

RESOURCE CENTER OF MOLDOVAN NON-GOVERNMENTAL
ORGANIZATIONS FOR HUMAN RIGHTS (CREDO)

EXECUTIVE ACTIVITY REPORT

JANUARY -DECEMBER 2004

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available in Romanian, Russian and English.

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1. INTRODUCTION

This report gives an insight on the activity of the Resource Center of Moldovan Non-Governmental Organizations for Human Rights (hereafter referred to as CReDO) during 2004. This is the fifth report since the establishment in 2004.

This present Report has a different structure and approach. It analyzes the activity of CReDO on the basis of quantitative data and indicators and also provides a comparison (in retrospective and perspective) with the organization's activity during other periods.

The report is structured in chapters. Chapter 2 outlines the general activity of CReDO, the development of the organization during 2004, the main results attained during this period. Chapters 3, 4, 5, 6 give detailed information on the functioning and activity of CReDO Programs: Informational Center, Organizational Development, Advocacy and Social Changes, and Partnerships Development. Chapter 7 provides detailed financial information about the organization's activity.

One can find more information about the current activities on www.credo.md. This report is published on-line on <http://www.credo.md/pagini/rapoarte.php?limba=eng>.

Members of CReDO Board during 2004-2005 (in alphabetic order):

Anatol Beleac (SIEDO), Ludmila Ciocan, Eugeniu Iliinschi, Daniela Misail-Nichitin, Paul Strutzescu (LADOM), Stefan Uritu (Moldovan Helsinki Committee).

The in-house staff of CReDO in 2004 (by programs):

Management:

Serghei Ostaf (executive director), Tatiana Borta (since October 2004), Vlad Panico, Rostislav Calin.

Organizational Development:

Tatiana Tarelunga, Natalia Ghilascu, Elena Levinta (since September 2004). Lilia Bulat (till

September 2004), Gheorghe Caraseni (till September 2004), Marina Svet (till September 2004).

Advocacy and Social Changes:

Maria Badan (coordinator), Florin Gisca, Olga Dolghi (since July 2004), Ecaterina Cretu (since September 2004), Alexandru Grecu (since September 2004).

Informational Center:

Aliona Butnaru

Partnerships Development:

Serghei Ostaf

Volunteers, interns:

Marry Hollingsworth, Ecaterina Corneva, Iuliana Abramova, Viorica Buhna, Stela Sincu.

2. OVERVIEW

Management: Serghei Ostaf (executive director), Tatiana Borta (office manager), Vlad Panico (financial manager), Rostislav Calin (IT specialist).

2.1 2003-2006 Strategic Plan

The strategic plan is the main document of CReDO. The mission of CReDO is a consultancy and educational center for socially active actors of the civil society of Moldova. CReDO consolidates their organizational and action capacities to promote democratic social and policy changes. The CReDO vision is to become a recognised leader in education and consultancy. CReDO aims to build society sector that is accountable, professional and capable to promote and carry out democratic social changes and policies needed in Moldova.

During 2004 the Strategic Plan was updated. The changes account for about 15%, and they mainly refer to the content and format of the offered services. The core presumptions and directions remain unchanged.

In 2004, CReDO started transforming the organization activity to be based on management based on the annual planning and annual budgeting. In 2003 Board decided to develop the annual plan that would stipulate the priorities, service portfolio, performance indicators and the budget necessary for the implementation of the annual Plan. By the end of the year the Executive Activity Report will be submitted, which will contain details on the attainment of the proposed objectives.

2.2 2005 Plan of Actions

It is necessary to manage the organization on the basis of the annual cycle to offer more stability, transparency and learn both from the previous experience of the organization and others' experience. The CReDO decision to pursue this management pattern is based on the desire to apply the modern and more efficient management models.

The 2005 annual activity plan developed and approved by CReDO Board. The 2005 Annual

Plan was developed from the program level to the subsequent consolidation at the organization's level. The CReDO Board discussed and approved the annual plan.

The 2005 annual budget is discussed and approved by the CReDO Board. It includes the expenditures needed to execute the plan, computing the direct costs by products and cumulating them at the program level in mission and cost centers. The indirect costs were computed on the basis of the costs incurred by the organization during the previous period.

The 2005 Plan of Actions stipulates over 10 services and products targeted at different categories of beneficiaries. CReDO will provide:

- 2 advanced educational programs (Masters in Management and Masters in Advocacy and Policies);
- 2 short-term educational products (intensive course of advocacy and social mobilization) for developing organizations and social groups;
- 2 products of assistance and consultancy in organizational capacities development and social policies influencing;
- 1 analytic product of public policies analysis;
- several initiatives aimed at promoting the more sensitive policies of human rights causes and
- library, informational services.

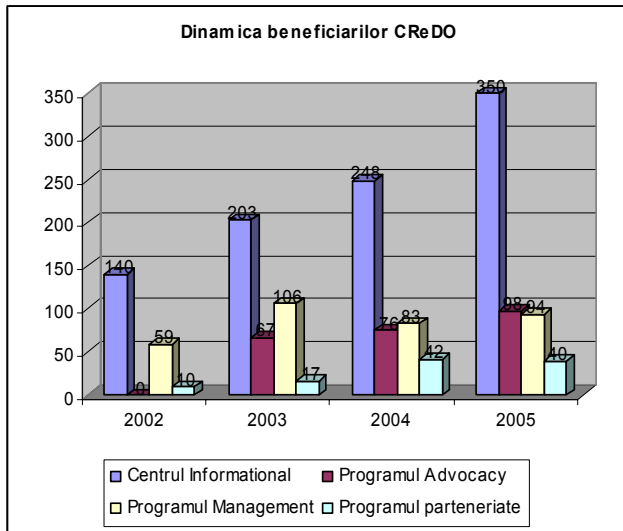
The civic leadership program, methodology of civic mobilization of rural groups, different professional management techniques and methodologies are being developed and tested.

CReDO provides unique and efficient services in such important fields as: Masters in Advocacy, intensive course in advocacy, this field being of critical importance for the organizations that promote changes for the benefit of the society. The Program of Masters in Management has become a standard program in Moldova for the professional managers of the non-profit sector.

2.3 Performances

During its activity CReDO has registered a constant increase in the number of beneficiaries. It ranges between 5% and 20% depending on the program. The aggregate increase amounts at about 15% annually. In 2004 we had over 450 beneficiaries, if compared to the 360 beneficiaries in 2003. This trend will continue in 2005.

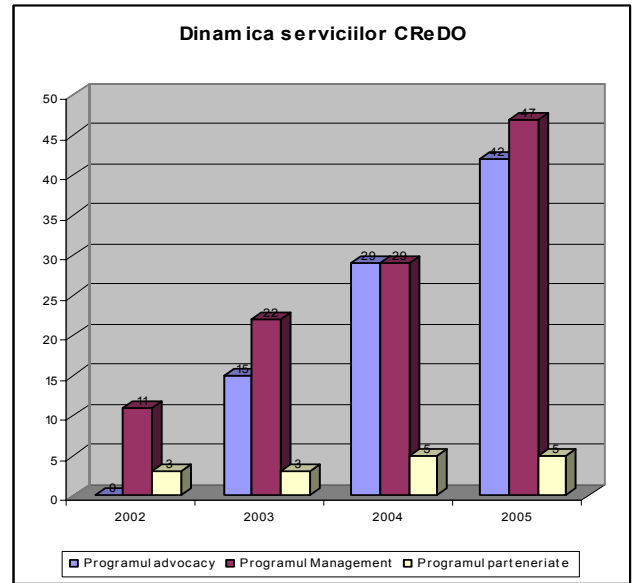
Table 2.1



The growth of the organization is also manifested through the increase in the number of generic services¹ provided by CReDO. In 2004 we provided over 55 generic services, while in 2003 we offered 40 generic services. The increasing trend will be maintained in 2005.

¹ Generic service: a program module, a consultancy contract, an issue of the bulleting, a policy analysis, a stage of the mobilization process, an intensive training, etc.

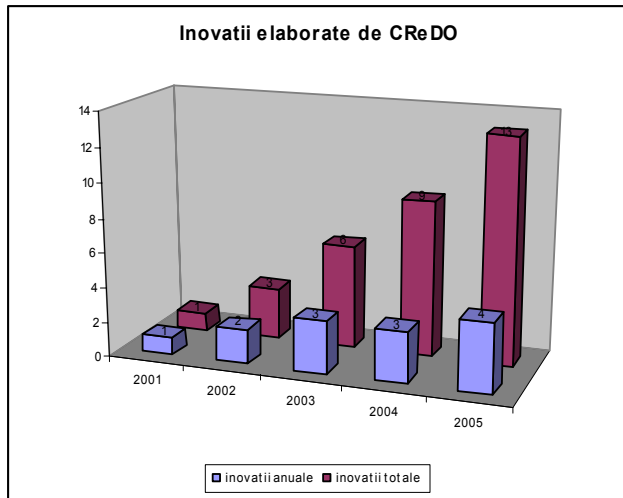
Table 2.2



In 2004 CReDO managed 12 products, out of which 2 were under development. The products portfolio is not constant and is changed depending on the society's needs. For example, it was decided to end the product "main course of management" in favor of Masters courses and promotion of the new format of Masters through distance learning and on-line learning courses. More details are provided in the next chapters.

Traditionally CReDO has an innovative approach to the products and programs provided to beneficiaries. The products are developed, tested on the basis of the best programs and approaches both on the regional and international arena. All programs are adjusted to the conditions of Moldova. In 2004 we introduced 3 innovations at the product and program level, reaching 12 innovative approaches at the organization's level.

Table 2.3



2.4 The Board and Staff

The Board

In 2004 the number of Board members increased up to 6 people. The permanent Board members are from the founding organizations of CReDO: SIEDO (Anatol Belec), Helsinki Committee in Moldova (Stefan Uritu) and LADOM (Paul Strutzescu) were reconfirmed for the period of 2004-2005. The three new Board members: Ludmila Ciocan, Daniela Misail-Nichitin and Eugen Iliinschi were appointed on behalf of CReDO programs and approved in this position for the period of 2004-2005 with the right to be re-elected for another two-year period.

The Board was enlarged as it was necessary to impel the Board activity. The new members were selected by the Executive from the CReDO beneficiaries, one representative of each program, the program coordinators proposed the candidates, who were subsequently discussed and voted and started their function in 2004.

As suggested by the Executive, in the course of 2005 there will be appointed the seventh Board members, with a wide experience and connections in the Moldovan business community. Several candidates were discussed at the meeting held in October 2004, one of them being invited for the next Board Meeting. Most

of the Board Members are positive that a person with wide experience in the private sector will offer CReDO the necessary knowledge and experience, given the intention of CReDO to strengthen its position on the market of competitive services providers.

The Staff

The staff professional training continues to be a key aspect at CReDO. The Organizational Development Program is looking for a consultant centered on the strategic and operational management, the vacancy was already announced and the appropriate person wasn't identified yet. Three new people were employed for the Advocacy and Social Changes program that need to be trained, as this program intends to introduce new products in the program portfolio.

During 2004 CReDO faced difficulties related to the functioning of the Organizational Development Program. The difficulties were mainly caused by nonobservance of the principle of conflict of interest and loyalty for the organization, stipulated in the Staff Manual and individual contracts. Cases have been investigated, (the systematic practices were revealed, warns were neglected), there where held a number of discussions with the involved personnel. A number of consultations within the Board were held, based on that the Executive decided not to prolong the contracts with the program coordinator and consultant of the mentioned program.

CReDO organized an internal training on interpreting and learning about the conflict of interests, which was based on the case studies from the organization's experience and generally recognized principles.

2.5 Self-Financing and Funds Diversity

CReDO applies a new strategy of fund-raising and diversification. During 2003 the operational costs of some programs were directly financed in proportion of 20-30%. The Masters in Management Program and assistance for the organizational development was self-financed in proportion of 50% from the fees paid by the

beneficiaries. In 2004, this trend will be maintained in the Masters in Advocacy and Policy Research Program. CReDO regards the financings as an "investment" in product development. Such "investments" are needed to prove the "operational" viability and self-management capacity. The funds diversification strategy is mainly based on the "operational costs", the beneficiaries' contribution being encouraged through direct contribution and volunteer work.

2.6 Perspectives

2005 will be a year of maturity and qualitative increase. In 2005 CReDO plans to determine the portfolio of the main products and reconfirm its position on the market of educational services. At the same time, CReDO will strengthen its position in the adjacent fields, where CReDO holds the necessary advantages and strengths. CReDO will try to define its unique position, providing every time social value added based on the priority and stringent needs of the society.

The Masters programs will be promoted to become standard programs available both in the standard and distance on-line formats.

The Masters in Management will also have the option of distance on-line education. In 2004 this program was restructured internally and experts with new visions and distinct performances were

identified. The on-line option, tested in 2004-05 will provide access to this program both to the Moldovan regions and abroad.

Masters in Advocacy will be revised to assure the dimension of public policies through all program modules. The on-line option will be tested and the program will be implemented countrywide since September 2005.

In 2005 CReDO will strengthen its capacities of individual consultancy provider. The services of management consultancy and public policies analysis are strategic and organically complete the educational masters programs. They will be related to the quality services of regional and European standards. The provided services will be centered on efficient organization, strategies and human resources.

In 2005 CReDO will continue working on the programs targeted at the disadvantaged social groups. CReDO offers unique courses of advocacy for the local groups. We will invest in the development of the work methodology and mobilization of social groups through increasing their awareness and enhancing their problem-settling skills, encouragement of the local leaders. In this respect, CReDO has a unique and distinct role in offering educational services in Moldova.

3. INFORMATIONAL CENTER PROGRAM

Program Team: Aliona Butnaru (coordinator), http://www.credo.md/pagini/centru_18.php?limba=eng

Mission

Provide access to information and know how on human rights, social changes, public policies, leadership and management.

Activity Domain:

- information on human rights, advocacy, public policies;
- information on non-profit and public management

Service Portfolio:

- ✓ **Consulting and Borrowing Books**
The possibility to borrow books for a two-week period and consult the documents in the Informational Center
- ✓ **Electronic Database and the On-Line Library**
A more operative and efficient registration of all inputs and data identification.
- ✓ Monthly **electronic bulletin** on the **new inputs** and / **the electronic bulletin on the educational opportunities** offered by CReDO.
Information about the new books entered in the library and

Objectives:

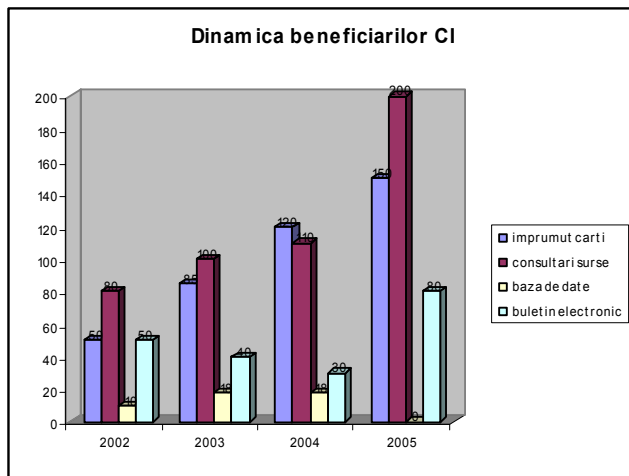
General Program Objectives:

- provide access to information on human rights, advocacy
- create access to information on management, leadership, public policies
- promotes innovative standards in on-line regime in the nonprofit sector

Publications and materials available in Romanian and Russian. The Publications are formatted according to the international standards.

Results:

- a collection of documents consisting of 1500 issues in human rights, advocacy, civil society, democracy and about 600 issues in the non-profit management
- over 50 organizations and over 100 individuals as beneficiaries
- about 200 books lent for research, self-educational and other purposes.
- answered over 200 inquiries of beneficiaries via e-mail and phone.
- Introduced the permit system for people not belonging to this sector. The library permit is valid for a 6-month or one-year period, as decided by the beneficiary.

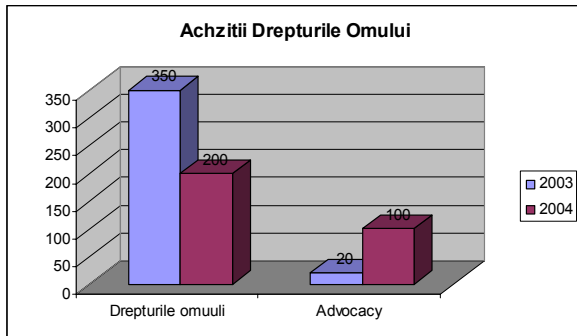


3.1 Performances

Objective provide access to information on human rights, advocacy;

300 new documents were developed during 2004, below diagram reveals the increase in documents on advocacy.

Table 3.1

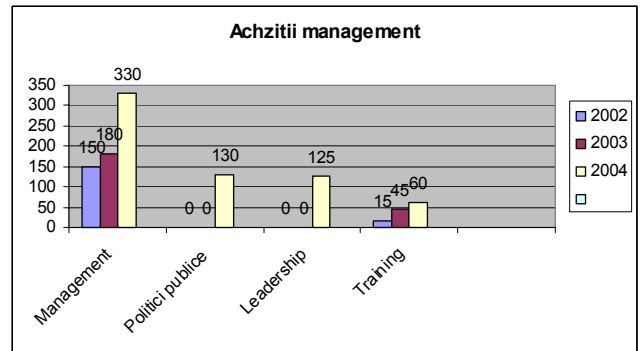


30 documents in this field were lent, which is does not represent any substantial increase if compared to the previous year. Beneficiaries from Cahul, Transnistria also had access to information on human rights. 46 people borrowed books on human rights in 2004. The below diagram presents the increase in the number of beneficiaries.

Objective provide access to information on management, leadership, public policies;

In 2004 the library was enriched with two new compartments civic leadership and public policies. At present they contain 125 and 130 books respectively. These compartments are being developed, just like the services from Organizational Development and Social changes programs.

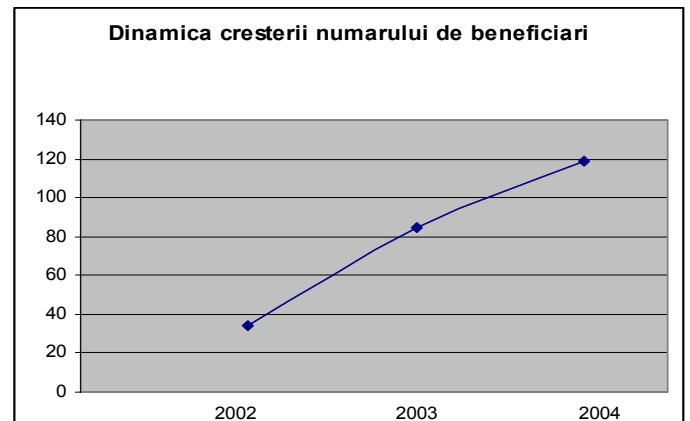
Table 3.2



100 books from this compartment were borrowed in 2004. 73 beneficiaries, including 16 from regions, had access to information on management.

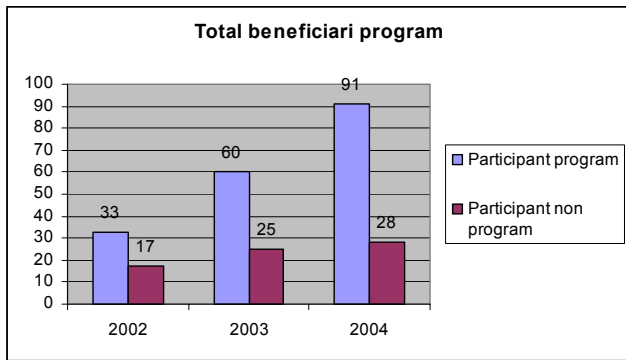
The below diagram presents the increase in the number of beneficiaries over the past 3 years.

Table 3.3



119 people benefited from the Center's services during 2004, out of which 91 were participants in the CReDO Masters Program and other 28 interested people. The number of beneficiaries increased by 35% if compared to 2003 and by 70% if compared to 2002.

Table 3.4



The books were mainly consulted and borrowed by representatives of the following organizations: *Gender-Doc M, Misiunea fara Frontiere, Speranta, Orange, Every Child.*

Objective promote innovative standards in on-line regime for the nonprofit sector

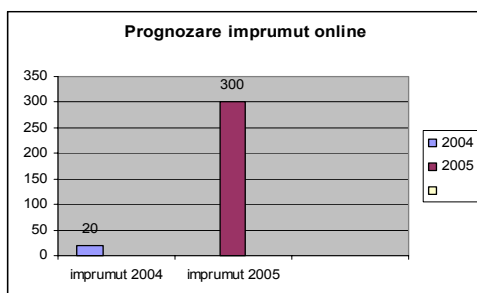
Since September 2004 we have been developing the on-line database on CReDO web page (www.credo.md) that provides a more efficient and rapid data identification, and also allows to view the document's content. The library can be accessed on www.credo.md/library or clicking on the appropriate banner.

This improved the program prestige and increased the number of beneficiaries.

The beneficiaries can use the new instruments to navigate the CReDO on-line library:

1. *borrowing books on-line*, this option is already functional and is very popular. About 5-6 documents are borrowed this way every week. Since September 2004 twenty books have been solicited without any promotion. Next year we plan to promote the on-line library, and expect about 10-12 requests a week.

Table 3.5



Thus the number of borrowed books will reach 300 units.

2. receive short answers to questions related to human rights and non-profit management through option: **Intreaba Bibliotecarul (Ask the Librarian)**. This instrument has been solicited 5 times over the reporting period. The situation here is similar to the one related to books borrowing. In 2005 we expect an increase in the number of requests aimed at helping the beneficiary find the necessary information.

3.2 Electronic Database, Online Library

The resources of the Informational Center are stored in Winisis database. This database has the advantage that it can be easily installed on any computer, at the beneficiary's request.

To help beneficiaries find easier the necessary information, the content of the book is scanned and placed in a special field, which helps a more relevant visualization and chose of the appropriate book. This year the database was installed at the following organization:

1. World Window
2. Amnesty International

The aforementioned organizations were trained how to develop their own databases and introduce data in the appropriate format. For the Informational Center this database represents an internal register of inputs.

As mentioned earlier, the online library has a number of instruments that facilitates the access to information and promotes the new technologies in the non-profit sector.

3.3 Electronic Bulletin

This service has been provided for a year and we have already received a positive feedback from beneficiaries. When sent, the bulletin stirred up the interest of many beneficiaries who didn't have time to visit our library before. This year the service format was changed and the beneficiaries can subscribe to it on CReDO's web page (www.credo.md). The beneficiaries have

the possibility to subscribe to certain or all issues of the bulletin.

This year the service was improved through the introduction of a new type of bulletin that allows different educational opportunities provided by CReDO and other educational services providers.

The subscribers to bulletins will be informed both about the collection of the Informational Center and the general activities of the organization.

3.3 Professional Development

In 2004 the Center's staff attended the CReDO Masters Program, the coordinator also attended some English courses and participated in local seminars, organized by the Public Library of Law, the School of Library Science of Moldova.

Aliona Butnaru also participated in a number of trainings and seminars organized both by CReDO and other organizations.

3.4 Perspectives

In 2004 there was registered an increase in the use of new informational technologies and their promotion in the non-profit sector.

In 2005 the Informational Center will continue providing access to information on human rights and non-profit management.

One of the priority directions will be the completion of the on-line library and promotion of the new informational products, created in 2004.

The beneficiaries will the possibility to work on volunteer terms in exchange for using the services of the library.

4. ORGANIZATIONAL DEVELOPMENT PROGRAM

Team: Tatiana Tarelunga (masters), Natalia Ghilascu (leadership), Elena Levinta (consultant).



Domain of Activity:

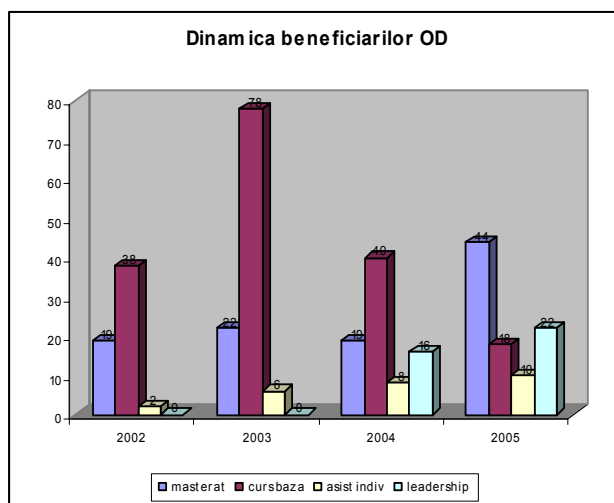
- Developm socially active organizations;
- Encourage the civic leadership;
- Form non-profit educational standards

- ✓ **Masters in Non-Profit Organizations management.** Unique service in this region targeted at leaders of non-profit organizations with key positions. This service consists of 10 modules. The participants may choose between CReDO Masters and the Masters degree recognized officially in Moldova. Offered in collaboration with Moldovan universities.
- ✓ **Individual Assistance.** This service is based on the individual needs and is developed according to the specific development needs of the organization. We identify the organization's needs, agree on the plan and implement the individual organizational development plan.
- ✓ **Civic Leadership.** Innovative service aimed at establishing a social leadership in Moldova, strengthening the attitudes and developing the personal and professional skills and competencies.

Objectives:

1. Improve the managerial capacities and abilities;
2. Promote the civic attitude of social leaders;
3. Promote efficient educational methods;

Table 4.1



Program Results:

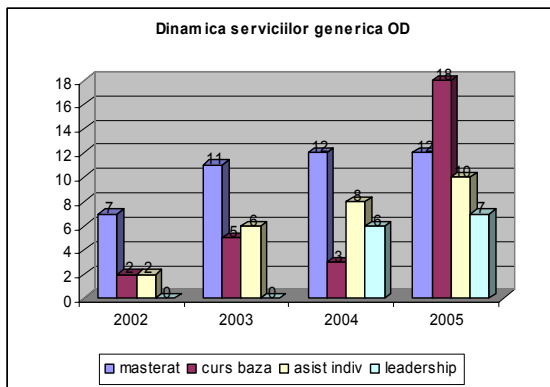
- The number of organizations that set up systems increased by 50% in comparison with the previous years.
- The Masters service covered more sub-sectors (education, mass-media, health, culture, social, etc.).
- The number of beneficiaries of individual assistance increased by 33% if compared to the previous year and by 65% if compared to 2002.
- The number of applications for Masters studies increased tremendously.
- Developed the concept and structure of a new product - Leadership Social.
- Contracted foreign experts as trainers.
- Established the format of distance learning.

Service Portfolio:

4.1. Performance

Objective: Enhance the managerial capacities and skills of NGOs.

This objective was attained through Masters in Non-Profit Organization Management and Individual Assistance.



4.2. Master in NGO Management

<http://www.credo.md/pagini/masterat.php?limba=eng&id=23>

The Masters service has been offered for 4 years. This is a unique service of this type in Moldova and is provided in collaboration with the Academy of Public Administration.

The estimations reveal an increase in the number of beneficiaries, both among organizations and individuals. During the 2003-2004 academic year this service was attended by 42 people from 24 organizations, that is by 19% more if compared to the 2002-2003 academic year, with 34 participants from 18 organizations. During the 2004-2005 academic year the program was attended by 19 people from 19 participant organizations. This figure is lower than during the previous year because this year we run classes only in the Romanian language.

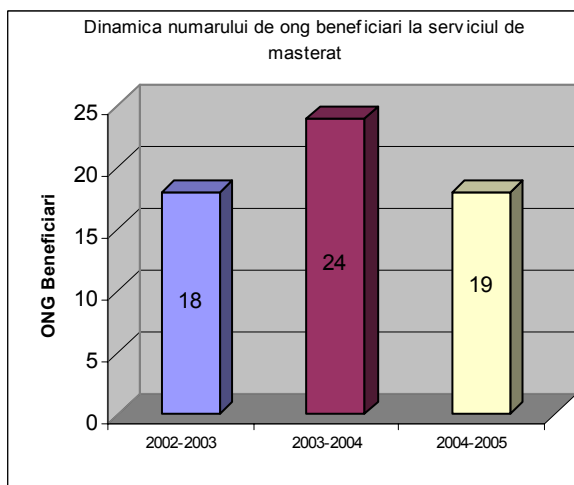
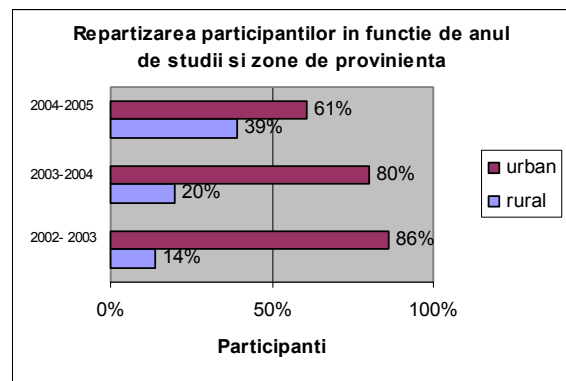


Table 4.2

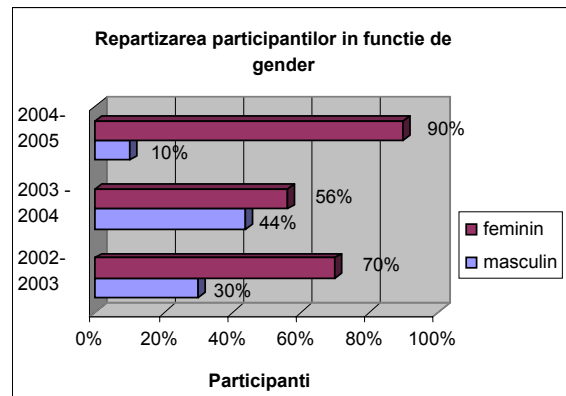
CRDO keeps supporting the organizations active in the rural regions and provides training to the key staff of these organizations. Over the past few years the number of regional organizations participating in the Masters program increased significantly. During the 2004-2005 it increased by 19% if compared to 2003-2004.

Table 4.3



The data on gender distribution of participants reveal that the number of female participants prevail over the number of male participants. In the future we will try to balance this indicator.

Table 4.4

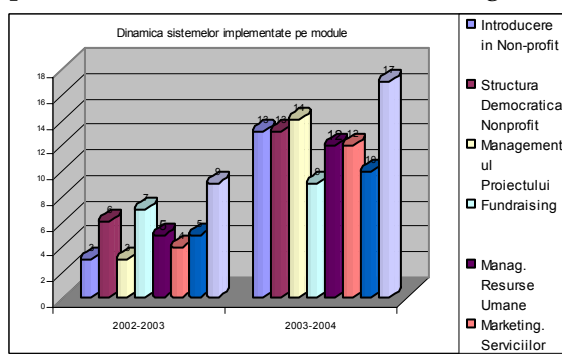


The implemented systems

The implementation of systems under the masters programs is an important indicator that shows the systems built at the participating organizations and proves the practical implementation of the gained knowledge.

Table 4.5

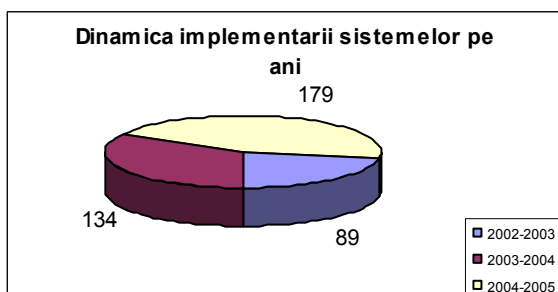
Table 5 reveals that during the 2003-2004 academic year the member of systems implemented at each module is higher than



during 2003-2004. Respectively, the number of organizations that implemented systems increased in comparison with 2002-2003.

20 out of the 24 participant organizations implemented typological systems at the end of 2003-2004 academic year. The assessment of the program results reveals that about 83% of the participating organizations use the gained knowledge during their activity and construct the appropriate systems aimed at improving the efficiency of their organization. This direct impact is very significant in terms of product efficiency.

Table 4.6



If we compare the results of the 2003-2004 academic years, where 20 organizations implemented 134 systems, with the results of the 2002-2003 academic years, where 18 organizations implemented 89 systems, we notice an increase of about 50% in the number of implemented services.

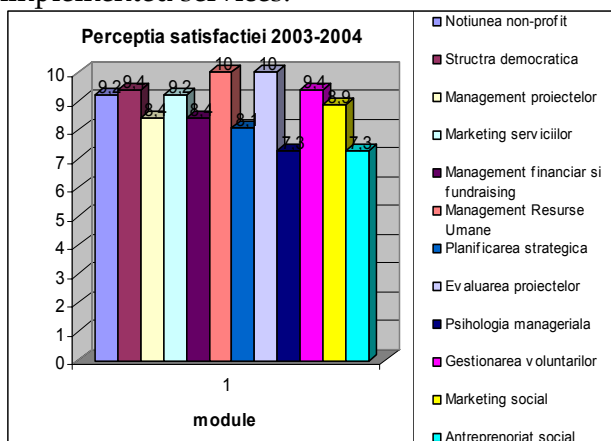


Table 4.7

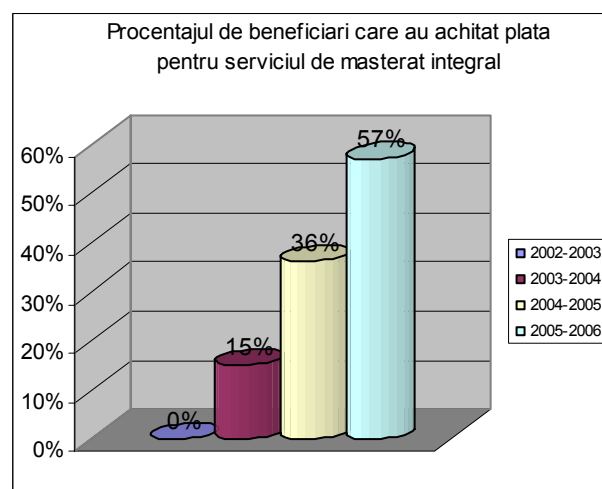
Analyzing the data according to the assessment levels of less than good (0-3), good (4-6), very good (7-10), we notice that in 2004 the beneficiaries were highly satisfied with the quality of educational modules. The most demanded modules were as follows: "Human Resources Management", "Project development and management", "Strategic Planning and management", "NGO Democratic Structure, Board of Directors", "Service and Social Marketing", "Management of Volunteers". The least demanded were "Managerial Psychology" and "Social Entrepreneurship".

In future there will be a higher demand for the modules that meet the best the beneficiaries' needs, as mentioned above, and namely for the modules that registered an increase by about 20% in comparison with 2003, and namely: "Service Marketing", "Fundraising and Financial Management", "Project Assessment". This increase also means an enhancement of the quality of these modules, preserving a high quality level for the other modules as well.

Financing

The 2004-2005 is the fourth year of Masters service. This academic year the program has attained the appropriate maturity for self-financing that is the studies will be offered against a fee.

Table 4.8

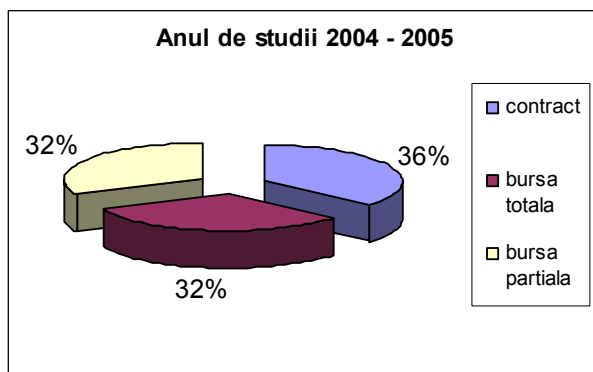


If we compare the number of beneficiaries that paid the total fee for the Masters courses, we see a significant increase this year. If during the 2002-2003 academic year the service was totally free of charge, then during 2003-2004 15% of beneficiaries covered the total fee, during 2004-2005 the number of beneficiaries who paid the total fee increased by 21%, that is, 36% of participants in the Masters courses covered the total fee.

The table below presents the correlation between the participants that covered the total fee, the ones that covered only a part of it and the ones who obtained a CReDO scholarship during 2004-2005.

The table reveals that 36% paid the total fee, 32% paid a part of the fee 32% and benefited from CReDO scholarship. CReDO granted a scholarship to 5 people from distant regions and disabled people.

Table 4.9



Per total, 7 participants pay the total fee, 6 people cover only a part of it and 6 people benefit of CReDO scholarship.

4.3 Organizational Assistance

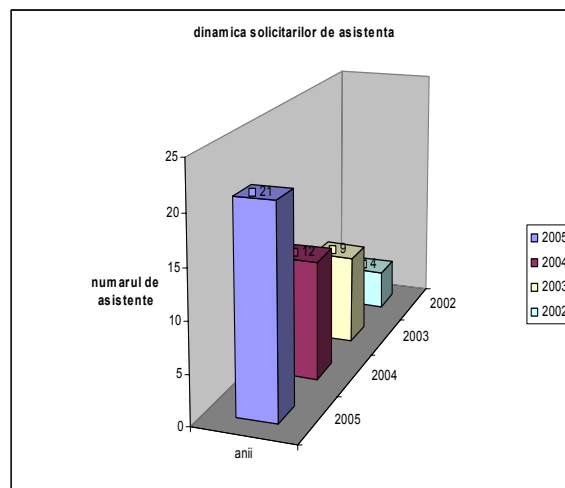
<http://www.credo.md/pagini/consultanta.php?limba=eng&id=4>

This is the third program service, introduced in 2002. During 2004 this service was demanded by a number of organizations. This service is based on the individual needs and is centered on the specific development needs of the organization. We identify the organization's needs, agree on the

plan and implement the individual organizational development plan.

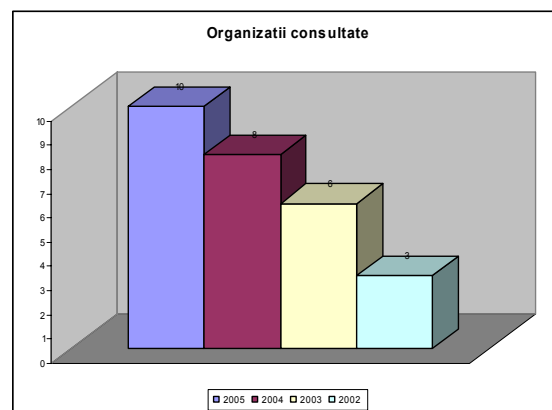
The experience gained over the past 3 years reveals the distinct and unique competence of CReDO in the following fields: "strategic planning", "LFA project development", "democratic structure", some aspects of human resources.

Table 4.10



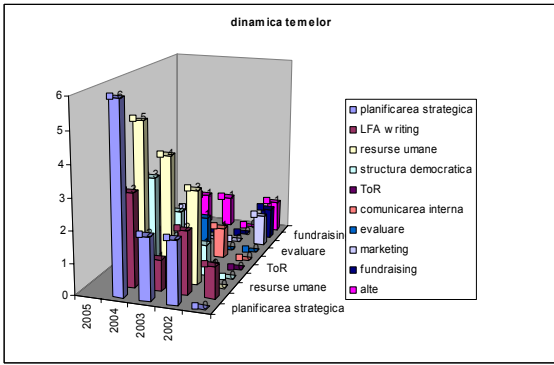
During 2004 we provided 12 consultancies / topics for 8 different organizations. This is a slight increase in comparison with 2003.

Table 4.11



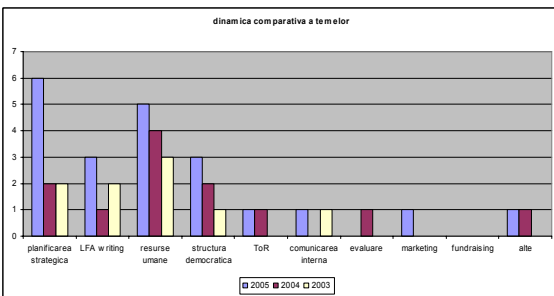
The dynamics of topics demanded for assistance reveal that "Strategic Planning", "human resources", "LFA project development" and "democratic structure" are the most demanded topics.

Table 4.12



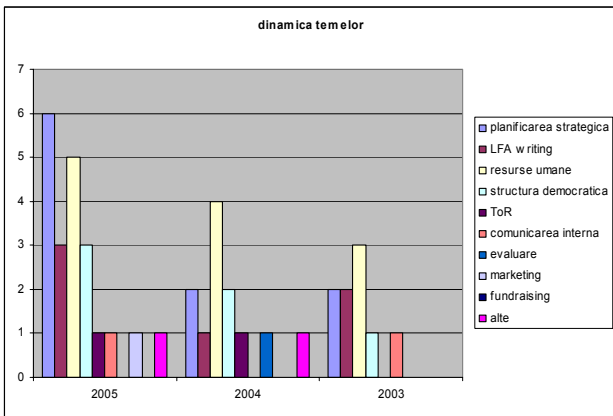
For 2005 we estimate a continuous increase in the demand for individual assistance, maintaining the aforementioned topics.

Table 4.13



In 2005 we expect a slight increase in the number of consultancies, up to 20 consultancies.

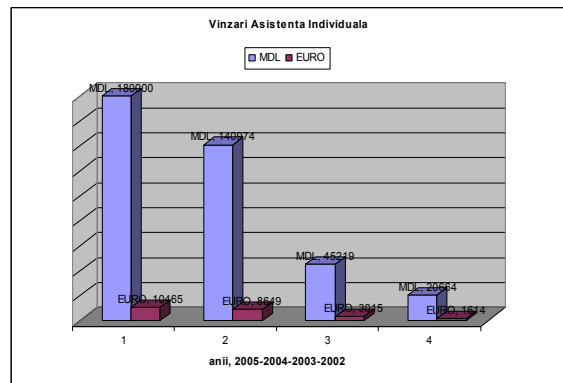
Table 4.14



The accumulation and maintenance of competition and quality instruments and technologies, applicable for "human resources" and "team creation and development" represent the main challenges for CREDO. At the same time, it is necessary to identify a consultant specialized in LFA method of project drafting and additional professional skills development in "democratic structure". We still have to identify a consultant for "marketing" and "social marketing".

The revenue earned from consultancies has the following breakdown:

Table 4.14



The average daily cost ranges between 70 and 95 USD, depending on the topic complexity, one consultancy lasting 10-14 days on the average. CREDO works on the development of internal assessment of consultancy quality, and this process will be finalized in 2005.

- HomeCare (Caritas-Moldova)

In 2004 we maintained and developed the collaboration with HomeCare, established earlier and legalized in April 2003, when the agreement of collaboration was signed. The evaluation of HomeCare needs revealed 4 fields that needed assistance: Human Resources Management, service marketing, service modernization and improvement, strategic planning.

In 2003 we worked intensively on Human resources, we developed the Staff Manual, 2 people from HomeCare participated in the Masters programs: Project Management, Financial Management, Management of Volunteers, Service Marketing.

Since July 2004 we have been providing individual assistance in "Strategic Planning" and Development of the 2005-2007 Draft Project. This process combines participative training with the development of 2005-2007 HomeCare Strategic Plan. So far we have completed: the assessment of the organization's internal resources, assessment of the organization's strategic environments, identification of HomeCare priorities and organization's SWOT analysis.

The Caritas Board will discuss the Final Plan in January 2005. In January 2005 we will also work on the Draft Project.

- *Caritas-Moldova*

In 2003 CReDO and Caritas-Moldova agreed on a long-term agreement of collaboration aimed at assuring the organizational development of Caritas-Moldova. The agreement of collaboration was signed January 2004 and we started the works under the first module "Human Resources". This module was carried out during the period between January and May 2004 and included field fact-finding visits at Caritas branches, consultations with the beneficiaries, Board members and other stakeholders, evaluation of needs, trainings, individual consultancies and guidelines on the development of human resources management systems. The works' description, conclusions and recommendations were summarized in the final report on this module that was subsequently submitted to the beneficiary. The cooperation in the other fields will depend of the decision of Caritas-Moldova.

- *World Council of Churches*

On 21-23 April 2004, at the request of the Moldovan Metropolitan Church, CReDO organized a seminar-training on "Project Cycle Management" for 18 representatives of various NCOs related to the Moldovan churches, with financial support from the World Council of Churches. At the seminar we discussed the Logical Framework Method used for project development and management. As a result, 24 social projects were developed. The participants in the workshop benefited from the 30-page Guidelines on Logical Framework Method Implementation in Romanian and Russian, published in 32 issues.

On 26-27 April 2004 CReDO participated in the second meeting, organized under "Moldovan Partnership Program" by the World Council of Churches in Chisinau. This meeting was attended by representatives of Moldovan churches as well as foreign donors. After this meeting, WCC suggested that CReDO organizes a workshop on the development of the Organizational Structure for the Moldovan Partnership Program. This

workshop was held on 21-24 June 2004 at CReDO office. As a result, the Council of Moldovan Churches was created, that will coordinate all the activities carried out in the existing churches.

- *ACASA (Association for Charity and Assistance)*

The contract was signed in April 2004. It stipulates the following intervention fields: "Democratic Structure of Non-Profit Organization", "Human Resources Management", "Development of an Efficient Communication", "Project Management", "Strategic Planning", "Financial Management", "Executive Reporting".

During June-August 2004 the CReDO consultant worked in the following directions: "Human Resources Management", and "Democratic Structure, the Board". The activities included: needs estimation, individual development trainings, individual consultancy for ACASA manager, and development of the activity report. In 2005 we will mainly stress on strategic planning and other activities.

- *Recuperare/Recovery (Telenesti)*

To initiate and facilitate the assessment of the organization, Recuperare sought CReDO assistance in ToR development. The works started when the contract of collaboration was signed on 6 May 2004 and included a number of individual consultations and guidelines on the practical development of ToR elements.

- *BIOS*

BIOS solicited assistance in human resources management. Hence, we organized a training course on 14-15 May 2004 at CReDO office. The training was attended by the key personnel of BIOS. Each participant received a set of support materials, and the entire group also received the CReDO Staff Manual.

The seminar combined group activities and trainer's presentations. We developed the Job Descriptions for all key executive of BIOS (Executive Director, Program Coordinator and Accountant) and introduced them in the

computer, so that they had the final variant by the end of the course. We also presented the reports necessary for the human resources management in NGOs, communication patterns, aspects related to the organizational culture and various procedures on holding meetings and strengthening the human resources. The post-training guiding process was centered on the defining the content of the BIOS Staff Manual with the appropriate components and its practical implementation.

- *Retea Social/ Social Network (The Network of NGOs active in the social field)*

To strengthen the efforts of NGOs active in the social field and improve the provided services, Retea Social asked CReDO to organize and monitor the Network planning process, and also train them in planning. The training for the Social Network was held in June and was attended by 30 organizations. At the same time, the main elements of Strategic Planning (assessment of all external strategic environments, assessment of the organization's resources) were developed. The workshop held in August was centered on the SWOT analysis for the Social Network. As a result, the Strategic Plan was developed.

According to the estimations, this effort will end in January 2005.

- *Joint (Jewish Distribution Committee)*

In August 2004 Joint solicited CReDO assistance in the assessment of the needs of Jewish organizations of Chisinau in order to set up a Jewish House in Chisinau. CReDO evaluated the situation of 12 organizations, talked with their representatives and drafted an Evaluation Reports and developed a Formation and Training Program for these organizations.

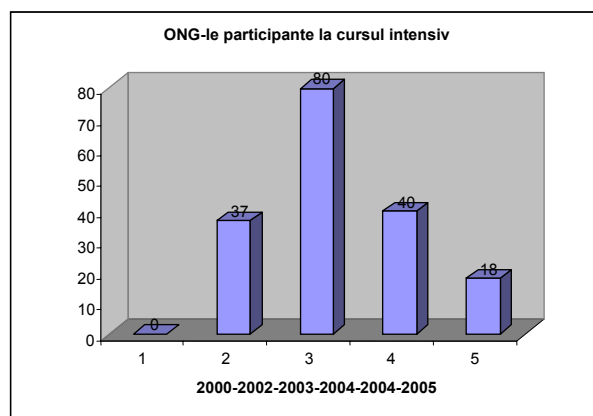
The Evaluation Report was positively appreciated by the JOINT office in Jerusalem, and the training plan was accepted for discussion and negotiation. The program activities are planned for 2005.

4.4. Basic Course

(<http://www.credo.md/pagini/asistenta.php?limba=eng&id=7>)

In 2004 the main course was held twice. The main course was held in Briceni, Northern Moldova and was attended by 20 NGOs of that region. The last main course was organized in North-Eastern Moldova, Donduseni, Sudarca and was attended by 20 representatives of the local organizations.

Table 4.15



CReDO decided to cancel the main courses on the following 2 grounds: the existence of 2 similar programs offered by Contact Center, financed by the Swedish International Development Agency and Peace Building Framework (DFID) and the existence of numerous sector organizations that provide similar services for start-ups. At the same time, there is an increase in the number of organizations that need basic knowledge in project and NGO management.

Objective: Strengthen the responsibility and civic attitude among social leaders

4.5. Civic Leadership

(<http://www.credo.md/pagini/masterat.php?limba=eng&id=21>)

In 2004 CReDO developed the vision for a new product in Moldova – “Civic Leadership”.

This product is being implemented in cooperation with 2 organizations and individual experts both from this country and abroad. It differs from other leadership programs through

its unique study methodology, the new concept and beneficiaries among NGOs.

During 2004 we studied a number of international leadership programs offered by universities and consultancy and non-profit organizations of Europe, USA, and Latin America. As a result, we developed the product concept and strategy, consisting of 6 educational modules adjusted to the needs of and current situation in Moldova.

In December we tested several trainings on "Development of Critical Thinking Skills", "Development of Active Listening Skills", "Development of Organizational and Managerial Skills". These training were held by experienced Moldovan trainers and will be adjusted to the product peculiarities.

We identified the need for 5 optional practical sessions that would contribute directly to the development of professional skills and leadership. In 2004 we developed the first 3 modules, that will be completed by late 2005.

For 2004-2005 we selected a special peer-coaching method that allows testing the product and contributes to the consolidation of an educational program in Social Leadership for the following years. CReDO also developed a pattern of informational materials in Romanian and English for the study methodology: a collection of the most recent informational sources, consisting of 115 books and 28 video materials that significantly enhance the educational material. The program was attended by 15 organizations that are most actively involved in the settlement of country's social problems and proved unique experience and achievements in the social field. 65% of the participant organizations have graduated from and are beneficiaries of other CReDO programs, and 35% are new organizations, that could benefit of other CReDO programs in the future. In the future we plan to select annual 16-20 beneficiaries among rural and urban organizations.

To meet this goal in 2004 we spent 75% of the direct product costs. CReDO invested about 3.200 USD for the development of didactic materials and procurement of video materials. Thus, the

cost per beneficiary of Leadership product is estimated at 300 USD.

Objective: Promote efficient educational methods

As for the educational services, CReDO uses innovative methods and practices, and efficient know-how that assure quality services up to the international educational standards.

The format of Masters studies is adjusted to the needs and schedule of the key people from NGOs.

Under the Masters service, the training is provided through educational modules. The modules are carried out by the most experienced experts, both from Moldova and abroad.

Under this service the training is centered on the practical skills of the participants. Under each module the participants are provided: theoretic support materials, guidelines on implementation, video materials, access to relevant informational sources from CReDO library. During the program the participants benefit from individual assistance.

In 2004 we defined the format of distance learning, thus the education will be more accessible for people from remote regions.

During September - December 2004 we analyzed the most efficient products and instruments of Human Resources Management. It was decided to buy CO-OPERATE, produced by Belbin British company. This product is used for *Team Establishment*.

It was decided to obtain the license for Thomas System, produced by SLG RoPlus Romanian Company (the branch of Thomas International, Great Britain). This system is used for the *Recruitment, Selection, Training, Development, Counseling, Career Planning, Team Establishment and Management*.

The procurement of these products will enhance the quality and complete the services provided under the Nonprofit Management and Individual Assistance CReDO products.

4.6. Professional Development

During 2004 the program staff benefited from plenty of courses of advanced training that will enhance the quality of products and services provided under this program. Tatiana Tarelunga participated in several distance learning trainings and improved her skills in operational management, financial management, democratic structure and Non-profit Board. She also gained knowledge in project assessment and organizational efficiency participating in a seminar in Kiev. Elena Levinta participated in a seminar in Avanos, Turkey, where she acquired strong knowledge on "evaluation". In November the entire team of Organizational Development Program participated in a "Training of Trainees" program, held in Ia Iasi, Romania, where they learned how to run trainings in amore efficient way.

4.6. Perspective

During 2005 - 2006, we plan to:

- Improve the modules content of under the Masters in Non-Profit Management Service and include innovative elements;
- Improve the format of distance learning and implement it in order to provide people from remote regions with access to education;
- Institutionalize the Social Leadership product at the national or international level, attract people with a wide professional experience;
- Continue the development of modules in English under the Civic Leadership product and make them available in Romanian;
- Provide an integer educational product - Civic Leadership for the Moldovan NGO active in social field.

5. ADVOCACY AND SOCIAL CHANGE PROGRAM

Team: Maria Badan (coordinator, masters), Olga Dolghi (public policies), Florin Gisca (coordinator advocacy/mobilization), Ecaterina Cretu (advocacy/mobilization), Alexandru Grecu (advocacy/mobilization).

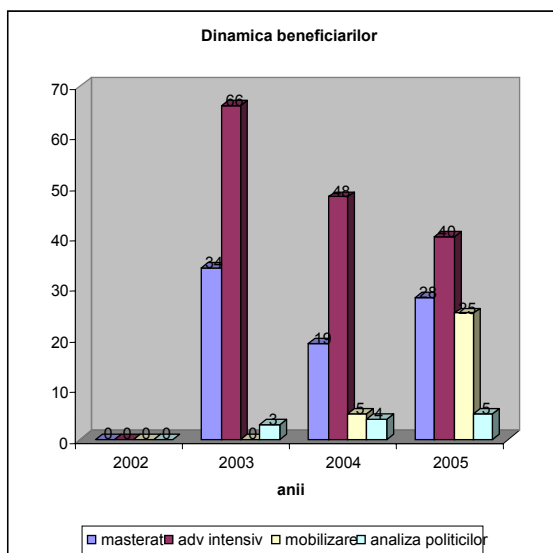
Mission

Develop capacity of civil society actors to undertake and promote democratic social changes

Program Objectives:

1. Strengthen the NGO capacities to influence the decision making processes.
2. Develop modern training programs in advocacy and policy analysis.

Table 5.1



Service Portfolio:

- **Masters in Advocacy and Social Changes** - program promoted through 8 modules that train NGOs to promote social changes.
- **Intensive Course in Advocacy** - meets the needs of rural NGOs and is adjusted to the environmental peculiarities, promotes decision influencing at the local level.
- **Civic Mobilization** is a new product that meets the community needs to work and influence the process that occur at the

community level and can be carried out with their own efforts.

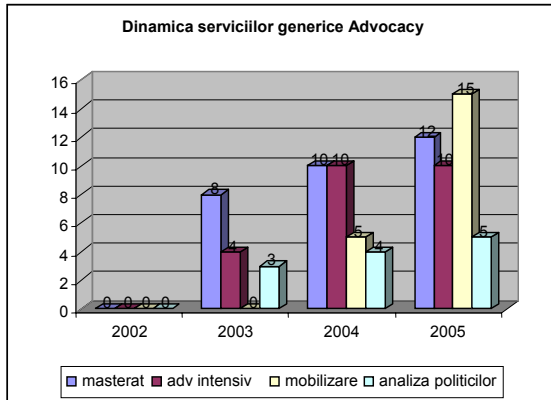
- **Public Policy Analysis** - completes the Masters Program and identifies methods of public policy analysis and influencing.

Program Results:

- 8 sets of materials developed and distributed among program participants. Each module contains 60-70 pages on the average.
- Methodologies developed for masters Program, Intensive Course in Advocacy and Social Mobilization.
- Trained 34 people from 24 NGOs. All participants were assigned a topic from each module, that they have to prepare at home to put into practice the gained knowledge and abilities.
- Provided 54 individual consultancies that complied with the individual needs of the organizations.
- 4 intensive courses held in 4 different regions of Moldova
- 65* representative of 53* NGOs active in regions participated in this course;
- The participants in the educational programs held under this program gained the necessary knowledge, skills and attitudes for the settlement of their critical problems and attainment of sustainable changes;
- During the development process the framework of the social mobilization was formed;
- Tested methods of data collection about the rural young people;
- Tested the method of group discussions, individual discussions, questionnaire.

5.1 Performances

Table 5.2



5.2 Masters in Advocacy and Social Change

The Masters in Advocacy and Social Changes Program <http://www.credo.md/pagini/masterat.php?limba=eng&id=22> targets at people and representatives of non-government organizations that promote social changes. This program is centered on practical results and provides information with a pragmatic perspective. The participants have the possibility to learn the strategies that contribute to the change in social relationships for the interest of the specific group of beneficiaries. The studying format is adjusted to the needs and schedule of the people that hold key positions in non-government organizations or in the organizations that actively collaborate with NGOs.

The first academic year of 2003-2004 was a pilot program. There were developed 8 modules that aim at enhancing the knowledge and skills at the organization's level, the organization being represented by one or two key executives. This program has an important peculiarity, that is, the participating organizations have passed a number of program stages that have certain work strategies. The first part of the program consists of compartments that facilitate the understanding of

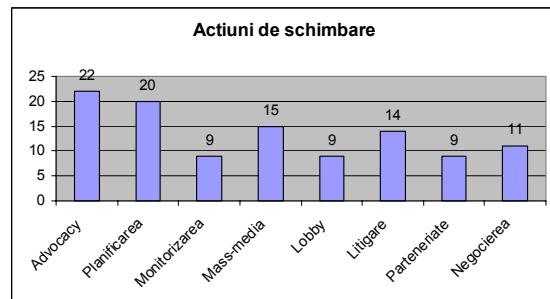
Advocacy and Planning the Advocacy, that is, actually the introductory part of the program. It is followed by the advocacy-related Activity and namely, separate strategies, identification of the relevance of certain strategies for the organization. The Masters program has the following modules:

- Module 1. What is Advocacy?
- Module 2: Advocacy Planning
- Module 3: Monitoring and Reporting
- Module 4: Mass-Media Awareness
- Module 5: Lobby
- Module 6: Litigation Initiatives
- Module 7: Coalitions, Partnerships, Alliances, Networks
- Module 8: Negotiations
- Module 9. Public Policy Analysis

For each module we developed support materials for the educational trainings, consisting of about 80 pages. Special teaching methodologies and case studies were developed for each module. These materials represent the organization's informational support that will be used for the further program implementation. The development of educational materials, consisting of the support material and methodological description of each module was successful.

As mentioned above, the participants in the Masters program are representative of organizations that promote social changes (see the detailed Annex)

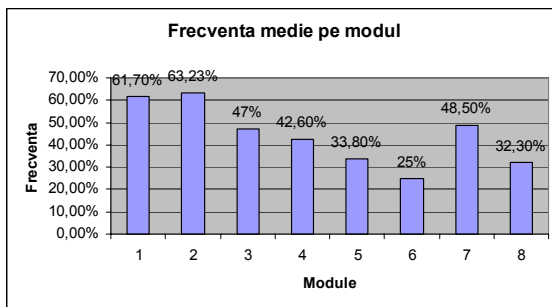
Table 5.3



Per total 109 actions of change were built. An average of 14 systems were built for each module. The above diagram reveals the dynamics of action system construction by modules.

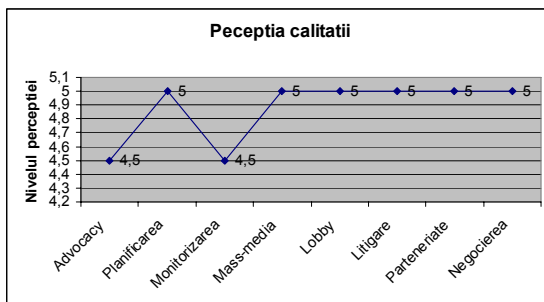
The number of participants in Masters Program decreased as many organizations are not interested in social changes promotion or are not ready yet to promote any social changes. Thus, out of the 34 participants only 27 graduated the course and received Certificates.

Table 5.4



The beneficiaries regard this program as quality, innovational and useful. They had the opportunity to put into practice the gained knowledge. The teaching format was accessible

Table 5.5



In spite of the aforementioned, the program was very popular among the organizations that have realized the importance of social changes in Moldova.

Masters in Advocacy and Social Changes program aims at improving and developing the capacities of the organizations active in the social field. The Masters Program is a complementary program to the intensive course in Advocacy, that helps people make an opinion and develops their skills and aptitudes of social changes promotion, which is very general as a matter of fact, and doesn't provide any serious training for the participants.

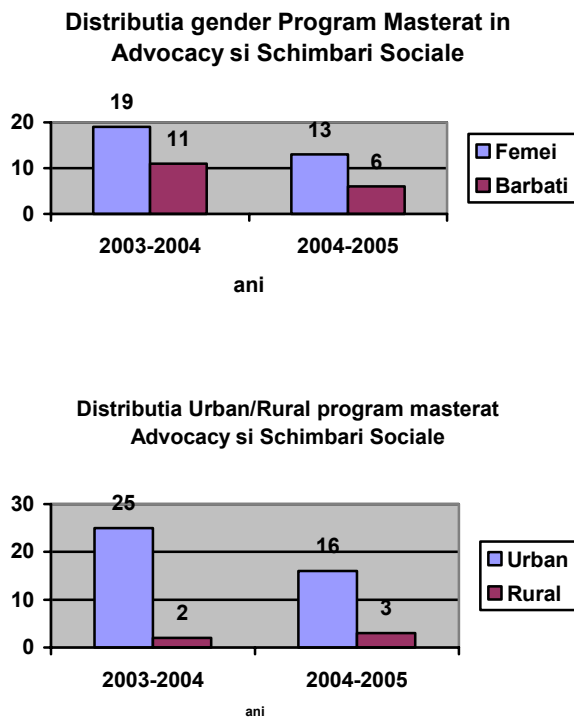
The results attained at the end of the first academic year:

- 8 sets of materials developed and distributed among participants in the program. Each module consists of about 60-70 pages. The modules contain information oriented towards the beneficiaries needs, being a support for the theoretic and practical sessions, as well as additional information.
- 8 trainings in advocacy. Per total 16 sessions run according to the prepared modules, divided in theoretic and practical sessions. Other 2 trainings, consisting of the orienting session and the final evaluation.
- Trained 34 people from 24 NGOs. All participants were assigned a topic from each module, that they have to prepare at home to put into practice the gained knowledge and abilities.
- Provided 54 individual consultancies. The consultancies met the individual needs of the participating organizations. The consultancies were provided during the trainings, as well as after the theoretic sessions, when the beneficiaries had to do their home work.

The second year of Masters in Advocacy and Social Changes started in November 2004. 19 applications were accepted out of the total 25 submitted. If in 2003-2004 all participants were granted scholarships, in 2004-2005 the number of scholarships diminished. Thus, 4 participants paid the fee of 2500 MDL, 7 participants paid the partial fee of 100 MDL plus 5 days of volunteer work for CReDO, and 8 people benefited from total scholarship, they covered only the travel expenditures. The fee was applied according to this pattern after a survey conducted among gradutors.

At the end of each theoretic and practical session the participants fill out Evaluation Questionnaires. At the end they evaluate the entire program. This instrument helps us identify the drawbacks and approach the delivered information from the beneficiaries' viewpoint.

Table 5.6



At the end of the first year of Masters in Advocacy and Social Changes pilot program we realized the need to change some modules and introduce two new modules: Public Policies Process and Public Policies Analysis.

Thus, during the first semester we changed the content of module no. 2 "Advocacy Planning", also edited the first two modules.

At present we are working on module no. 3 "Public Policies Process" and module no. 10 "Public Policies Analysis".

5.3 Intensive Courses in Advocacy

The intensive course in Advocacy <http://www.credo.md/pagini/asistenta.php?limba=eng&id=6> is offered on a periodic basis to the members of rural non-government organizations of Moldova.

This course lasts 3 days and is usually attended by 14-18 people from at least 12

local NGOs. The course consists of interactive activities guided by trainers to keep to the advocacy direction. The trainers provide enough theoretic information in advocacy to empower the organizations deal with their problems. The participants are provided with the necessary material and support.

There were held 4 intensive courses in different regions of the Republic of Moldova. The regions were selected in such a way to assure a wider geographic coverage. The courses were held in the following localities in chronologic order: Bălți (14-16 March 2004), Cahul (14-16 May 2004), Vadul - lui - Vodă (20-23 May 2004), Orhei (24-26 June 2004).

The theoretic material was processed and presented in turns to participants with different backgrounds. When the courses where completed and the methodology was tested, we adjusted the information for the middle level of education in advocacy.

This course was attended by 65 people from 53 NGOs active in the social field. The ratio of women to men was 36 to 29.

Table 5.7

Reprezentativitatea gender

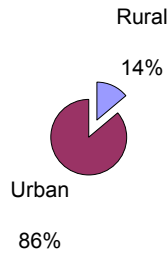


The gender prevalence diagram reveals compliance with the gender balance, with a slight prevalence of women.

The ratio of urban to rural organizations was 56 to 9. The group of beneficiaries also includes representatives of local NGOs, active beyond Chişinău.

Table 5.8

Proporția de proveniență a ONG-urilor participante la Cursurile Intensive 2004



There are fewer rural active NGOs, hence there are fewer rural participants in the Intensive Courses. The ratio is obviously in favor of the urban organizations.

The intensive course is mainly targeted at the young people with a higher learning potential.

The course beneficiaries provided a positive feedback, requesting a continuation of the course.

At the 4 courses, held during the first half of 2004 we improved the course methodology and information, developed by the specialized experts both from Moldova and the region. As a result, we developed the Manual of Advocacy and Social Changes, which is actually a practical guideline for the Intensive Course.

The course approaches the following subjects and creates useful skills:

Topic 1. What is Advocacy?

Understanding of advocacy oriented towards people's needs.

Identification of the group of beneficiaries.

Topic 2. Understanding the Problem

Correct identification of a problem.

Problems proposed by the participants

Approaching the problems (Identification of problems, effects and causes)

Approaching the problems.

Topic 3. How to Determine Solutions and Strategies

Topic 4 Assessment of the organization's advocacy capacities

SWOT analysis

Topic 5 Advocacy in Mass-Media

Strategies of raising the awareness via mass-media.

Exercise: skills, development and grounding
Develop abilities of working with mass-media

Topic 6 Lobby Strategy

Decision-making process (interactive discussion, associative examples)

Role game – Skills of lobby and negotiations

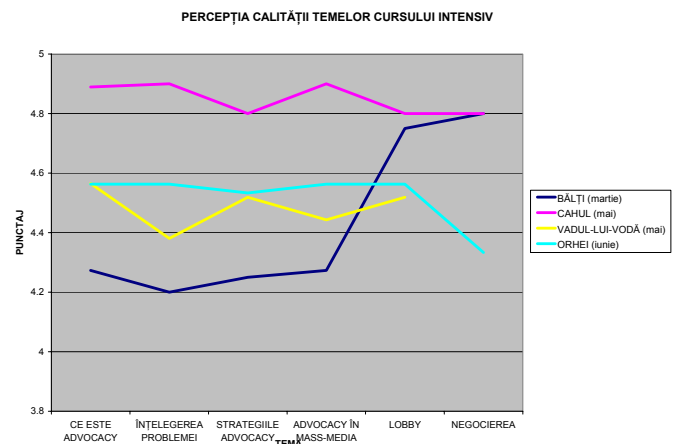
This course is an alternative combination of theoretic information completed with activities of practical skills development. This Manual will facilitate the trainers' work and will allow to contract more trainers and, indirectly, convey the knowledge in advocacy to more people.

This course is necessary as it provides quality information and skills for the settlement of certain problems faced by the group of beneficiaries.

During the intensive courses the participants:

- identified 40 problems specific for the participating organizations;
- selected and analyzed 15 problems in terms of effects and causes, according to the participants' needs;
- studied 8 problems in terms of effects, causes, solutions and strategies;
- on the last day played a role game on 4 problems.

Table 5.9



• REZULTS

- 4 intensive courses held 4 different regions of the Republic of Moldova.

- 65* representatives of 53* NGOs active in the social field from regions participated in the course, acquired the necessary knowledge and skills for critical analysis of their problems and implementation of sustainable changes;
- determined the group of beneficiaries for the Intensive Course in Advocacy and Social Changes
- developed the Manual of Advocacy and Social Changes for the Intensive Course, that is offered to all interested parties.

5.4 Civic Mobilization

The community mobilization is a new product that meets the community needs to work and influence process at the community level that can be carried out on their own.

To identify the problems faced by the young people of Crocmaz villages we used the information from the real estate records from the Mayor's Office (number of young people, social statute, family structure, income, etc.). There were identified three interest groups: 23 students, 133 young married people, and 214 young unmarried people. At the next stage we organized individual and group discussions with 35 young people and 175 young people filled out a questionnaire.

Results:

- developed the social map of young people of Crocmaz village, Ștefan Vodă district;
- identified three interest groups by needs;
- organized individual and group discussions with 35 people;
- developed the questionnaire;
- conducted a social inquiry with 175 respondents.

These activities are planned for January-March 2005.

The social community methodology is developed simultaneously with the implementation of mobilization activities. Thus, we conducted four field visits in Crocmaz and accumulated and processed data on all activities carried out at an earlier stage and developed the methodology for the performed works.

Attained Results:

- Developed the methodology for the social map;
- Tested the methods of collecting information about the village young people;
- Tested the methods of individual and group discussions, questionnaire.

Expected Product Results:

- increased involvement of young people in the decision-making process;
- identify the problems of young people;
- train young people how to identify their problems and their solutions;
- identify community social leaders.

5.5 Analysis of Public Policies

http://www.credo.md/pagini/consultanta_37.php?limba=eng

In 2004 this service was promoted in the CReDO portfolio to complete the masters in advocacy and social changes program. The synergy of these services will assure a higher impact and professionalism of CreDO activity, will provide high quality based on concrete practice both on the local and international arena.

In 2004 CReDO analyzed 4 public policies in different fields of human rights. The studies are developed at the request of various government and international institutions. The analysis experience laid the basis for the development of studies on public policies by CreDO.

- Feasibility study on the opportunity to ratify the Additional Protocol of the Pact on Civil and Political Rights;

This study was requested by the Moldovan Government and UNDP. It was discussed with various stakeholders, including representatives

of the public authorities, and will be the basis of the discussions on treaty ratification. This study is the first experience of this type in Moldova.

- Feasibility study on the capacity of public authorities to implement policies on human rights;

This study was requested by the Moldovan Government and UNDP. It was discussed with the Consultative Committee for Human Rights in Moldova. It will help identify the existing needs and drawbacks of public authorities to assure an efficient management of the public policies on human rights.

- Alternative report on the implementation of the Frame Convention on National Minorities Protection;

The Frame Convention National Minorities Protection is the main instrument used by the Council of Europe to monitor the practical implementation of government duties. [The Moldovan Government](#) on the fulfillment of the obligations resulted from the observations of the [Consultative Council of the Convention](#). The report covers the period between 2000 and 2004. The Consultative Committee invited the specialized organizations to submit alternative reports to help them understand correctly the situation in Moldova. [CReDO Report was the single source providing an alternative comprehensive insight](#).

- Estimation of the factors that foster the emigration from Moldova

This study was requested by the UNHCR Office in Chisinau. It outlines the main negative factors qualified by the Convention for Refugees as generators of Moldovan people outflow. This study is used by the UE Bureaus and Services for Emigrants.

- Develop the analysis capacities for health policies targeted at the LGTB community;

Under this service CReDO accepted the proposal of Gender-Doc to provide assistance in the development of mental health of the LGBT group.

5.6 Professional Development

The Program of Advocacy and Social Changes has registered a new evolution related to staff employment. On January 2004 Florin Gîscă was employed, together with the program coordinator Maria Badan by a Training for Trainer for NGOs active in human rights protection (ToT). This training was held in a number of stages that trained the participants, followed by a number of practical activities. The trainers were experiences experts from Moldova, Russia and the Great Britain.

The program was asserted through new services that posed new challenges on the program, thus there appeared the need for new human potential. To this end, we sought for a new modality of staff recruitment. This was carried out through the internship program. Via the internship CReDO employed other 3 people: Ecaterina Crețu, Olga Dolghi and Alexandru Grecu.

The increase in the number of program staff helped involve people with various academic backgrounds.

Maria Badan participated in the International Conference "Education in Human Rights in the Schools and Universities of South-Eastern Europe". Olga Dolghi participated in the graduate course "Advanced Statistical Methods in Social Sciences", "Public Policy Design, Implementation and Evaluation" on-line course, Serghei Ostaf studies on line public policies at the York University (UK). Alexandru Grecu participated in the Summer School "Conscious Participation of Young People in Elections", NYCM, International Conference "Mobilization Methods for the Participation of Young People in Elections", CNTM, ToT, Iasi. Ecaterina Crețu participated in ToT, Iasi. Florin Gisca participated in Human Dimension Implementation Meeting, OSCE, 2004, Warsaw.

The professional qualification of the program staff determines the quality of provided services.

5.7 Perspectives

- In 2005 we will test the on-line Masters program and will promote it beyond Chisinau;
- The Masters program will be completed with modules related to public policies, and namely to the public policy process and public policy analysis to assure the interdependence of Program services;
- Intensive courses for NGOs of the social network and a ToT for the participants selected for intensive courses to assure the continuity of program promotion and use the resources at the national level to improve the action capacities;
- Complete the development of the methodology for social mobilization to know exactly the modality of community work;
- Gain knowledge on public policies to analyze the influence the existing public policies.

6. PARTNERSHIPS PROGRAM

Team: Serghei Ostaf (coordinator), Vlad Panico (assistant), <http://www.credo.md/pagini/actiuni.php?limba=eng>

Mission

Take collaborative and common actions to challenge major human rights concerns aiming and consolidating civil society of Moldova.

Fields of Activity:

- Cooperation and strengthening of the civic sector;
- Promote common initiatives on human rights protection

Critical Objectives:

- Form the methodology, systemize the experience, develop educational materials;
- Promote and strengthen common actions in the promotion of transparent and responsible activity standards for actors of the civil society;
- Promote and strengthen common actions on the main concerns of human rights, especially: discrimination, prevention of torture, protection of national minorities rights, etc.

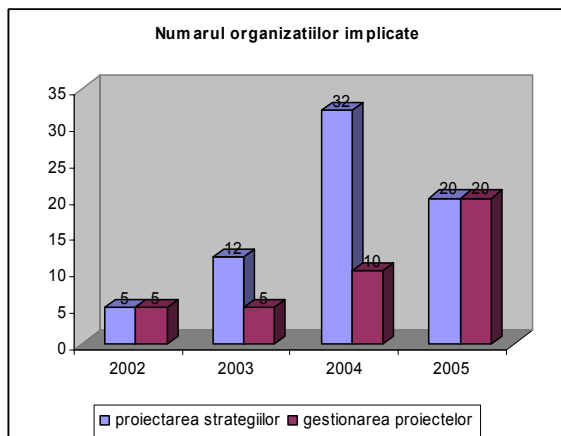
Service Portfolio:

- ✓ **Design Common Policies and Strategies.** Analysis of problems and determinant causes, participative development of interventions strategies and policies for problem settlement, development of a draft project according to the necessary standards.
- ✓ **Facilitate and Manage Joint Actions.** Assure managerial assistance and consultancy over the entire initiative period.

Main Results:

- Managed the Consortium for Torture Prevention I (5 organizations);
- Facilitated the establishment and development of the strategy, project of Consortium II for Torture Prevention;
- Facilitated the establishment of Consortium for Roma Rights Promotion in rural localities, consisting of 4 NGOs, developed the strategy, developed the project according to the UE standards;
- Facilitated the establishment of Consortium for Multi-Language Education Promotion (4 NGOs), developed the strategy, negotiated the roles, developed the project according to the UE standards;
- Contributed to the establishment of the Coalition for Free and Correct Elections, especially drafted the Coalition Strategy, identified the problems, developed the founding documents, developed the alternative strategy.
- Substantially contributed and coordinated the efforts of 6 NGOs to develop the Plan of Actions aimed at raising the awareness of the violation of the right to education in the native language in Transnistria;

Table 6.1



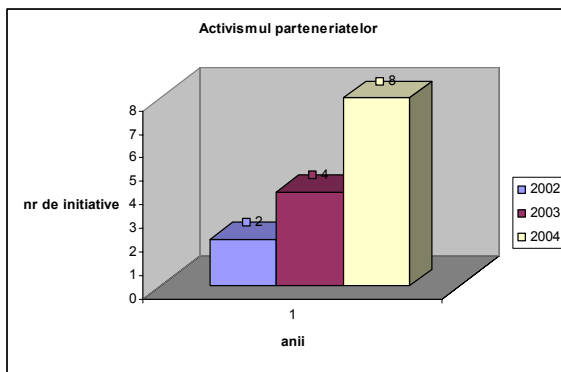
- Developed the methodology of joint actions, educational material.

6.1 Performance

Objective: Promote and strengthen common actions on the main concerns of human rights, especially: discrimination, prevention of torture, protection of national minorities rights, promotion of transparent and responsible activity standards for the actors of the civil society.

In 2004 CReDO contributed directly to the formation of and facilitated the functioning of 8 joint initiatives of Moldovan NGOs (Indirectly, the contribution was much higher, see additional data to Organizational Development Program). These joint initiatives involved over 40 organizations active in the civic and human rights field.

Table 6.2



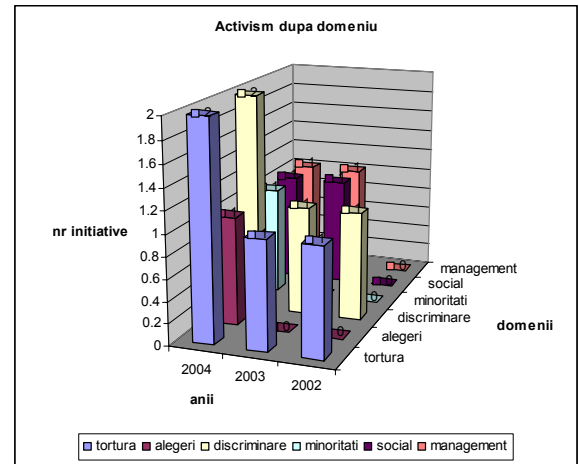
The number of interactions among organizations practically doubled. The organizations got involved in various activities of joint strategies development, to identify and analyze the factors that foster problems in the field of human rights and discrimination. Over the past 3 years of program activity the number of organizations and joint initiatives is constantly increasing.

The low access to financing opportunities limits the real joint actions. Though the number of interactions and collaborations among different organizations has substantially increased, the implementation

of joint initiatives didn't increase to the same extent. This is caused by the shortage of financing opportunities, the European Commission and SIDA being the main sources.

The encouragement of joint actions has increased both in numeric and quality terms. Over the past 3 years the area/fields of cooperation of CReDO initiatives also increased. The traditional fields: torture prevention, non-discrimination, were completed with new ones: national minorities, elections, favorable non-profit fiscal code.

Table 6.3



The number of organizations participating in joint actions also increased. At present there are 25 such organizations, if compared to only 5 in 2001.

More details and information is provided in the following sections.

Objective: Form the methodology, systemize the experience, and develop educational materials.

In 2004 we tested the module "Establishment of Partnerships and Coalitions". The previous experience in establishing partnerships and joint initiatives, the experience of other states permitted to develop in 2004 educational material on the establishment of Partnerships and Coalitions. On the basis of the educational material we developed the module with the same name, provided

under the Masters in Advocacy and Actions program. The module is very popular and highly demanded by various organizations and coalitions.

This module is the first educational material in regions. The educational material and module offers comprehensive information on the initiation, establishment and conduct of joint actions, construction of the appropriate methods of collaborations in compliance with the set goals.

6.2 Development of Joint Policies and Strategies

In 2004, CReDO contributed to and participated actively in the establishment of 6 joint initiatives of Moldovan NGOs. 5 out of these 6 initiatives were launched directly by CReDO.

- Coalition for Free and Correct Elections

This coalition was founded in the autumn of 2004 through the initiative of 10 Moldovan NGOs, including CReDO. The coalition aims at promoting free and correct elections. CReDO contributed substantially to the development of the Coalition Strategy, especially by lobbying the alternative variant of the strategy, of the Coalition Functioning Regulations, especially through the establishment of a transparent and efficient functional environment. The CReDO position stresses the need for strategic actions that will strengthen the contribution of various inter-government, international and national actors, establishment of concrete goals to measure the outcomes, prioritize the actions by their potential results.

CReDO decided not to sign the Coalition Charter, however declared its loyalty to the Coalition Strategy and principles. The Charter wasn't signed because of the failure of the secretariat to facilitate the contributions and discussions. The CReDO initiative on the development of methodology of social mobilization and

mobilization in rural localities complies with the Coalition Strategy on educating and raising the public awareness of the needs to participate in elections (see Advocacy and Social Changes program). During the entire period of Coalition activity CReDO came up with contributions and suggestions on the activity of the Coalition. The alternative variants of the Strategy and Vision, developed by CReDO are placed on: www.credo.md.

- Consortium for Roma Rural Communities Development

As a results of the Report on the situation of Roma people in rural regions of Moldova, developed by Helsinki Committee and CReDO under the aegis of the Council of Europe and the Report of the Constultative Committee of the Frame Convention of the Council of Europe, CReDO initiated the establishment of a new partnership consisting of several organizations that address the problems of Roma rural communities.

The initiative, consisting of 4 NGOs: CReDO, The Negotiation Group of Roma People, Association of Young Roma People, Center of Strategic Territory Development, developed a joint strategy and later the draft project according to the UE standards. The project was submitted for financing to Cordaid and SIDA (Sweden). The project was submitted in late 2004.

- Consortium for Multi-Language Education Promotion

As a result of the Report on the situation of Ukrainian and Bulgarian minorities, that live compactly, developed by the Center for Minorities' Problems, Helsinki Committee and CReDO under the aegis of the Council of Europe and the Report of the Consultative Committee of the Frame Convention of the Council of Europe, CReDO initiated the establishment of a partnership consisting of organizations that promote the minorities' right to education

multi-language educational policies in Moldova.

The initiative, consisting of 4 NGOs: CReDO, Center for Minorities' Problems, Concordia Association, regional authorities of Bulgarian and Ukrainian people, developed a joint strategy and later the draft project according to the UE standards. The project was submitted for financing to Cordaid and SIDA (Sweden). The project was submitted in late 2004.

- Initiative for raising the awareness of the right to education in the native language in Transnistria

The repressive actions of the self-proclaimed authorities of Transnistria against the Latin-script schools have provoked the dissatisfaction of international bodies and actors of the Moldovan civil society. CReDO facilitated the development of measures aimed at raising the public awareness of this problem via mass-media coverage. This action was carried out in the autumn of 2004.

CReDO facilitated the project development by a group of 5 organizations: Amnesty International, Helsinki Committee in Moldova, CReDO, LADOM, Association of the Parents of Latin-script school students, Association for the promotion of underprivileged groups. The project was submitted to US embassy for financing. The actions will continue in 2005.

- Initiative for the promotion of social services affordable for underprivileged regions of Moldova through sustainable economic development

In early 2004 CReDO supported the establishment of initiative for the promotion of social services affordable for underprivileged rural regions of Moldova. This initiative is justified by the high poverty level in Moldovan rural regions.

This initiative consists of 2 non-government organizations and one government body of Moldova and two organizations of Romania

(a non-government organization and a government agency): CReDO, Center for Strategic Territory Development, Academy of Public Administration, Agency for Regional Development of Timisoara, and Center for Regional Development. The initiative developed a strategy and a draft project, submitted for financing to IBBP (UE) in April 2004. Though the project met the quality requirements, it wasn't selected as it failed to meet the sustainability criterion.

- Initiative for promotion of favorable non-profit fiscal standards

In the spring of 2004, as a result of the Cordaid initiative, CReDO started a consultancy process with several organizations specialized in non-profit accounting standards (Association of Professional Accountants, ACAP) and the partners of Cordaid. On the basis of the consultations CReDO proposed a joint plan of actions and developed a project in this respect. The project was submitted to the aforementioned organizations.

In 2005 CReDO will continue its efforts of encouraging discussions and joint actions to promote favorable non-profit fiscal standards in Moldova.

6.3 Facilitation and Management of Joint Actions

In 2004 CReDO continued facilitating the activity of Consortium for Torture Prevention I, that will end its activity in 2004.

- Partnership I for Torture Prevention

Partnership I for Torture Prevention, consisting of 5 Moldovan NGOs active in the human rights field: CReDO, Helsinki Committee, LADOM, SIEDO and SIDO-SRM, is implementing the three-year project financed by the European Commission. This project has 4 distinct objectives: 1) establish a favorable institutional and legal

framework for torture prevention, 2) raising the awareness and forming the intolerance towards torture, 3) enhance the human conditions in prisons, 4) promote professional knowledge in human rights among the personnel of the penitentiary system.

In general the project was successful: several legal amendments were approved, the Penitentiary Department approved a new training curriculum for the personnel, the society is better aware of the torture phenomenon, a trial project of psychological assistance in prisons is being implemented.

The final report for the three years of activity will be submitted in January 2005.

- *Partnership II for Torture Prevention*

In late 2004 the Partnership I for Torture Prevention developed the continuation of the working strategy. The partnership consisting of 5 organizations active in human rights: CReDO, Helsinki Committee, LADOM, SIEDO and SIDO-SRM, will continue its contribution to the promotion of a favorable framework for torture prevention in places of preventive detention, ratification of the mechanisms of redirecting individual complaints to UNO, facilitation of the necessary institutional changes.

Consortium II, through the participative facilitating effort of CReDO, developed the project strategy and vision, submitted to the European Commission.

The preliminary decision of the European Commission is expected in early 2005.

6.4 Perspectives

In 2005 CReDO will try to synergize the actions carried out under CReDO programs. The partnership topics will be selected in accordance with the priorities of Advocacy and Social Changes program. The joint intervention strategies will be based on the policy study and analysis and vice versa, the studies will be coordinated with the joint actions.

CReDO will focus on the priority fields of the public policies on non-discriminatory access to public services, promotion of the rights of underprivileged people, strengthening of public authorities' capacities to manage public policies.

The priority fields will not change: minorities, non-discrimination, torture prevention, favorable functioning conditions for the non-government sector.

7. FINANCIAL REPORTS

Team: Serghei Ostaf (director executiv), Vlad Panico (manager financiar), Maria Badan (coordonator), Tatiana Tarelunga (coordonator), Aliona Butnaru (coordonator).

In 2004, CREDO has carried out the financial audit with Ernst and Young, the results are available upon the request. This chapter contains the information on the following reports:

1. Report on the Execution of the Annual Budget for 2004;
2. Report on Financial Position;
3. Report of Financial Activities;
4. Report on the circulations of cash;
5. Report on Cordaid project;
6. Explanations and Notes.

7.1 Report on the Execution of the Annual Budget for 2004

A)

CHELTUIELI/Expenditures

I. Clasificarea functionala

| | <u>Cheltueli reale</u> | <u>Buget</u> | <u>Varianta</u> |
|----------------------------------|------------------------|------------------------|------------------------|
| | 1 ian - 31 dec 2004 | 1 ian - 31 dec 2004 | 1 ian - 31 dec 2004 |
| | EUR | EUR | EUR |
| 1. Training/Education activities | 48,055 | | |
| 2. Personnel | 70,774 | | |
| 3. Books | 25,085 | | |
| 4. Business trips | 6,373 | | |
| 6. Communication | 5,596 | | |
| 7. Utilities | 3,591 | | |
| 8. Audit/Consulting | 5,024 | | |
| 9. Depreciation | 15,097 | | |
| Other | 16,931 | | |
| TOTAL | 196,526 | | |

F. Clasificarea pe servicii

| | <u>Cheltueli reale</u> | <u>Buget</u> | <u>Varianta</u> |
|---------------------------------------|------------------------|------------------------|------------------------|
| | 1 ian - 31 dec 2004 | 1 ian - 31 dec 2004 | 1 ian - 31 dec 2004 |
| | EUR | EUR | EUR |
| 1. Dezvoltarea Organizationala | | | |
| <i>Masters in Management, 60</i> | 48,977 | | |
| <i>Civic Leadership, 10</i> | 8,163 | | |
| <i>Consultancy, 30</i> | 24,488 | | |
| Subtotal | 81,628 | | |
| 2. Advocacy si Politici | | | |
| <i>Masters in Advocacy, 50</i> | 25,561 | | |
| <i>Intensive Advocacy, 30</i> | 20,448 | | |
| <i>Civic Mobilization, 5</i> | 2,556 | | |
| <i>Policy research, 5</i> | 2,556 | | |
| <i>Consultancy</i> | 0 | | |

| | | | |
|---|------------------------|--------------|-----------------|
| Subtotal | 51,121 | | |
| 3. Centrul Informational | | | |
| <i>Library, 90</i> | 12,740 | | |
| <i>Other</i> | 1,415 | | |
| Subtotal | 14,155 | | |
| 4. Parteneriate | | | |
| <i>Activity</i> | 35,774 | | |
| Subtotal | 35,774 | | |
| 5. Management & General | 13,849 | | |
| Subtotal | 13,849 | | |
| TOTAL | 196,527 | | |
| | Cheltueli reale | Buget | Varianta |
| | 1 ian - 31 | 1 ian - 31 | 1 ian - 31 |
| II. Cheltuieli capitale | dec 2004 | dec 2004 | dec 2004 |
| | EUR | EUR | EUR |
| Equipment | 20,788 | | |
| Furniture | 3,896 | | |
| Other long-term assets | | | |
| TOTAL | 24,684 | | |
| <u>B) INCOME</u> | | | |
| | Venituri reale | Buget | Varianta |
| | 1 ian - 31 | 1 ian - 31 | 1 ian - 31 |
| | dec 2004 | dec 2004 | dec 2004 |
| | EUR | EUR | EUR |
| Granturi: | | | |
| <i>Cordaid</i> | 114,925 | | |
| <i>DFID</i> | 4,664 | | |
| <i>European Commission</i> | 3,775 | | |
| <i>EurAsia</i> | 11,861 | | |
| Subtotal | 135,225 | | |
| Servicii | | | |
| <i>Service Masters in management</i> | 4,734 | | |
| <i>Service Masters in Advocacy</i> | 1,168 | | |
| <i>Service Consultancy</i> | 12,118 | | |
| Subtotal | 18,020 | | |
| Other income, e.g from sale of fixed assets, interest received | 1,248 | | |
| Subtotal | 1,248 | | |
| TOTAL | 154,493 | | |

7.2 Report on Financial Position

| | Note | 2004 EUR | 2003 EUR | 2002 EUR |
|---|------|----------------|----------------|----------------|
| ACTIVE | | | | |
| Non-current assets | | | | |
| Building | 1 | 8,932 | 10,882 | 14,464 |
| Furniture | 1 | 8,689 | 9,365 | 4,958 |
| Computer equipment | 1 | 20,307 | 9,772 | 6,106 |
| | | 37,928 | 30,019 | 25,528 |
| Current assets | | | | |
| Trade and other receivables | 2 | 948 | 8,090 | 6,975 |
| Cash and cash equivalents | 3 | 130,786 | 183,299 | 126,440 |
| | | 131,734 | 191,389 | 133,415 |
| Total assets | | 169,662 | 221,408 | 158,943 |
| FONDURI ACUMULATE | | | | |
| Accumulated funds | | | | |
| Accumulated funds | 6 | 8,043 | 4,820 | 10,485 |
| | | 8,043 | 4,820 | 10,485 |
| Non-current liabilities | | | | |
| Deferred revenue from grants | 4 | 158,583 | 30,019 | 25,528 |
| | | 158,583 | 30,019 | 25,528 |
| Current liabilities | | | | |
| Payables and accruals | 5 | 3,036 | 5,466 | 2,726 |
| | | 3,036 | 186,569 | 122,930 |
| Total liabilities | | 161,619 | 216,588 | 148,458 |
| Total fund balance and liabilities | | 169,662 | 221,408 | 158,943 |

7.3 Report on Financial Activities

| | Note | 2004 EUR | 2003 EUR |
|---|----------|----------------|----------------|
| Venituri | | | |
| Granturi | | | |
| CordAid | | 129,726 | 92,719 |
| European Commission | | 35207 | |
| DFID | | 5762 | |
| Euroasia Foundation | | 15894 | |
| Swiatova Rada Kosciolov | | 684 | |
| NOVIB | | 322 | 107 |
| US Embassy | | 3,434 | 9,996 |
| UNDP | | | 531 |
| Conseil de L'EU | | | 257 |
| Netherlands Helsinki Committee | | | 1,002 |
| Acasa Asociatia | | | 178 |
| SIDO | | | 95 |
| Norwegian Embassy | | | 1,269 |
| Other | | | 18 |
| | 7 | 191,029 | 106,172 |
| Other revenue | 8 | 19,268 | 5,630 |
| | | 210,297 | 111,802 |
| Cheltuieli | | | |
| Program and administrative expenses | | | |
| Training | | 48,055 | 32,687 |
| Personnel expenses | | 70,774 | 29,359 |
| Books | | 25,085 | 15,936 |
| Depreciation of property and equipment | | 15,097 | 8,242 |
| Business trip | | 6,373 | 7,469 |
| Communication | | 5,596 | 5,305 |
| Utilities | | 3,591 | 4,739 |
| Audit and consulting | | 5,024 | 4,623 |
| Other | | 16,931 | 11,162 |
| | | 196,526 | 119,522 |
| Excess of expenses over revenue | | 13,771 | -7,720 |
| Net foreign exchange (loss) | | -2,803 | 3,191 |
| Gain (deficit) before income tax expense | | 10,968 | -4,529 |
| Income tax expense | | | - |
| Gain (Deficit) for the year | | 10,968 | -4,529 |

7.4 Report on Circulations of Cash

| | Note | 2004 EUR | 2003 EUR |
|---|----------|-----------------|-----------------|
| Cash flows from operating activity | | | |
| Deficit before income tax expense | | 10,968 | -4,529 |
| Adjustments for: | | | |
| Depreciation | | 15,097 | 8,242 |
| Release of deferred revenue | | -191,029 | -106,172 |
| Operating profit before working capital changes | | -164,964 | -102,459 |
| Decrease in trade and other receivables | | 7,142 | -1,115 |
| Decrease in payables and accruals | | -2,430 | 2,740 |
| Net cash flows used in operating activity | | -160,252 | -100,834 |
| Cash flows from investing activity | | | |
| Acquisition of property, plant and equipment | | -24,684 | -16,410 |
| Net cash utilised in investing activity | | -24,684 | -16,410 |
| Cash flows from financing activity | | | |
| Funds received | | 135,225 | 193,060 |
| Translation difference | | -2,802 | -18,957 |
| Net cash flows from financing activity | | 132,423 | 174,103 |
| Net increase / (decrease) in cash and cash equivalents | | -52,513 | 56,859 |
| Cash and cash equivalents at 1 January | 3 | 183,299 | 126,440 |
| Cash and cash equivalents at 31 December | 3 | 130,786 | 183,299 |

7.5 Report on Cordaid project

| | Actual expenses | | Budget | | Variance | |
|---|------------------------------------|--------------------------|---------------------------------------|----------------|------------------------------------|----------------|
| | 1 January - 31 December 2004, EURO | Cumulative to date, EURO | 1 October 03 - 31 December 2004, EURO | Total | 1 January - 31 December 2004, EURO | Total |
| Total Operating Costs | 114,180 | 134,828 | 135,180 | 319,553 | -352 | 184,725 |
| Equipment | 18,358 | 25,900 | 11,575 | 20,300 | 14,325 | 5,600 |
| Grand Total | 132,538 | 160,728 | 146,755 | 339,853 | 13,973 | 179,125 |
| Operating Costs | | | | | | |
| <i>Personnel</i> | | | | | | |
| <i>A.1. Salaries</i> | | | | | | |
| Executive Director 370/month | 8,881 | 8,881 | 5550 | 13,320 | 3,331 | -4,439 |
| Financial manager 220/month | 2,073 | 2,073 | 3300 | 7,920 | -1,227 | -5,847 |
| Office manger 190/month | 2,730 | 2,730 | 3000 | 7,200 | -270 | -4,470 |
| CI Coordinator 50%, 120/month | 669 | 669 | 1800 | 4,320 | -1,131 | -3,651 |
| NGO Coordinator 200/month | 1,708 | 1,708 | 3000 | 7,200 | -1,292 | -5,492 |
| Advocacy Program Coordinator 200/month | 1,289 | 1,289 | 2500 | 6,000 | -1,211 | -4,711 |
| Partnership Coordinator 50%, 120/month | | | 1350 | 3,240 | -1,350 | -3,240 |
| Librarian, 50%, 50/month | 643 | 643 | 900 | 2,160 | -257 | -1,517 |
| NGO assistant 40%, 40/month | 851 | 851 | 600 | 1,440 | 251 | -589 |
| Advocacy Program assistant 40%, 40 /month | 1,375 | 1,375 | 120 | 960 | 1,255 | 415 |
| Translations | 925 | 1,417 | 4050 | 8,100 | -2,633 | -6,683 |
| Computer engineer 50% 100/month | 1,189 | 1,386 | 1620 | 3,720 | -234 | -2,334 |
| Social Insurance Contributions (29%) | 6,166 | 6,371 | 7856 | 19,018 | -1,485 | -12,647 |
| Subtotal Salaries | 28,499 | 29,393 | 35646 | 84,598 | -6,253 | -55,205 |
| <i>A.2. Fringes</i> | | | | | | |
| Fringes 8% | 0 | 0 | 2167 | 5,246 | -2,167 | -5,246 |
| Medical Insurance Contributions 5% | 257 | 257 | 1355 | 3,279 | -1,098 | -3,022 |
| Subtotal Fringes | 257 | 257 | 3522 | 8,525 | -3,265 | -8,268 |
| Subtotal Personnel | 28,756 | 29,650 | 39,168 | 93,123 | -9,518 | -63,473 |
| <i>Consultants and Services</i> | | | | | | |
| Consultant's fee | 3,852 | 4,185 | 10800 | 23,200 | -6,615 | -19,015 |
| Audit | 3,841 | 3,841 | 1500 | 3,600 | 2,341 | 241 |
| Security and insurance | 634 | 975 | 1750 | 4,200 | -775 | -3,225 |
| Evaluation cost | 0 | 0 | 1750 | 4,200 | -1,750 | -4,200 |
| Printing & Publishing educational materials | 1,203 | 3,382 | 3500 | 10,000 | -118 | -6,618 |
| Promotion | 5,859 | 6,208 | 1500 | 3,600 | 4,708 | 2,608 |
| Subtotal | 15,389 | 18,591 | 20,800 | 48,800 | -2,209 | -30,209 |
| <i>Materials and Supplies</i> | | | | | | |
| Office Maintenance and Repair | 1,995 | 2,404 | 2100 | 4,900 | 304 | -2,496 |
| Training consumables (materials, etc.) | 4,180 | 5,951 | 8500 | 22,400 | -2,549 | -16,449 |
| Training breaks | 6,042 | 6,833 | 4000 | 9,600 | 2,833 | -2,767 |
| Literature & Subscription | 25,024 | 28,385 | 10750 | 21,600 | 17,635 | 6,785 |
| Subtotal | 37,241 | 43,573 | 25350 | 58,500 | 18,223 | -14,927 |
| <i>Facilities</i> | | | | | | |
| Rental of Space(training hall, office) | 554 | 554 | 3750 | 9,000 | -3,196 | -8,446 |
| Depretiation | 7,681 | 10,787 | 5500 | 13,200 | 5,287 | -2,413 |
| Heating (gas) & Electric | 1,496 | 2,305 | 3375 | 8,100 | -1,070 | -5,795 |
| Telephone | 1,665 | 1,879 | 3625 | 8,700 | -1,746 | -6,821 |
| Postage | 525 | 549 | 2000 | 4,800 | -1,451 | -4,251 |
| Internet | 178 | 1,843 | 2875 | 6,900 | -1,032 | -5,057 |
| Receptions | 0 | 0 | 1600 | 4,400 | -1,600 | -4,400 |
| Real Estate Tax | 8 | 8 | 262 | 630 | -254 | -622 |
| Subtotal | 12,107 | 17,925 | 22987 | 55,730 | -5,062 | -37,805 |
| <i>Beneficiary Allowances</i> | | | | | | |
| Allowance | 2,213 | 2,351 | 2000 | 4,800 | 351 | -2,449 |
| Travel | 533 | 684 | 2000 | 4,800 | -1,316 | -4,116 |
| Subtotal | 2,746 | 3,035 | 4000 | 9,600 | -965 | -6,565 |
| <i>CReDO Travel and Education</i> | | | | | | |
| Travel and Transportation (personnel) including international | 4,971 | 6,912 | 7625 | 17,500 | -713 | -10,588 |
| Personnel Training and Development | 11,183 | 13,031 | 8875 | 21,000 | 4,156 | -7,969 |
| Subtotal | 16,154 | 19,943 | 16500 | 38,500 | 3,443 | -18,557 |
| Contingency | 1,787 | 2,111 | 6375 | 15,300 | -4,264 | -13,189 |
| Subtotal | 1,787 | 2,111 | 6375 | 15,300 | -4,264 | -13,189 |
| <i>Equipment</i> | | | | | | |
| Office equipment | 15,947 | 20,708 | 8600 | 13,300 | 12,108 | 7,408 |
| Furniture | 2,411 | 5,192 | 2975 | 7,000 | 2,217 | -1,808 |
| Subtotal | 18,358 | 25,900 | 11575 | 20,300 | 14,325 | 5,600 |

7.6 Explanations and Notes

The Organisation maintains its accounting records in the currency of the Republic of Moldova, being the Moldovan Lei (MDL) and prepares its statutory accounting reports in accordance with National Accounting Standards (NAS) and regulations set by the Ministry of Finance of Moldova. The financial statements have been prepared on a historical cost basis and management has consistently applied the accounting policies except as indicated expressly. For the purposes of the Cash Flow Statement, cash and cash equivalents consist of cash on hand and deposits in banks, net of outstanding bank overdrafts, if any.

Receivables. Receivables are recognized and carried at transaction amount less an allowance for any uncollectible amounts, if any. An estimate for doubtful debts is made when collection of the amount is no longer probable. Bad debts are written-off as incurred.

Property and Equipment. Property and equipment are stated at cost less accumulated depreciation. Depreciation is computed on a straight-line basis over the estimated useful life of the asset as stated below:

| | |
|--------------------|------------|
| Building | 10 years |
| Computer equipment | 2-7 years |
| Furniture | 3-10 years |

The carrying value of property and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable. If any such indication exists and where the carrying values exceed the estimated recoverable amount, the assets or cash generating units are written down to their recoverable amount. The recoverable amount of property, plant and equipment is the greater of net selling price and value in use. Impairment losses, if any, are recognized in the statement of revenue and expenses.

Trade and other payables. Liabilities for amounts payable which are normally settled on 30-90 day terms, are carried at cost which is the fair value of the consideration to be paid in the future for goods received and services rendered, whether or not billed to the Organisation.

Provisions. Provisions are recognized when the Organisation has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Pension costs and employees' benefits. The Organisation contributes in respect of its employees to the Government social and retirement contribution at the statutory rates in force during the year at 28%, based on gross salary payments. The cost of these payments is charged to statement of revenue and expenses in the same period as the related salary cost. The Organisation has no other obligation to provide pensions or other post retirement benefits to any of its management or staff and, accordingly, no provision for future pension costs is required.

Grants related to assets. Assets purchased from related grants received by the Company are recorded at fair value at the date of receipt with a corresponding credit to a deferred revenue account. Fair value is released to the income statement over the expected useful life of the relevant asset.

Unused grants. Granted funds received and not disbursed as of the balance sheet date are accounted for as liabilities until all obligations and/or restrictions imposed by donors are substantially fulfilled.

Foreign currency translation. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction in Moldovan Lei. Monetary assets and liabilities denominated in foreign currencies are translated into Moldovan Lei equivalents using year-end spot foreign exchange rates. Non-monetary assets and liabilities are translated using exchange rates that existed when the values were determined. All exchange differences are taken to the statement of revenue and expenses.

The financial statements were translated in Euro, reporting currency, by applying the following procedures:

- the assets and liabilities, both monetary and non-monetary, are translated at the year-end rate;
- income and expense items are translated at average exchange rate for the year; and
- all resulting exchange differences are classified as translation difference

Revenue recognition. Revenue is recognized to the extent that it is probable that the economic benefits will flow to the Organisation and the revenue can be reliably measured. Income committed by the donors based on an approved budget not received by year-end is not recognized as contribution income. The following specific recognition criteria must also be met before revenue is recognised:

Grant revenue. Revenue from grants is recognised when the Organisation substantially fulfils the obligations/restrictions imposed by donors.

Rendering of services. Revenue from rendering services is recognised by reference to stage of completion. Stage of completion is measured by reference to percentage of service rendered to date of total estimated service to be rendered as per the contract.

Credit risk and financial instruments. Financial assets, which potentially subject the Organisation to concentration of credit risk, consist principally of cash equivalents and other receivables. All other financial instruments are in normal course of business and no fair value adjustments have been made. The Organisation has contracts for grants and related items for related entities in currencies other than Euro. No hedging in relation to foreign currency contracts exists. The period end and average Euro exchange rates over the past year for US dollars and the Moldovan Lei have been:

| | 2004 | | 2003 | |
|------------------------|--------|--------|--------|--------|
| | USD | MDL | USD | MDL |
| Average for the period | 1.2434 | 0.0652 | 1.1289 | 0.0635 |
| 31 December | 1.3607 | 0.059 | 1.2500 | 0.0605 |

Inflation accounting. The financial statements are prepared in accordance with the historical cost. IAS 29 "Financial Reporting in Hyperinflationary Economies" does not establish an absolute rate at which hyperinflation occurs but provides rather a benchmark figure of 100% of cumulative inflation rate over three years and refers also to other characteristics of the economic environment of the country. Management did not apply IAS 29 'Financial Reporting in Hyperinflationary Economies' as they believe that the Moldovan economy does not qualify as hyperinflationary.

The official Consumer Price Index (CPI) evolved as follows:

| | Movement in CPI |
|-----------------------------|-----------------|
| Year ended 31 December 1999 | 43.70% |
| Year ended 31 December 2000 | 18.40% |
| Year ended 31 December 2001 | 6.30% |
| Year ended 31 December 2002 | 4.40% |
| Year ended 31 December 2003 | 15.80% |
| Year ended 31 December 2004 | |

Use of estimates. The preparation of financial statements requires management to make estimates and assumptions that affect the amounts and balances reported in the financial statements and accompanying notes. These estimates are based on information available as of the date of the financial statements. Actual results, therefore, could differ from those estimates.

Risk management. The Organisation has risk management policies and guidelines, which set out its overall business strategies; its tolerance for risk and its general risk management philosophy.

Political environment. The operations and earnings of the Organisation continue, from time to time and in varying degrees, to be affected by political, legislative, fiscal and regulatory developments in the Republic of Moldova. The management is unable to predict what changes in conditions may occur and what effect such changes may have on the financial statements and position of the Organisation.

Interest rate risk. The Organisation's income and operating cash flows are completely independent of changes in market interest rates. The Organisation has no significant interest-bearing assets.

Credit risk. Financial assets, which potentially subject the Organisation to concentration of credit risk, consist principally of cash and receivables. All other financial instruments are in normal course of business and no fair value adjustments have been made. Therefore, the Organisation does not expect to incur material credit losses on its risk management or other financial instruments.

Foreign currency risk. The Organisation operates in a developing economy and Moldova experiences currency devaluation. There is a consequent risk of loss in value in respect to net monetary assets held in Moldovan Lei. The Organisation renders services in the Republic of Moldova, that are denominated in Moldovan Lei, and holds unused funds in hard currency, such as US Dollar and Euro, and, as a result, is not exposed to movements in foreign currency exchange rates.

Commitments and contingencies:

- a. The Organisation has no purchase commitments as of 31 December 2004 for the acquisition of property, plant and equipment.
- b. Legislation and regulations regarding taxation, foreign currency transactions and the licensing of foreign currency loans in the Republic of Moldova continue to evolve as the central government manages the transformation from a command to market-orientated economy. The various legislation and regulations are not always clearly written and their interpretation is subject to the opinions of the local tax inspectors, Central Bank officials and the Minister of Finance. Instances of inconsistent opinions between local, regional and national tax authorities and the Central Bank and Minister of Finance are not unusual. The current regime of penalties and interest related to reported and discovered violations of Republic of Moldova laws, decrees and related regulations are severe.

The Organization is subject to physical risks of various kinds particularly that the fixed assets of the Company are insured just from burglary. The nature and frequency of the risks, which are not covered by insurance, as well as their effect on the future operations and earnings, are not predictable.

Nota 1 (Raportul privind Pozitia financiara). Echipament si proprietatea

| | Buildings EUR | Equipment EUR | Furniture EUR | Total EUR |
|---------------------------------|------------------|------------------|------------------|---------------|
| Cost | | | | |
| At 1 January 2004 | 17,183 | 24,770 | 14,074 | 56,027 |
| Additions | | 20,788 | 3,896 | 24,684 |
| Disposals | | 4,332 | 178 | 4,510 |
| Translation difference | -435 | -2,204 | -712 | -3,351 |
| At 31 December 2004 | 16,748 | 39,022 | 17,080 | 72,850 |
| Accumulated depreciation | | | | |
| At 1 January 2004 | 6,301 | 14,998 | 4,709 | 26,008 |
| Charge for the year | 1,852 | 8,863 | 4,382 | 15,097 |
| Disposals | | 4,332 | 178 | 4,510 |
| Translation difference | -337 | -814 | -522 | -1,673 |
| At 31 December 2004 | 7,816 | 18,715 | 8,391 | 34,922 |
| Net carrying amount | | | | |
| At 31 December 2004 | 8,932 | 20,307 | 8,689 | 37,928 |
| At 31 December 2003 | 10,882 | 9,772 | 9,365 | 30,019 |

Fully depreciated fixed assets still in use as of 31 December 2004 amount to EUR 8,702 (EUR 11,543 as of 31 December 2003).

Nota 2 (Raportul privind Pozitia financiara): Trade and other receivables

| | 2004 EUR | 2003 EUR |
|-----------------------|-------------|--------------|
| Advances to suppliers | 708 | 7,801 |
| Advances to employees | 159 | 164 |
| Due from budget | 81 | 125 |
| | 948 | 8,090 |

Advances to suppliers represents suppliers paid to suppliers to services rendered subsequently to balance sheet.

Nota 3 (Raportul privind Pozitia Financiara): Cash and cash equivalents

Cash at banks represents current accounts in local and foreign currency and are held in Banca Sociala and Moldova Agroindbank.

2004

2003

| | <u>EUR</u> | <u>EUR</u> |
|---------------|-----------------------|-----------------------|
| Cash on hand | 220 | 755 |
| Cash at banks | 130,566 | 182,544 |
| | <u>130,786</u> | <u>183,299</u> |

Nota 4 (Raportul privind Pozitia Financiara) Differed revenue from grants

| | <u>2004</u> | <u>2003</u> |
|--|-----------------------|-----------------------|
| | <u>EUR</u> | <u>EUR</u> |
| Deferred revenue from grants related to assets | 37928 | 30019 |
| Deferred revenue from grants received and not utilised | 120655 | 181103 |
| | <u>158,583</u> | <u>211,122</u> |

Movement in deferred revenue from grants related to assets during 2004 is presented below:

| | <u>2004</u> | <u>2003</u> |
|----------------------------------|----------------------|----------------------|
| | <u>EUR</u> | <u>EUR</u> |
| Balance as at 1 January | 30,019 | 25,528 |
| Finance received during the year | 24,684 | 16,410 |
| Release to income statement | 15,097 | -8,242 |
| Translation difference | -1,678 | -3,677 |
| Balance at 31 December | <u>37,928</u> | <u>30,019</u> |

Movement in deferred revenue from grants received and not utilised during 2004 is presented below:

| | <u>2004</u> | <u>2003</u> |
|----------------------------------|-----------------------|-----------------------|
| | <u>EUR</u> | <u>EUR</u> |
| Balance as at 1 January | 181,103 | 120,204 |
| Finance received during the year | 135,225 | 193,060 |
| Grants utilised | -200,616 | -114,340 |
| Translation difference | 4,943 | -17,821 |
| | <u>120,655</u> | <u>181,103</u> |

Grants received and not utilised as at 31 December 2004 are recognized as a liability until grant stipulations and/or restrictions are substantially complete. In accordance with grant agreement, the balance of EUR 120,655 will be utilised during 2005. The breakdown of unused grants by donor is as follows:

| | <u>2004</u> | <u>2003</u> |
|---------------------|-------------|-------------|
| | <u>EUR</u> | <u>EUR</u> |
| CordAid | 116,593 | 134,471 |
| European Commission | 2,761 | 34,193 |
| NOVIB | | 322 |
| DFID | 1,301 | 2,769 |

| | |
|-------------------------|-------|
| Euroasia Foundation | 4,653 |
| Swiatova Rada Kosciolov | 684 |
| US Embassy | 4,011 |

| | |
|----------------|----------------|
| 120,655 | 181,103 |
|----------------|----------------|

Nota 5 (Raportul privind Pozitia Financiara) Payables and accruals

| | 2004 | 2003 |
|-----------------------|--------------|--------------|
| | EUR | EUR |
| Payables to suppliers | 1,963 | 1,719 |
| Payable to employees | 1073 | 547 |
| Accruals | 0 | 3,200 |
| | 3,036 | 5,466 |

Nota 6 (Raportul privind Pozitia Financiara) Accumulated fund

| | 2004 |
|--------------------------|--------------|
| | EUR |
| Accumulated funds | |
| Balance 1 January | 4,820 |
| Gain for the year | 10,968 |
| Translation difference | (7,745) |
| Balance 31 December | 8,043 |

Nota 7 (Raportul privind Activitatile financiare) Granturi

| | 2004 | |
|--|------------------------|------------------------|
| | Grants received | Grants utilised |
| | EUR | EUR |
| CordAid | 114,925 | 139,313 |
| European Commission | 3,775 | 35207 |
| NOVIB | | 322 |
| DFID | 4,664 | 5762 |
| EurAsia Foundation | 11,861 | 15894 |
| Swiatova Rada Kosciolov | | 684 |
| US Embassy | | 3,434 |
| UK Embassy | | |
| Other | | |
| Total Grant received and utilised | 135,225 | 200,616 |
| Less: Acquired property and equipment | | -24,684 |
| Add: Depreciation for the year | | 15,097 |
| | | 191,029 |

All grants received during the year have restrictions on use and/or time.

Nota 8 (Raportul privind Activitatile financiare). Granturi

Other revenue. During the year 2004, the Organisation provided services to local and international ngos in organising masters in organizational management, masters in advocacy and consultancy services. The organisation expenses were partially reimbursed or paid by the participants and beneficiaries.

8. ANNEXES

8.1 List of Organizations that Participated in the Organizational Development Program:

Participants in the Masters in Management Program, 2004-2005:

1. Olesia Topal, "Stiocii" Organization, Balti
2. Natalia Cojohari, "Asociația Viitorilor Lideri" / "Association of Future Leaders", Balti
3. Corneliu Bolboceanu, "Liga Studenților Bălteni" / "Bălți Students' League", "Centrul Noilor Inițiative" / "New Initiatives center", Balti
4. Aliona Birna, "Muza" / "Muse", Stefan Voda
5. Rodica Guțu, "Adăpost și Alinare" ("Shelter and Relief"), Ungheni
6. Alexandru Grecu, "Resource Center of Non-Governmental Organizations for Human Rights", Chisinau
7. Natalia Ghilașcu, "Resource Center of Non-Governmental Organizations for Human Rights", Chisinau
8. Liviu Gusac, "Emanuil", Chișinău
9. Tamara Adășan, "Emanuil", Chișinău
10. Violeta Hîrciială, "Caritas", Chișinău
11. Otilia Sîrbu, "Caritas", Chișinău
12. Renata Marciuc, "Batrînețe fără Tristețe" / "Happy Hoary Years", Chisinau
13. Olga Bucinschi, "Dunarea" / "The Danube", Giurgiulești
14. Liliana Butnaru, "Neohumanist", Chisinau
15. Emilia Rusnac, "Carisma", Chișinău
16. Maria Machedon, "Vatra Satului" / "Village Precincts", Cahul
17. Natalia Gîrdea, "ADEPT", Chisinau
18. Lucia Băbănuță, "STEAUA", Chisinau
19. Tatiana Vătavu, "Dezvoltare și Cercetare Gender" / "Gender Development and Research", Chisinau
20. Sergiu Micu, "ARIAL", Chisinau
21. Doroshenko Luiza, „Творческий союз молодых журналистов Приднестровья” / “Creative Association of the Young Journalists of Transnistria”, Tiraspol
22. Olga Conop, «Общество польской культуры «Ясна Гура» / "Yasna Gura" Society of Polish Culture", Tiraspol

A. Participants in the Masters Course, 2003-2004 sunt:

1. "Verbina" NGO: Ana Levinte, Tatiana Lungu;
2. ACAP- Carolina Maftai
3. Emanuil- Lavric Elena
4. "Tineri si Liberi" / "Young and Free" Resource Center - Iliinschi Eugeniu
5. "Amici dei Bambini" Association-Ludmila Ciocan
6. CReDO- Aliona Butnaru
7. CDST- Valeriu Fedco, Codreanu Ruslan
8. Altruism Assosiation- Liuba Ceban, Adela Cristea
9. Caritas-Moldova: Otilia Sirbu, Marahovscaia Oxana
10. CNG-Moldova- Andrei Placinta, Para Dorin
11. World Window - Iuliana Abramova, Levcenco Andrei
12. Stels-Terra: Grosul Alexei, Belous Svetlana
13. Association of Socially Active Retired People - Natalia Juncu;
14. Mission without Borders - Leila Pisnamazov;
15. Center of Economic Reforms Development and Implementation - Plescov Claudi
16. "Joint"- Michael Finckel, Tatiana Kanterman;
17. OrangeNet foundation- Ecaterina Melnicenco;
18. Amnesty International- Negru Lilia;
19. "Eco - Lex" - Agapii Ilia;
20. "Speranta" / "Hope": Gavrilita Lucia, Dumitru Pogor, Climov Galina, Larisa Ciornei;
21. Gaudeamus- Valentin Ostanin, Natalia Bugal
22. "Гармония" / "Harmony" -Liubovi Granovskaia;
23. Acasa- Felicia Cretu, Vasile Vasiliu;
21. Every child- Svetlana Below;
22. CHDOM- Vanu Jereghi;
23. HomeCare- Rodica Ivtodii

24. Neumanist - Igor Iurii, Antrei Tarasenco;
25. AAP- Denis Marcan, Prodan Liubovi.

B. Participants in the Main Course in 2004:

Dubasari Region:

1. Golinkovschi Galina - Club of Physical Rehabilitation, Dubasari
2. Zdorovet Maria - Committee of Trade Unions Coordination, Dubasari
3. Ceban Ludmila - "Uniunea femeilor din Dubasari" / "Women's Union of Dubasari" NGO
4. Ciubinidze Ludmila - "Reanimarea ecologiei de tineri (RET)" / "Young People Recovering the Environment" Dubasari
5. Ciorba Tatiana - "Harmonia" Literary Society of Dubasari
6. Bacalo Natalia - "EDEM" NGO Dubasari
7. Riabko Milada - "Akkolada" NGO Dubasari
8. Uvarova Marina - "Medici pentru ecologie" / "Doctors for Ecology" NGO Dubasari
9. Climenco Stela - "Societatea parintilor copiilor cu dizabilitati "Alie Parusa" / "Scarlet Sails" Society of Parents with Disabled Children, Dubasari
10. Vasilieva Ana - "DARA" Dubasari
11. Dolgoplov Eugen - "Debate" Youth Club Dubasari
12. Stepanov Elena - "Medici pentru ecologie" / "Doctors for Ecology" NGO Dubasari
13. Ghenalov Maxim - Initiative Group of the Youth Soviet, Dubasari
14. Ungurean Eduard - "Izocheita" NGO Dubasari
15. Scriuleac Svetlana - "GALO" NGO Dubasari
16. Corneva Ecaterina - "Stanovlenie" NGO Dubasari
17. Arnaut Polina - "Eicumena" NGO, Bender
18. Ewtuschenko Maxim - "Alitair" Initiative Group, Ribnita
19. Slipenicaia Tatiana - Club under the "Psi" sign, Ribnita
20. Lucinet Tatiana - "Harmonia" Initiative Group Dubasari
21. Zaharov Denis - "Baistand-Sodeistvie" PON Society of German Culture Dubasari
22. Tulicenko Tatiana - "Casa comuna" / "Common House" MON, Dubasari
23. Vasilovscaia Olga - "Aliot" NGO, Ribnita

Chisinau Region, Joint Network:

1. Ghenadie Varsavschii- CTPD
2. Roza Nichitina- Hileli
3. Galina Fincheli - JCC
4. Iurii Chirtoaca - JCC
5. Valeria Esanu - JCC
6. Carolina Condrasenco- JCC
7. Ana Reutih- Hesed
8. David Pichadze- JCC
9. Valentina Silenco- Hesed
10. Ara Chiper- Hesed
11. Svetlana Corsacova- Hesed
12. Alexandr Filipov- Hesed.

Briceni Region:

1. Bucatca Tatiana, "Ecofilbastina" Charity Association, Briceni
2. Corpaci Zinaida, "Cutiujeni-Zinaida Credo" NGO, Briceni
3. Iulia Tanase, "EcoFamBus" NGO, Brinzeni, Edinet
4. Larisa Sajin, "Edinteanca" NGO, Edinet
5. Vasile Plescanu, Alexadreni, Edinet
6. Popa Victor, Landowner, Onesti, Edinet
7. Vasile Botnariuc, Landowner, Labriceni, Edinet
8. Bucatca Eduard, "Larga - Eduard" NGO, Briceni
9. Crugleanco Ludmila, "Cutiujeni-Zinaida Credo" NGO, Briceni
10. Dogotari Anatolii, Landowner, Grimancauti, Briceni
11. Statnaia Ala, "Ecofilbastina" Charity Association, Beleavinet, Briceni

Donduseni Region, Sudarca, 13-16 August

1. Nadejda Scurtu, Head of Perspectiva APP (NGO), Director of Sudarca School.
2. Petru Suru, Local Consultant ACSA /SRISP Sudarca (NGO).
3. Vladimir Paladii, Sudarca Mayor.

4. Elena Pânzari, Chief Accountant at Sudarca Mayor's Office.
5. Serghei Bliuc, Director of AEÏC Sudarca.
6. Ina Bazatin, "Tânărul European" / "Young European" NGO Sudarca.
7. Cristina Bliuc, "Tânărul European" / "Young European" NGO Sudarca.
8. Taisa Patrașco, Director of "Andrieș" Nursery Sudarca.
9. Silvia Ungureanu, accountant at Perspectiva APP and "Misspend" LLC.
10. Vitalie Suveică, doctor, Arionești.
11. Alexei Codreanu, CLLD Sudarca (NGO).
12. Grigore Cenușa, agronomist-consultant, Rudi, asisstant "Otaci-Business" FEZ
13. Natalia Zaiiaț, teacher at Sudarca School.
14. Natalia Chizim, teacher at Sudarca School.
15. Ghenadie Pânzari, teacher at Sudarca Crișcăuți School.
16. Slavic Basaraba, teacher at Sudarca. Elizavetovca School.
17. Silvia Guțu, Director of Braicău Nursery.
18. Aliona Crețu, CLDD (NGO).
19. Victor Vartic, economist at "Teos Agro" LLC, Sudarca.
20. Eugenia Cenușa, social assistant at Sudarca Mayor's Office
21. Dina Bliuc, doctor at the Regional Health Center of Sudarca.
22. Vasile Ceban, Director of "Misspend" LLC
23. Victor Zagaiciuc, leader of "Zagaiciuc".

C. Beneficiaries of Individual Assistance:

1. HomeCare project under CARITAS- Moldova
2. Caritas-Moldova
3. The World Council of Churches:
4. COJOCARU Liudmila (Coordinator of Orthodox Fraternity "sf.Pantilimon").
5. BELEI Igor (DIACONIA Basarabian Mitropolian)
6. NAZARCIUC Ghenadii (DIACONIA Basarabian Mitropolian)
7. ȘVEȚ Victor (Assotiation RECUPERARE/RECOVERY)
RUSSU Ghenadie (Christian Agency for Small Busuness Development)
8. BÎJICA Gheorghie (Informational Centre for people with disabilities)
9. CUCIURCA Viaceslav (Association for protection of the rights of social vulnerable groups)
10. OPREA Daria (Rural Centre "DUMITRIȚA").
11. RAPCEA Ana (Association "Lumina Dragostei").
12. ANDRICIUC Liudmila
13. ȘIȘCHINA Liudmila (Association of Parents of children with mental disabilities "Speranța și sănătate" / "Hope and Health".)
14. SARACUȚA Iulia (ONG "Izvorul tămăduirilor" / "Healing Spring").
15. BOLIGARU Alexandra (The Parish of "Sf. Cuv. Parascheva" Church.)
16. pr. BRIHUNEȚ Emanuil (The Parish of "Sf. Irh. Nicolae" Church).
17. ZELINSCHI Vitalie (The Parish of "Sf. Vladimir" Church).
18. OPREA Alexandru ("OGP- Media" NGO).
19. PAVEL Alexandru (Association of medical assistants)
20. DRAGOMAN Natalia ("Mihaela" NGO).
21. POPESCU Ecaterina ("Rural women" NGO).
22. pr. SOLONARU Ioan (The Parish of "Sf. Împărații Constantin și Elena" Church)
23. IACHIM Viorel (Metropolitan Cathedral "Nașterii Domnului".)
24. IVANOV Nicolae (Informational Centre for people with disabilities)
25. Otilia Sirbu (Executive Director of "Caritas Moldova")
26. Vasile Vasiliu (coordinator "ACASA" Association)
27. Ana Dragan (manager of the Evanghelic-Luteran Community)
28. Igor Belei (Basarabean Metropolitan Church).
29. Ghenadie Hancu (Moldovan Metropolitan Church).
30. Eigumenia Episimia (Moldov Metropolitan Church).
31. Vladimir Caprari ("CATERD" NGO).
32. Victoria Dochiticu ("La Strada").
33. Ghenadie Rusu (Evanghelic-Baptist Church).
34. Miroslaw Matrenzyk (WCC EED).

1. ACASA, Recuperare, BIOS

2. The Network of Social NGOs:

1. The Forum of Women's Association of Moldova
2. Alliance of NGOs active in child and family social protection

3. Alliance of NGOs active in disabled people protection
4. Alliance of NGOs active in social protection of the elderly
5. Network of the Moldovan NGOs active in HIV/AIDS, STD and Drug Addiction Prevention
6. Alliance of NGOs active in Health-Sanitary field

Cordaid Partners:

1. Elena Tesa, "SIEDO" siedo@moldnet.md tel. 23-77-10
2. Valentin Aliohin, "Caritas Moldova" caritas_moldova@mail.md tel. 29-31-56
3. Lidia Danu, Barbaros Gheorghe, National Federation of Moldovan Farmers, fnfm@ara.dnt.md , www.fnfm.md
4. Felicia Cretu, Alexandra Hortolomei, "Acasă" Association acasa@acasa.mldnet.com tel.: 222-571, 224-739,
5. Victor Svet, Andrei Țigănescu, "Recuperare" Association recuperaremld@yandex.ru tel. 2-36-24, 2-49-89,
6. Alla Kulikovskaia, "ALKONT" Audit Company tel. 0-291-18130, 24-17-04 alkontek@yahoo.com,
7. Dumitru Chitoroagă, Soros Moldova Foundation dchitoroaga@soros.md,
8. Elena Vacarciuc, evacarciuc@soros.md tel.: 27-00-31, 27-02-32,
9. Iurii Varlan, ACAP acap@moldnet.md,
10. Anton Gonciaruc, BIOS goncharuk@yandex.ru tel.: 58-42-94

D. Participants in Civic Leadership Program:

1. Ina Gutium, [Association for Participative Democracy in Moldova \(ADEPT\)](#),
2. Nina Orlova, Swedish Agency for International Development (SIDA),
3. Petru Stratan, [Helsinki](#) Committee,
4. Liliana Botnaru, Initiative for Change,
5. Maxim Anmeghichean, Liliana Raileanu, [GenderDoc-M](#),
7. Daniela Popescu Simboteanu, Alliance of NGOs active in child and family social protection (APSCF)/(CNPAC),
6. Elvira Nistreanu, Peace Corps,
7. Maria Badan, Resource Center of Non-Governmental Organizations for Human Rights (CREDO)
8. Vitalie Rusanovschi, [Center for Sustainable Development "Rural21"](#),
9. Ala Snigureac, [Young People for the Right to Life \(TDV\)](#),
10. Liliana Tincu, [Local Agent Program in Ungheni](#),
11. Oleg Brega, [Hyde Park](#),
12. Mariana Turcan, [National Youth Council of Moldova \(CNTM\)](#),
13. Ludmila Ciocan, [Amici dei Bambini](#),
14. Andrei Brighidin, [League for Human Rights Protection in Moldova \(LADOM\)](#).

8.2 List of Beneficiaries of Advocacy Program

Intensive Course in Advocacy held in Bălți

1. Bălți Students' League
2. Amnesty International
3. Center for the Protection of Children's and Youth Rights of Bălți
4. "Ozon"
5. "Moștenitorii" / "Heirs"
6. "Viitorul" / "Future"
7. "Somato"
8. Milenium 3 Association for Sustainable Development
9. "Gaudemus"
10. "Young People for the Right to Life" TDV
11. "Stoicii"
12. "Juventus"

Intensive Course in Advocacy held in Cahul

1. AFA "Femida"
2. IATP - Cahul
3. "Perspectiva"
4. "Planeta"
5. "Viața - un miracol" / "Life - a Miracle"
6. "Artizana" NGO
7. "Casa - Europeană" / "European House" NGO

8. ADR – Cahul

Intensive Course in Advocacy held in Vodă

1. CDCT "Corabia Viitorului"/"Ship of the Future"
2. Center for Voluntariat Tighina
3. MilleniuM Training and Research Institute
4. Center for the Prevention of Trafficking in Humans
5. "Pro-Adolescența" Educational Center
6. Youth Organization of "Alianța Moldova Noastră" Party
7. "Ecosfera" Association for Information and Environmental Education
8. "Demo-Lex"
9. "Motivația" Association of Moldova
10. Federation of the Student and Youth Organizations
11. National Association of Young Managers
12. "Acțiunea Liberă"/"Free Action" Association of International Relations
13. Research and Documentation Center on Children's Rights
14. Center of Tolerance and Pluralism Promotion
15. "Steaua" Center of Young Entrepreneurs of Moldova
16. Youth and Sports Department
17. "Acasa" Charity and Social Assistance Association
18. Moldovan Union of Communist Youth
19. "Pro-Democrația" NGO
20. National Youth Council of RM

Intensive Course in Advocacy held in Orhei

1. ABI "Orheiul Vechi"
2. ATI "Nouă ne pasă"/"We Care"
3. Association for Economic and Social Development
4. "Petrodava" NGO
5. "Eco-Protectum" NGO
6. Union of Participants in the Military Conflict of 91-92
7. Society of Disabled and Needy Children
8. "Promotor" NGO
9. "Orh-ideea" NGO
10. "Pro-Democrația" NGO
11. ASCHF NGO Day Center Peresecina
12. IATP - Internet Acces and Training Program
13. CDCT "Corabia Viitorului"/"Ship of the Future"

Masters in Advocacy and Social Changes 2003-2004

1. Helsinki Committee for Human Rights in Moldova (CHDOM), Doina Straisteanu, Natalia Simagustina, Petru Stratan
2. League for Human Rights Protection in Moldova (LADO), Inesa Dorogan
3. Independent Society for Education and Human Rights (SIEDO), Tatiana Racu
4. GenderDoc-M, Maxim Anmeghichean, Boris Balanetki
5. International Center for Women's Rights Protection and Promotion "La Strada", Daniela Misail, Viorelia Rusu
6. "Memoria"/"Memory" Health Center for the Recovery of Torture Victims, Ludmila Popovici, Igor Popovici
7. Amnesty International, Uliana Turcan, Veaceslav Turcan
8. Research and Documentation Center on Children's Rights (CIDDC), Daniela Morari
9. Association of Roma Students, Nicolae Radita
10. Human Rights Center in Moldova, Ecaterina Cretu
11. Habitat, Valeriu Rusu
12. Youth Department of Radio Moldova, Mariana Ticolaz
13. "Verbina" NGO, Ana Levinte
14. Young People for the Right to Life (TDV), Victoria Rusu, Elena Levinta
15. "Tineri si Liberi"/ "Young and Free" Resource Center, Oxana Turcanu, Antonita Fonari
16. Center of Sociologic Researches and Rural Development, Sabina Baciu-Danilov
17. Association for Supporting Children with Convulsive Syndrom, ASCSC, Antonina Gavajuc
18. "Gaudemus" Association of Disabled Students, Larisa Teaca, Denis Fabian
19. Association of Ecology and Applied Biology, Eugen Iliinski
20. National Study and Resource Center for Women's Problems, Galina Precup
21. "ASTRA" Association of Consumer Protection, Angela Creanga

22. Stels-Tera, Veaceslav Popescul
23. CCCSD, Ion Manole, Alexandru Postică
24. "Tarna Rom" Union of Young Roma People of Moldova, Marin Alla
25. Resource Center of Non-Governmental Organizations for Human Rights, Marina Șveț.

Masters in Advocacy and Social Changes 2004-2005

1. Center of Resouce Development in Child and Family Protection, Tatiana Vatamaniuc
2. "Altruism" Assciation, Liuba Ceban
3. Geronimo Youth NGO, Alexei Buzu
4. Center for Children's and Youth Rights "Corabia Viitorului"/"Ship of the Future", Ștefan Munteanu
5. "Ozone" Environmental Association, Dinu Cojocaru
6. Basarabia's Voice Radio Station, Mariana Iosipescu
7. Viitorul/Future Sireti, Constantin Ionita
8. Speranta/Hope, Galina Pirvana, Mariana Budan
9. Center for Community Social Development, Olga Rotaru
10. Resource Center of Non-Governmental Organizations for Human Rights, Alexandru Grecu
11. Center for the Recovery and Social Integration of Children with DOWN syndrom, Ecaterina Gaidarji
12. Cultul Venter, Ala Fodor
13. Amnesty International, Lilia Negru
14. Helsinki Committee, Cipriana Bologan
15. Neumanist, Claudia Pletea, Claudia Butnaru
16. Vatra Branestilor, Diana Danilevici
17. Assciation for the Recovery of Children with Fenilcetonurie (ARC-PKU), Octavian Ușurelu

8.3 List of Beneficiaries of the Informational Center

8.4 List of Organizations that Participated in the Partnership Initiatives

1. Helsinki Committee for Human Rights in Moldova
2. League for Human Rights Protection in Moldova
3. Independent Society for Education and Human Rights
4. International Society for Human Rights - Moldova Division
5. Association of Roma Students,
6. Center of Strategic Territory Development,
7. Center for Minorities' Problems.
8. Association of Ukrainians and Young Ukrainian People,
9. Roma Negotiation Group
10. Amnesty International Group in Moldova;
11. Center of Legal Assistance to Underprivileged groups;
12. ACAP.

8.5 Performance Indicators

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| 1. Indicator: Description: Source: | Contest (nr, %) Number of candidates per one scholarship, number of candidates per one place on contractual basis (retrospective 3 year, estimations for the next year) |
| 2. Indicator: Description: Source: | Students enlisted at the beginning of the academic year Number of students (retrospective 1-3 years, estimations for the next year) |
| 3. Indicator: Description: Source: | Average Attendance (%) Percentage of students attending the educational activities (retrospective 1-3 years) |
| 4. Indicator: Description: Source: | Constructed systems (no, %) The fulfilled home works and implemented managerial enhancements (actions aimed at changes) according to data submitted by the participants (retrospective 1-3 years) |
| 5. Indicator: | Perception of satisfaction (grading) |

| | |
|---|--|
| Description: Source: | Assessment of the beneficiaries' satisfaction with the service quality and utility by module and program on the basis of individual questionnaires, scale/grading (retrospective 1-3 years) |
| 6. Indicator: Description: Source: | Program Graduates (no, %) Percentage of graduates with certificates of participation (attendance), graduation certificates (licenced), title of magister (in cooperation with the Academy of Public Policies), certificate of efficiency (joint assessment 50%-participants, 50% - trainers), (retrospective 1-3 years) |
| 7. Indicator: Description: Source: | Beneficiaries' Loyalty (%) Percentage of students that attended other educational services at CReDO, (retrospective 1-3 years) |
| 8. Indicator: Description: Source: | Rural/Urban Distribution (%) Beneficiaries' distribution by the urban/rural environment(except for Chisinau, Balti), regions representativity, (retrospective 1-3 years) |
| 9. Indicator: Description: Source: | Contract-Scholarship (no, %) The ratio of beneficiaries paying the total or partial fee to the ones benefiting from scholarship (retrospective 1-3 years) |
| 10. Indicator: Description: Source: | Program/Product Self-Financing (amount, %, comparison) The amounts earned from direct sales and the level of program, service self-financing (retrospective 1-3 years) |
| 11. Indicator: Description: Source: | Integral Beneficiary Expenditures (EURO/MLD) All expenditures (investments, operational: direct/indirect) related to a product or a generic service (module/student (organization), individual assistance topic/student (organization), intensive training /student (organization),), (retrospective 1-3 years) |
| 12. Indicator: Description: Source: | Operational Beneficiary Expenditures (EURO/MLD) As above |
| 13. Indicator: Description: Source: | Novelty/institutional sustainability (no, representativity) No of inventions /franchise/know-how/new methodologies, owned uniquely, their use, coparison with the industry / field of activity (retrospective 1-3 years) |
| 14. Indicator: Description: Source: | Efficiency (Services per employee) Number of generic service (module/student (organization), individual assistance topic/student (organization), intensive training /student (organization),), (retrospective 1-3 years) |
| 15. Indicator: Description: Source: | Professional Development (newly attained professional skills) Newly attained internal professional capacity (themes, skills, experiences), number of internal/external trainers, (retrospective 1-3 years) |
| 16. Indicator: Description: Source: | Inputs, fields (no, %) Inputs, (retrospective 1-3 years) |
| 17. Indicator: Description: Source: | Joint initiatives (no, %) Joint initiatives promoted, facilitated, managed with the contribution of CReDO. |