strategy (one working meeting and one capacity building session for ministries)				
MPSCS provides TA to two-three selected ministries in achieving the CS Strategy objectives				
MPSCS organizes a high level conference on developing an enabling environment for CSOs				
MPSCS provides support in preparing the next Strategy for CSO Development				
MPSCS organizes a joint roundtable on participation in decision-making				
MPSCS provides TA to the sector lead to support it in further advocacy to promote amendments on participation (Concept on Parliament - CSO cooperation and Law on Transparency in Decision-making)				
MPSCS provides the MoF with comparative information on modalities of state financing				
MPSCS organizes two working meetings with the MoF and CSOs on the topic of state financing				
MPSCS contracts a local expert to develop a policy paper with recommendations on possible policy solutions to introduce a mechanism for state financing on the central level				
MPSCS provides TA to the MoF in developing the regulations for the financing mechanism				
MPSCS organizes a working meeting on the 2 % mechanism law				
MPSCS supports National NGO Council in developing monitoring methodology of the CS Strategy				
MPSCS contracts a local expert to update the guide on financial management of CSOs and hold webinars on the adopted changes and the new accounting standards				
MPSCS develops a study on fundraising, philanthropy and income generation practices and recommendations for promotion				