

**Academy for Educational Development**

**The Moldova Civil Society Strengthening Program (MCSSP)**

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***Submitted to:***

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## **Abbreviations**

|       |                                                    |
|-------|----------------------------------------------------|
| AED   | Academy for Educational Development                |
| ACG   | Agenda for Change Grantees                         |
| CfP   | Call for Proposals                                 |
| CMP   | Consortium of Moldovan Partners                    |
| ECNL  | European Center for Non-Profit Law                 |
| EF    | Eurasia Foundation                                 |
| EU    | European Union                                     |
| GOM   | Government of the Republic of Moldova              |
| ODA   | Organizational Development Assessment              |
| MCSSP | Moldova Civil Society Strengthening Program        |
| MoJ   | Ministry of Justice                                |
| MoU   | Memorandum of Understanding                        |
| NPC   | National Participation Council                     |
| PMEP  | Performance Monitoring and Evaluation Plan         |
| PPF   | Public Policy Forum                                |
| PBO   | Public Benefit Organization                        |
| PPWG  | Public Private Working Group                       |
| RFA   | Request for Applications                           |
| RM    | Republic of Moldova                                |
| TA/T  | Technical Assistance and Training                  |
| USAID | United States Agency for International Development |

## I. EXECUTIVE SUMMARY

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The Moldova Civil Society Strengthening Program (MCSSP) is a three-year effort funded by the United States Agency for International Development (USAID) and implemented by Academy for Educational Development (AED).

The overall goal of the program is to strengthen representative democracy in Moldova through support for a constituent-driven, financially viable civil society sector.

Some of the highlights of the work accomplished during this quarter include:

### **Objective 1: CSOs better represent citizen interests**

- RFA for Agenda for Change Grants (ACG) published and disseminated
- 25 applications for ACG received

### **Objective 2: CSOs are transparently governed and capably managed**

- Grants awarded to four Moldovan NGOs; Consortium of Moldovan Partners formed
- Organizational development assessment tool finalized
- Communication company selected and subcontracted to develop MCSSP Communications Strategy and Action Plan

### **Objective 3: Relevant legislative framework for civil society approaches European standards**

- ECNL provided technical assistance and comments on the draft Law on Volunteering, Public Utility Status and other legal initiative for CSOs
- Contacts and cooperation on legal initiatives established with major stakeholders and potential partners

### **Objective 4: CSOs are more financially sustainable and less dependent on foreign donors**

- CMP grantee CONTACT develops activities for improving capacities of NGOs to diversify resources through individual giving and development of financial sustainability strategy

### **Program Administration**

- Research about other donors in Moldova finalized, matrix developed with overview of different donors in Moldova and their fields of activity

## II. PROGRAM OBJECTIVES

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### OBJECTIVE 1: CSOS BETTER REPRESENT CITIZEN INTERESTS

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#### AGENDA FOR CHANGE PROGRAM

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During the second quarter, the Agenda for Change Grants Program Request for Application (RFA) and application package were finalized, approved by USAID, translated into Romanian and Russian, and broadly disseminated via civil society and social networks, as well as other information portals, such as [www.civic.md](http://www.civic.md), [www.ong.md](http://www.ong.md), [www.facebook.com](http://www.facebook.com), yahoo groups, and the MCSSP website.

The purpose of the Agenda for Change Grants Program is to fund CSOs to become both transparently managed organizations with strong internal governance systems and technical leaders in their sectors, able to serve and represent the interests of their constituencies. The Agenda for Change Grantees (ACGs) will “set the agenda” in their respective sectors, focusing on building strong constituencies, identifying solutions in their specific fields, carrying out advocacy campaigns, and building sector and cross-sector networking. ACGs will work closely with AED and the Consortium of Moldovan CSO Partners to improve their internal management and governing structures and increase their financial viability. In the end, the ACGs will serve as CSO models within Moldova of organizations that have a strong constituent base, technical sector expertise, and transparent governance systems.



*Bidders Conference for ACG Program, March 17, 2010*

AED held a bidders’ conference for the Agenda for Change Grants Program on March 17, 2010, attended by over 45 CSOs, in order to answer questions on the grants program and application process. CSOs who were unable to attend the conference, had the opportunity to submit questions via e-mail or phone to AED until March 19<sup>th</sup>. The list of all questions collected during the conference and via e-mail were published—along with AED’s answers to each question—in both Romanian and Russian on the MCSSP website; they also were e-mailed to participants. The RFA was open from March 1 to March 31, 2010. By this date, AED had received 31 proposals; based on the RFA selection criteria, 25 of them were eligible for funding and were submitted to the Review Committee (RC).

AED established a new, four-member RC to review the ACG applications. The RC included representatives from UNDP, Soros Foundation, Eurasia Foundation, and DFID and one non-voting member from USAID/Moldova. The Review Committee is scheduled to meet on April 14, 2010.

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## CIVIL SOCIETY INSPIRING COMMUNITIES FUND

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AED prepared a first draft of the Call for Proposals (CfP) for the *Civil Society Inspiring Communities Fund*. We expect to publish the CfP and application documents in May 2010. Under this Fund, AED will support 30-40 CSOs and media outlets' initiatives which will increase the public awareness, improve CSO credibility, and move citizen to action. Given the last political developments in the autonomous region of Transnistria—i. e. the arrest of a journalist in the separatist region, intimidation of some CSOs—AED will use this fund particularly to support small impactful projects aiming at developing and strengthening the civil society sector in Transnistria.

## OBJECTIVE 2: CSOS ARE TRANSPARENTLY GOVERNED AND CAPABLY MANAGED

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### CONSORTIUM OF MOLDOVAN PARTNERS

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AED managed a two-phase selection process for the Consortium of Moldovan Partners (CMP) Grants Program. Twenty-one concept papers were submitted in response to the RFA, published in the previous reporting period; 17 were eligible, based on the RFA selection criteria, and were submitted to the RC. The RC met on January 22, 2010, with five members from civil society donors in Moldova: UNDP, Soros Foundation, Eurasia Foundation, DFID, and the Delegation of the European Commission to Moldova. The RC selected four CSOs to enter the second application phase which required the development of the full project proposal. The four CSOs are:

- 1. Center for Partnership Development (CPD)** - to contribute to enhancing the skills of civil society organizations to effectively represent citizen interests, by using a bottom-up approach and providing training and consultancy in constituency-building tools, and by drawing a special attention to women-run CSOs, as the applicant proved relevant experience in promoting the development of the NGOs promoting gender equality.
- 2. Center for Organizational Training and Consultancy (CICO)** – to improve the governance and management of CSOs through a range of activities, i.e. development and delivering of a complex NGO Management Training Program, follow-up coaching and consultancy activities for CSOs and maintenance of an on-line educational portal for training beneficiaries.
- 3. Resource Center for Human Rights (CReDO)** – to contribute to strengthening the legal and fiscal framework for CSOs, by carrying out a range of activities, i.e., trainings in advocacy for NGOs, advocacy campaign for the adoption of several law initiatives for the NGO enabling environment (Percentage Law, Deduction of Donations policy, Public Benefit Organizations Law amendments, and Government Contracting Services Law and Social Entrepreneurship Law), feasibility studies for the proposed draft laws, a Public Policy Forum to discuss and gather support for the public policy changes proposed, etc.

**CONTACT Resource Center** – to contribute to the second program objective and also to promote the diversification of financial resources available to CSOs, by implementing a large variety of activities through their four regional offices: trainings and consultancy on financial management, internship programs, contests and publications etc.

AED worked intensively with these four CSOs to develop and refine full proposals and budgets. AED's Financial Manager conducted a preliminary management review of each CSO. Final grants were approved by AED on April 8, 2010.

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## DEVELOPMENT OF THE ORGANIZATIONAL DEVELOPMENT ASSESSMENT TOOL

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Also during this period, AED finalized the Organizational Development Assessment (ODA) tool which will be used to assess each CMP member's development and training needs at the beginning of the next quarter. The ODA is a facilitated participatory self-assessment tool which MCSSP grantees will use to assess their current level of organizational development and improvement. The ODA measures six areas: governance, management practices (planning, M&E, reporting), human resource management, financial management and sustainability, constituency centred services, networking and advocacy, media and external relations.

With AED assistance, MCSSP grantees—both CMPS and ACGs—will administer the ODA annually, for a total of three times per grantee. Results from the first application of the tool will establish AED's M&E baseline data for our PMEP indicators 1.1.1, 1.1.2, 2.1.1, 2.1.2, 2.2.2, 4.1.1, 4.1.5; subsequent applications will measure our grantees' organizational development progress. AED has instructed our grantees to reserve 10% of their grants to fund trainings and other institutional development needs identified through the ODA process.

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## CSO CREDIBILITY CAMPAIGN

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AED prepared a Scope of Work for the development of its *CSO Credibility Campaign* to raise the visibility and credibility of CSOs. Parc Communications have been selected and subcontracted as an agency to develop the Strategy. The Strategy and Action Plan for its implementation will be finalized in May/June 2010.

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## OBJECTIVE 3: RELEVANT LEGISLATIVE FRAMEWORK FOR CIVIL SOCIETY APPROACHES EUROPEAN STANDARDS

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On January 18-22, 2010, MCSSP's partner, ECNL, travelled to Chisinau to hold meetings with the government representatives in order to identify opportunities for cooperation, and establish working relationships with them. In addition, several meetings were held with representatives of the CSO sector and the NGO Council members to receive updates and legal advice on the developments with some legal initiatives regarding CSOs.

Specifically, ECNL met with the leader of the Democratic Party, the Deputy Minister of Justice and the Department for Non Profit Organizations to the Ministry of Justice, the Department for Policy Coordination to the State Chancellery, the Deputy Minister of Social Protection, the Ministry of Construction and Regional Development, the Ministry of Finance, NGO Council members, ECO - TIRAS, representatives of international donor - SOROS Foundation Moldova, the World Bank Representative in Moldova, and an accounting consultant.

As result of the above mentioned meetings, ECNL concluded that the Moldovan Government considers CSOs important partners in establishing a democratic society that will facilitate Moldova's entry into the European Union. The main challenge concerning CSO legal framework is the lack of a systematic approach to cooperation among ministries, official units, and CSOs. This is generated by the lack of experienced staff in the government bodies as a result of the high turnover rate.

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## MEMORANDA OF UNDERSTANDING WITH THE MINISTRY OF JUSTICE AND COUNCIL OF NGOS

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Meetings with the Ministry of Justice and the NGO Council resulted in the preparation of two memoranda of understanding aiming to create synergies in work and, thus, to enhance the efforts for CSO related legal reforms in the Republic of Moldova.

Once ECNL drafted the memoranda, they were shared with the countersigning group, the Ministry of Justice and the NGO Council respectively. The documents set the priorities for joint work and commitments between the parties, for the next two years of the project (April 2010 – March 2012), to cooperate on law initiatives and share information about developments in the sector. The documents are to be signed in the beginning of the third quarter during the third ECNL visit to Chisinau.

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## ONGOING TECHNICAL ASSISTANCE AND COMPARATIVE LEGAL EXPERTISE

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During this quarter, ECNL continued to provide ongoing technical assistance and comparative legal expertise to local partners through providing comments and legal advice on law initiatives, sharing publications and materials on CSO law. Thus, ECNL shared the Assessment Report on the Legal Framework for Civil Society in Moldova with government officials and members of the Moldovan Parliament, the NGO Council and other CSOs, the donor community and was also made available to public via the MCSSP and ECNL's web pages. In addition, ECNL shared with CSOs and the Ministry of Justice a comparative paper on *Regulatory Approaches to Public Benefit Status* and background material on *A Comparative Overview of Public Benefit Status in Europe* both prepared by ECNL.

### Comparative Paper on Regulatory Approaches to Public Benefit Status

The provisions regarding the public benefit organizations promoted as Amendments to the Law on Public Associations by the Council of NGOs is pending because of the lack of consensus between the current Ministry of Justice and the NGO Council on the categories of organizations that should be included in the law. The Ministry would like to ensure a participatory and all inclusive process for developing a new version of the amendments or a new Law on Public Associations altogether that would embrace all organizational categories of foundations and institution. At the same time the Ministry of Justice considers the main purpose of public benefit organizations (PBO) amendments in identifying the CSOs applicable for PBO status and regulating state assistance to such CSOs. State assistance, such as tax deductions and social contracting, would not be available to CSOs outside of this scheme. Thus, the Ministry of Justice and the NGO Council agreed to create a working group composed of representatives of other ministries, CSOs, and the Ministry of Justice that would work on developing more detailed legal provisions.

In this context, to provide assistance to all stakeholders in decision-making on how to proceed with the legislative process of adopting the *Public Benefit Status Amendments to the Law on Public Associations*, ECNL prepared a comparative paper on *Regulatory Approaches to Public Benefit Status* that was circulated among CSOs and government representatives. In the paper ECNL emphasized that the need for public benefit status arises from the need to “differentiate and recognize CSOs engaged in certain activities that promote the public good, regardless of their legal form.” The paper also includes an overview of possible approaches to regulating public benefit status based on European Experience, such as:

- 1) adopting a separate law on PBOs;
- 2) regulating PBOs through the tax law;
- 3) including public benefit status in framework laws regarding CSOs; and
- 4) regulating this status through a number of various laws.

Having reviewed the advantages and disadvantages of all these approaches, the paper establishes that separate public benefit legislation is more consistent with the trends in European practice in applying public benefit status to CSOs. Regardless of the final decision on the way to proceed, ECNL will stay involved and provide comparative information in order to further assist local partners with the process of adoption and implementation of the law.

#### Sharing Legal Expertise at the Working Group Meetings on the Draft Law on Volunteering

During this quarter, ECNL continued to provide legal advice on the Law on Volunteering, being invited to the working group meetings with the representatives of the ministries and CSOs that work on the draft Law on Volunteering. The main issue discussed at the meetings was the granting of academic credits for volunteering experiences with CSOs (Article 16 of the draft Law on Volunteering) to comply with the Bologna process which would motivate young people, pupils and students, to engage in volunteering activities. During the meetings, ECNL suggested policy goals in developing legal framework for volunteering, presented initial comments to the draft Law, shared international examples of granting credits to students for their internship with CSOs, and suggested other improvements into the draft Law. At the outset, the paper stated that while conceptually internships and apprenticeship seem similar to volunteering, they are distinct in nature. As UK experience shows, it is common to grant academic credits for volunteering under the Bologna regulations; however, this practice is not as wide spread elsewhere in Europe.

ECNL concluded that there is not a need to include provisions on the academic credits for volunteering in the framework law, but rather separate recommendations or regulations would promote internships with CSOs. However, the Article 16.1 of the pending draft law on Volunteering currently reads “A volunteer may, under the law, get special credits for professional training.” As result of all stakeholders’ joint efforts, the draft Law on Volunteering was approved by the Government of the Republic of Moldova.

## Research on Percentage Law

During its last field trip in January, ECNL found out that various government representatives consider that more research is needed on feasibility of new legislation on 2% that would allow for individual and corporate donors to designate 2 % of their tax payments to CSOs holding public benefit status. According to the previously conducted UNDP's survey, the possible support of the physical persons will not be significant for the CSO sector. Therefore, policy analysis and impact assessment will be at the core of planned activities on percentage legislation. During the next visit to Chisinau, ECNL plans to meet with Nicolae Roșca, who worked on the initial draft Law on 2 %, as well as with the Vice Minister of the Ministry of Finance Victor Barbăneagră to discuss how to approach this issue.

## Research on Social Contracting

Because government contracting is one of the MCSSP priorities, ECNL researched the nuances of such a law. During a meeting with the representatives of the Ministry of Social Protection to assess political will regarding a law on social contracting, the following issues were identified: 1) there is a lack regulatory framework to institutionalize the process; 2) there is lack of the Ministry staff capacity to systematically involve in policy-making on social contracting; and 3) there is a lack of Ministry initiative to lead the development of legislation on social contracting.

The draft Law on Social Services was submitted the Ministry of Social Protection with the assistance of the Every Child CSO, and is with the Parliament pending approval. One of the provisions in the draft law mentions contracting CSOs as providers of social services. The draft also establishes that the secondary legislation will need to be adopted within a year, upon approval of the original law. ECNL will follow developments regarding the draft law and will be prepared to offer technical expertise regarding the secondary legislation.

In order to move decisions on social contracting forward, ECNL has reviewed the background material on social contracting including the Study on Social Protection and Social Inclusion in Moldova, (prepared by the Institute for Development and Social Initiatives "Viitorul", 2009) and the draft law on Social Services.

ECNL will also consider other potential actors to include in social contracting discussions. Thus, meetings with the local stakeholders are planned during the next field visit including the Institute for Development and Social Initiatives "Viitorul", "Every Child", the Alliance of NGOs Active in Social Field, and the Ministry of Finance. After these meetings, ECNL will suggest a way forward and plan activities to advance legislation on social contracting.

## Review of the Current and Draft CSO Legislation

Through a cost-share arrangement with its alliance partner, Bulgarian Center for Not-for-Profit Law (BCNL), ECNL recruited two BCNL fellows from Moldova to conduct research on pending amendments for the PBO status and current accounting standards for CSOs. The fellows' analytical papers will serve as background for ECNL's final review of the given initiatives. During ECNL's next visit to Chisinau, ECNL will meet with government officials in the Ministry of Finance as well as other tax authorities to plan next steps regarding accounting standards for CSOs.

## OBJECTIVE 4: CSOS ARE MORE FINANCIALLY SUSTAINABLE AND LESS DEPENDENT OF FOREIGN DONORS

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Concrete activities to addressing this objective were planned with the AED partner– the CONTACT Center. To address the issue of the CSOs’ financial viability CONTACT Center will offer training and consultancy in fundraising and financial sustainability strategies for CSOs. In addition, CONTACT Center will host Public Policy Forums discussing opportunities for CSOs involvement in Public Private Partnerships and in Social Entrepreneurship by involving all interested stakeholders (donors, public authorities, CSOs, etc.).

To measure the progress over the MCSSP beneficiaries’ diversification of financial sources an additional M&E tool, the Financial Revenues Form, was developed. Through this form, AED will be collecting information about sources of funding from all our grantees and training participants (as well as NGOs who will benefit from trainings offered by CMPs). In year 2010 we will establish a baseline, and measure the progress and changes in percentage of income from domestic sources.

### III. PROGRAM ADMINISTRATION

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#### RISKS, CONSTRAINTS AND WAYS TO MITIGATE THEM

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The continuous political uncertainty in the country, especially in light of the early 2010 Parliamentary Elections, will cause time lags in achieving the third MCSSP objective because it directly depends on political will, and the level of cooperation of both public authorities and NGOs. The NGOs that will advocate for public policy changes under the MCSSP may have difficulties building relationships with the perpetually changing GOM and Parliament representatives. That along with other factors generates a lack of a systematic approach towards the cooperation among different ministries and CSOs. This is why the Action Plan for the implementation of the National Strategy for Civil Society Development for 2009-2011 has not been approved yet.

In order to prevent these potential time lags, MCSSP will adjust planned activities related to the development of a favorable legal framework for CSOs according to the emerging external factors.

At the same time, the National NGO Council- which started to promote several law initiatives for the CSO enabling environment- met some difficulties while discussing the Public Benefit Status Amendments to the Law on Public Associations with the Ministry of Justice. The Ministry would like to ensure a participatory process by involving other CSOs and other ministries in developing a new version of the amendments or a new Law on Public Associations that would embrace all organizational categories of foundations and institutions. While the NGO Council admits that the draft amendments are not perfect, they generally support the pending amendments, and agree to start work on developing new more elaborated legal provision.

During the next quarter, AED and its partners will intensify the cooperation with the relevant public authorities and stakeholders under third program objective. On one hand, MCSSP will focus on promoting the draft laws which are at their final stages of approval- the Law on Volunteering, the

amendments to the Law on Public Associations regarding the Public Benefit Status of CSOs, the draft Law on Social Service to provide the possibility of Government contracting of social services from CSOs, and the Accounting Standards for CSOs draft regulation (which was developed by ECNL's local experts in 2007-2008 and needs to be discussed by all stakeholders and approved by Ministry of Finance). On the other hand, MCSSP will start developing relevant feasibility studies in order to elaborate other drafts laws aiming at improving the legal framework for CSOs (Law on social contracting, Percentage law, etc).

The newly established National Participation Council (NPC) to the Government of Moldova composed of representatives including 30 NGOs held its first meeting, to elect the chairmen and the members of the Council's Standing Bureau and start the development of an Action Plan for its activity. MCSSP will continue to attend NPC meetings and will encourage its members to promote the civil society agenda. NPC representatives will be invited to the next Civil Society Donors' meeting organized by AED, where the need to implement the Civil Society Development Strategy for 2009-2011 by the joint efforts of both civil society donors' community and the NCP will be discussed.

A challenge identified during the launching of the first two grants programs is the low capacity of applying CSOs in preparing high quality project proposals that provide sufficient coverage of the addressed topics aimed at strengthening civil society in Moldova. The program will mitigate this issue by providing training and technical assistance, as well as exchange programs tailored to the benefiting CSOs' needs, identified as result of a facilitated self – assessment.

AED continues to be involved in permanent discussions with civil society, the donor community, and concerned GOM bodies on law initiatives. Memoranda of Understanding are to be signed with the Ministry of Justice and the National NGO Council in the beginning of the next quarter identifying areas for joint work and the commitments of the parties to cooperate on the passing of the legal initiatives.

## COORDINATION WITH OTHER DONORS AND IMPLEMENTERS

During this quarter, AED held meetings with other civil society donors that encourage not only donor-funded CSO support activities, but also initiatives designed to promote income - generating activities and to obtain a greater financial support from businesses, public authorities, and citizens in general. Thus, individual coordination and sharing meetings were held with the Better Opportunities for Youth and Women UNDP Project, the World Bank, the People in Need Foundation and Eurasia Foundation offices in Moldova.

During the next quarter, a list of donors with general information on their main activities, funding domains and contact information will be developed. The final version of the list will be coordinated with the Civil Society Donors Group members and will be available for the CSOs and general public and placed on the [www.ade.md](http://www.ade.md) website.

Also, MCSSP Chief and Deputy Chief of Party attended another Civil Society Donors' meeting organized by the Eurasia Foundation in the OCSE office in Moldova to discuss the future funding opportunities for Moldova. During the meeting, a representative from the Eastern Partnership EU Program presented their future plans of engaging Moldovan Civil Society into cooperation with the EU partners. At the meeting the hosting of the second Civil Society Donors' Meeting by MCSSP was

announced. The next Civil Society Donors' meeting will be organized by AED at the end of May in the SOROS Foundation's conference room to coordinate further ways and means of cooperation and possible complementary funding.

Individual discussions and meetings held with Civil Society Donors present in Moldova showed that there is a poor knowledge and coordination among them. Each donor operates based on its own agenda and is less attuned to CSO development needs and ensuring civil society involvement in the decision-making. MCSSP will recommend to use the next Civil Society Donors' meetings to discuss concrete topics related to the Moldovan civil society needs and issues, to coordinate joint activities (such as each donor's contribution to the implementation of the Civil Society Development Strategy for 2009 – 2011), and to connect it to the European standards and bodies in the contexts integration in European Union.

#### IV. HIGHLIGHTS OF PLANNED ACTIVITIES FOR THE NEXT QUARTER

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During the next quarter, MCSSP expects to carry out the following activities:

- MCSSP Workshop: Civil Society in Moldova – Becoming Viable and Stronger, to present the MCSSP objectives and approaches to achieve them and to present the Consortium of Moldovan CSO Partners, organized;
- Conduct Organizational Development Assessment (ODA) with Consortium of Moldovan Partners (CMPs); based on ODA results individualized Training and Development Plans for their organizations developed;
- Consortium of Moldovan Partners' projects start-up: kick off Meeting to present the AED reporting requirements and grants management guidelines held; partners develop NGO Management Course and start providing support services to Moldovan CSOs;
- Agenda for Change grants selected and grants agreements signed;
- An Organizational Development Assessment Tool for Agenda for Change Grantees (ACGs)' organizational development assessment adapted by CMPs and assessment with each ACG started to be conducted;
- Civil Society Inspiring Communities Fund Call for Proposal finalized and launched;
- Third Civil Society Donors' meeting held;
- MCSS Program Communications Strategy developed and its implementation started;
- ECNL visit to Moldova: meetings with government representatives; selection of Moldovan CSO experts and training for them in legal reform issues carried out; MoUs with MoJ and NGO Council signed and public private working group established; Training for CSOs and MoJ on Law on Public Associations held;
- TA for Moldovan CSOs to development of amendments and draft laws (Law on Volunteering, Public Benefit Status of NGOs) provided; in – depth assessments on mutually agreed with stakeholders draft laws undertaken.

## V. ANNEXES

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### ANNEX A: CONSORTIUM OF MOLDOVAN PARTNERS PROGRAM (CMP)

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- 1) CMP grants program selection process overview
- 2) CMP review committee members
- 3) List of approved CMP grants
- 4) Organizational Development Assessment Tool for CMP grantees



CMP selection  
process overview.doc



CMP Review  
Committee.doc



Approved CMP  
grants.docx



CMP ODAT.pdf

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### ANNEX B: AGENDA FOR CHANGE GRANTS PROGRAM (ACG)

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- 1) ACG Announcement and RfA
- 2) ACG Bidders' conference participants



ACG\_RfA.doc



ACG\_Bidders  
Conference\_List of p:

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### ANNEX C: MCSSP ORGANIZATIONAL CHART

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- 1) Updated MCSSP Organizational Chart



MCSSP  
ORGANISATIONAL CHART