

## 5TH ANNUAL REPORT

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January – December 2005

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## 1. INTRODUCTION

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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 2005. This is the sixth report since the establishment in 2004.

The report is structured in chapters. Chapter 2 outlines the general activity of CReDO, the development of the organization during 2005, 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, Partnership Development. Chapter 7 provides detailed financial information.

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

### *Members of CReDO Board during 2004-2005:*

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

### *The in-house staff of CReDO in 2005:*

#### *Management*

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

#### *Organizational Development*

Tatiana Tarelunga, Elena Levinta-Perciun, Angela Vacaru (since March 2005), Cristian Ziliberberg (since July 2005).

#### *Advocacy*

Maria Badan, Florin Gisca, Olga Dolghi (till November 2005), Ecaterina Cretu, Alexandru Grecu (till September 2005), Olessea Roibu (since November 2005).

#### *Informational Center*

Aliona Butnaru.

#### *Partnerships Development*

Serghei Ostaf, Vlad Panico.

#### *Volunteers*

Mary Hollingsworth, Valentin Ciornii.

#### *International experts*

Dr. Mike Prior.

## 2. GENERAL

The Administrative Board: Serghei Ostaf (executive director), Tatiana Borta (office manager), Vlad Panico (financial manager), Rostislav Calin (IT specialist)

CReDO is at the last year of 2003-2006 Strategic Plan implementation. In 2005 we strengthened our position and the state of organizational services in the society. We also tested and studied new opportunities of organizational development. CReDO focused on continuous enhancement and promotion of its products and services.

The products were enhanced either on the basis of new technologies or continuous innovation of the product format. Active positioning of the organization in terms of advocacy actions and activities and public policies of human rights promotion was another priority of 2005.

Last year the society showed a clear orientation towards the European policy, establishment of political coalition, and establishment of democratic reforms priorities. This paradigm and change in the orientation of the political class call for significant changes in the organization's strategy, identification and definition of its role in the society.

### 2.1. Strategic Plan 2003-06

The strategic plan is the main document of CReDO. The mission of CReDO targets at developing the managerial and organizational capacities of the organizations promoting the democratic changes in the society. The CReDO vision is to become a recognized consultancy center in the development of associative sector, able to carry out activities aimed at promoting democratic changes in Moldova.

Since its approval, the strategic plan was updated several time during the implementations period. The changes account for about 20%, and they mainly refer to the content and format of the provided services and introduction of new services.

2005 is the first year when the organization was managed on the basis of the plan and annual budget. The 2003 and 2004 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.

One year is a too short period to offer us any lessons, but has clearly hinted to some conclusions and priority actions. First and foremost, the annual actions plan provides a better linkage between the organization's products and activities, a more pragmatic approach to organization's goals, assessment of the attained results and organization's impact.

### 2.2. Action Plan 2006

The CReDO decision to adapt a management approach based on the annual cycle 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 plan was executed only at a rate of 80%, with the main discrepancies registered at the planning and financial resources chapter. The 2006 annual plan was developed at the program level and then consolidated at the organizational level, on the basis of the 2005 experience. The CReDO Board discussed and approved the 2006 annual plan during its first meeting in 2006.

2006 annual plan provides for some significant changes in the internal organization of CReDO. For 2006 CReDO sets three important objectives<sup>1</sup>

1. Strengthen and promote the quality and efficiency of educational programs;
2. Position CReDO as a consultancy company in advocacy, democratic changes and management (especially in the fields of non-discrimination,

<sup>1</sup> See CReDO Actions Plan for 2006, [www.credo.md](http://www.credo.md)

transparency, minorities' rights and organizational development, etc.), and 3. Continuous development of the organization's capacities and technologies.

The Actions Plan structures the activities in the educational portfolio, with three actions, and consultancy and actions portfolio.

The educational portfolio includes:

1. master in management (including online courses);
2. master in advocacy and policy (including online courses);
3. advanced leadership program.

The postfolio of consultancy, advocacy and policies includes:

1. actions and initiative of human rights promotion, research and analysis of public policies;
2. organizational consultancy.

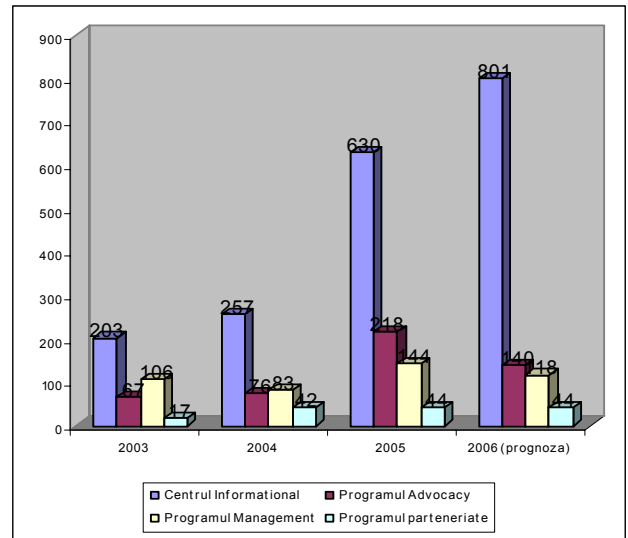
The internal structure will be adjusted in line with these objectives, there will be established two teams for each objective.

### 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 2005 the number of beneficiaries exceeded 450.

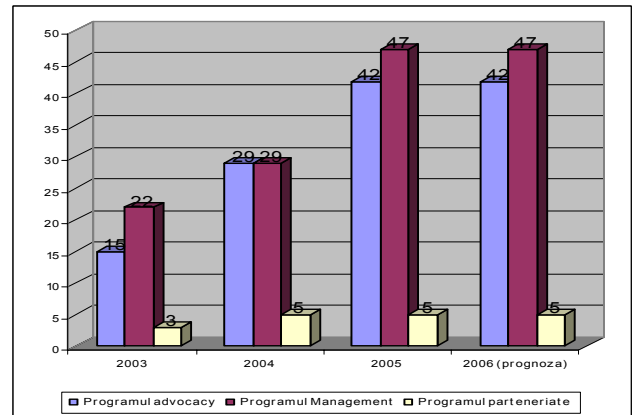
For comparison, in 2003 we had 360 beneficiaries; in 2005 the number of beneficiaries increased by 5% in comparison with 2004. The increase in the number of beneficiaries doesn't impact negatively the quality. On the contrary, the quality has remained the same or even improved in certain areas.

Diagram 2.1 Dynamics of Beneficiaries



The growth of the organization is also manifested through the increase in the number of generic services<sup>2</sup> provided by CReDO. In 2005 we provided over 60 generic services, while in 2004 we offered 55 generic services, and in 2003 - 40 generic services.

Diagram 2.2 Dynamics of Services



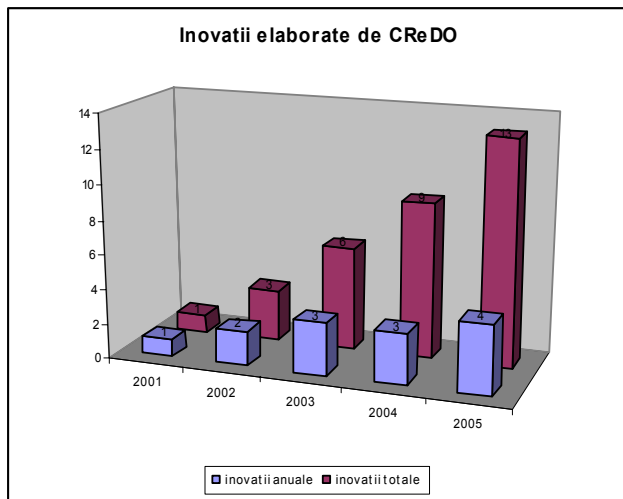
In 2005 CReDO managed 12 products, out of which 2 were under development. The products portfolio is not constant and is changed depending on the society's needs. For example, in 2004 it was decided to end the product "main course of management" in favor of Masters courses and promotion of the new format of

<sup>2</sup> Generic service: a master/training module, a consultancy contract, an issue of the bulleting, a topic of the intensive course, a policy analysis/research, a stage of the mobilization process, an intensive training (start-up/legalization, strategy development, project development, etc.)

Masters distance on-line courses. However, this product was reintroduced in 2005 due to the high demand from the Transnistria-based organizations.

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, elements specific for Moldova are developed. In 2005 we introduced 8 innovations at the product and program level, registering an increase in comparison with 2004. This trend will be maintained for the following years. The innovations mainly relate to the new format of online pasteur programs, enhancement of the content of 6 modules, improvement and adjustment of the intensive advocacy course, assimilation of new promotion and lobby methods for democratic changes.

Diagram 2.3 Dynamics of Innovations



Following the trend of 2005, in 2006 CReDO will develop and uniformize the process of results sistematization, primary data collection with the help of SPSS program, development of assessment standards, measurement, data interpretation in qualitative and quantitative terms. This process is important as it provides the organization with the opportunity to learn on the basis of the accumulated experience. This approach, known as "results yielding evidence-based programs" will help CReDO select better

programs that indeed contribute to changes and could facilitate the attainment of the set goals.

In 2006 CReDO further counts on Cordaid institutional funds, concrete programs for changes and program-based democratic policies promotion by active donors from Moldovam especially private foundations: OSI, Eurasia, Cordaid, etc; small grants from Western embassies in Chisinau: USA, Netherlands, UK; fonds from international development agencies and regional programs of the European Union.

#### 2.4. The Board and Staff

##### The Board

In 2005 the number of Board members remained at 6 people. 3 permanent organizations members of the Board have delegated their representatives: SIEDO (Anatol Beleac), Helsinki Committee in Moldova (Stefan Uritu) and LADOM (Paul Strutzescu). Ludmila Ciocan (AiBi), Daniela Misail-Nichitin (La Strada) and Eugen Iliinschi got actively involved in CReDO programs during 2004-2005. Eugen Iliinschi has filed an application of withdrawal from the Board, hence the agenda for the next meeting of the Board, scheduled for April 2006, includes reselection, reconfirmation and enlargement of the board by one person.

##### The Staff

The staff professional training continues to be a key aspect at CReDO, both because CReDO products request a high quality human capital and the social demands are continuously changing. The Organizational Development Program requires knowledge development on organizational development and enhancement of professional skills by areas of activity. Advocacy program requires additional consultants with experience at the local level. In March 2005 Serghei Ostaf participated in the Leadership Development Program, at the invitation of US embassy and had an opportunity to visit 5 universities from CReDO's field of activity (public policies, management) a



number of human rights organizations and specialized organizations.

Special attention was paid on team development and strengthening. CReDO attended a training course and benefited from assistance in communication skills development, provided by Thomas International. The procedures were quickly assimilated and are used during the recruitment and team development process.

#### 2.5. Diversification of income

CReDO is implementing the fund diversification strategy. The main goal is to have all products funded from different sources, with 30-40% the higher share of funds from one donor for each product. At the same time, the strategy provides for a gradual decrease in the programs' dependency on external donors, especially for the programs which represent a competitive advantage for CReDO and have a good reputation on the market.

In 2005 some for some products the operational costs were covered in proportion of 50-60%. 70% of expenditures for master in management and assistance in organizational development where covered from the beneficiaries' fees. The on-line master in management has a self-financing rate of 80%. The self-financing ration for master in advocacy and policies is about 30%.

In 2006 the same trend will be maintained for master in advocacy and policy researches. CReDO regards self-financing as "investments" in product development and program "operational costs". The fund diversification strategy mainly refers to the "operational costs",

needed for the organization's functioning in the long term.

#### 2.6. Perspectives

CReDO has a leading position on the market of educational programs in NGO management, advocacy and policies in Moldova. The educational programs are regarded as reference programs by non-profit managers both from Moldova and the neighboring countries. Thus, the ordinary and online masters in management and advocacy will be further developed to strengthen the position of CReDO.

The main challenges are strengthening CReDO promotion capacity, including for public servants, and enhanced cooperation with public local, regional and central authorities. In this respect, CReDO could capitalize on the experience and consultancy provided for the development of strategies and policies in various fields.

The second challenge for 2006 is the establishment of an efficient cooperation with public authorities regarding the promotion of democratic policies and reforms in Moldova. The cooperation with the Parliament of the Republic of Moldova, Ministry of Justice and other public institutions is important in view of strengthening the organization's capacity of lobby and advocacy. At the same time, CReDO needs to develop its technical capacity and expertise.

In 2006 we plan to develop the strategic plan for 2006-2009. This process will start in February 2006.



### 3. Informational Center

Aliona Butnaru (coordonator), [http://www.credo.md/pagini/centru\\_17.php?limba=rom](http://www.credo.md/pagini/centru_17.php?limba=rom)

#### Mission

Provide acces to information and performant know-how on human rights, social changes, public policies, leadership, non-profit and commercial management.

#### Fields of activity:

- Specialized library services;
- Search and identification of sources.

#### 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. Possibility to view the document content.
- ✓ **Monthly electronic bulletin** on the new inputs and the electronic bulletin on the educational opportunities offered by CREDO.

#### Objectives:

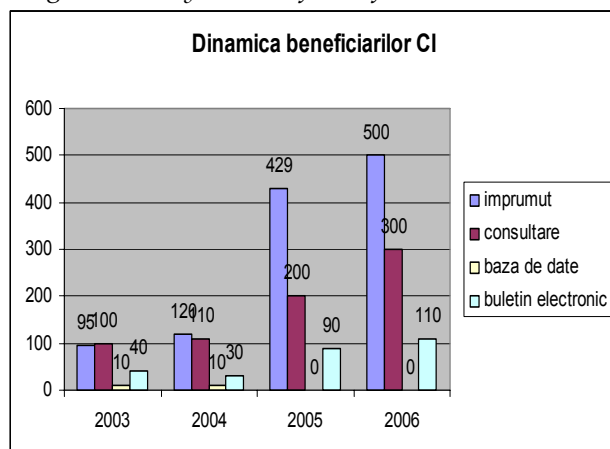
- create and provide access to information on human rights, advocacy, policies, leadership for socially active organizations and individuals
- promote innovative informational standards in on-line regime in the nonprofit sector.

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

#### Results:

- The most qualitative and comprehensive collection of specialized books and informational sources in Moldova;
- A collection of documents consisting of 1500 issues in human rights, advocacy, civil society, democracy and about 750 issues in the non-profit and public management, policies;
- 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;
- quick information about the novelties and training opportunities at CREDO.

Diagram 3.1 Dynamics of Beneficiaries



\* forecasts for 2006

### 3.1. Performances

**Objective 1:** create and provide access to information on human rights, advocacy, policies, leadership for socially active organizations and individuals

Is carried out via means of two services:

- consulting and borrowing books;
- electronic database and the on-line library.

**Objective 2:** Promote innovative informational standards in on-line regime in the nonprofit sector.

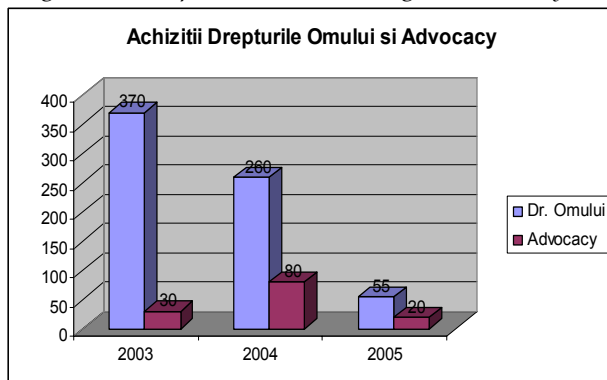
It is carried out via means of the following services:

- electronic database and the on-line library;
- monthly electronic bulletin (novelties and educational opportunities).

### 3.2. Counseling, Borrowing

In 2005 the library was enriched with 75 new entries. This is by 30% more than during the previous year.

Diagram 3.2 Acquisitions Human Rights, Advocacy



108 documents in this field were lent, which is doesn't represent any substantial increase if compared to the previous year. People of Cahul, Transnistria also had access to information on human rights. 25 people borrowed books on human rights in 2004.

In 2005 the library further developed the compartments of social leadership and public

policies. At present they contain 160 and 165 books respectively.

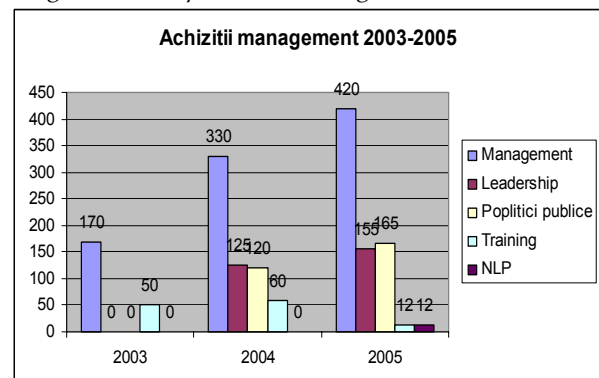
These compartments are being developed, just like the services from Organizational Development, Advocacy and Policies.

In the second half of 2005 the Informational Center was enriched with a new field – Neuro-linguistic programming. The Neuro-Linguistic Programming (NLP) is an efficient psycho-technique that combine a number of instruments aimed at obtaining excellency in various fields. CReDO will use NLP for Leadership, replication of performances, Organizational Development, Coaching, etc. At present this compartment consists of 12 books, but next year, when the new service will develop, the number of books will increase as well.

In December the Informational Center received a donation of books from USA. It included 44 books of marketing, management, public relations and design.

In addition, a number of internationally recognized companies offered a set of products of professional and organizational development. This, in turn, was completed with a set of material regarding la *Recruitment, Selection, Training, Development, Counseling, Career Development, Team Establishment and Management* They were included in the management compartment.

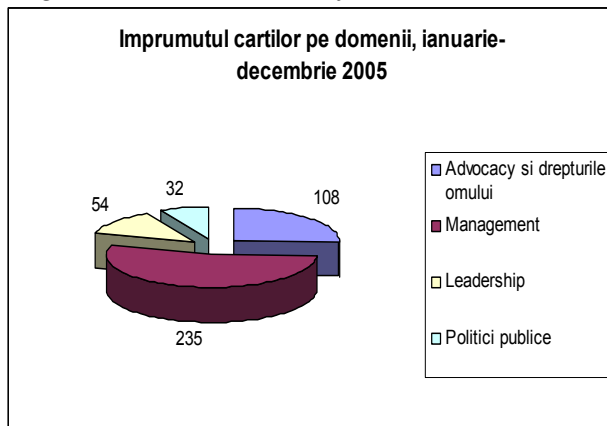
Diagram 3.3 Acquisitions Management



32 books from the public policies compartment were borrowed by 11 beneficiaries in 2005. 54 books from the leadership compartment were borrowed by 22 beneficiaries, including 8 from regions, had access to

information on management, and 235 books were borrowed.

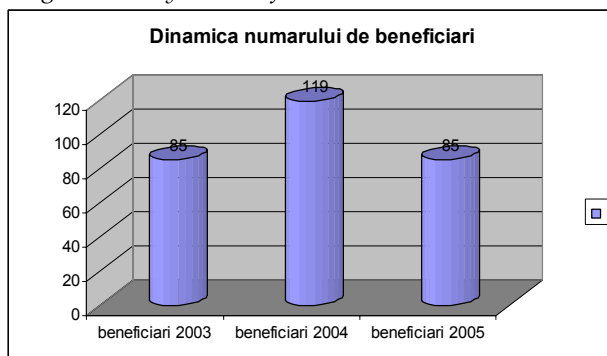
Diagram 3.4 Books Borrowed by Fields



Over this period the frequency averaged at 8-10 beneficiaries per week, out of whom 5-6 were motivated to request a book, while the rest were searching for information.

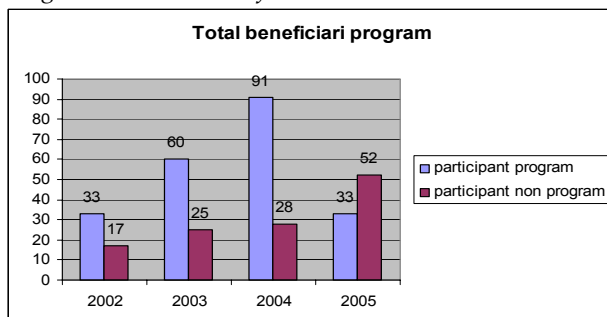
The below diagram presents the increase in the number of beneficiaries over the past 3 years.

Diagram 3.5 Dynamics of Borrowed Materials



85 people benefited from the Center's services during 2005, out of which 33 were participants in the CReDO Masters Program and 52 past participants and other interested people.

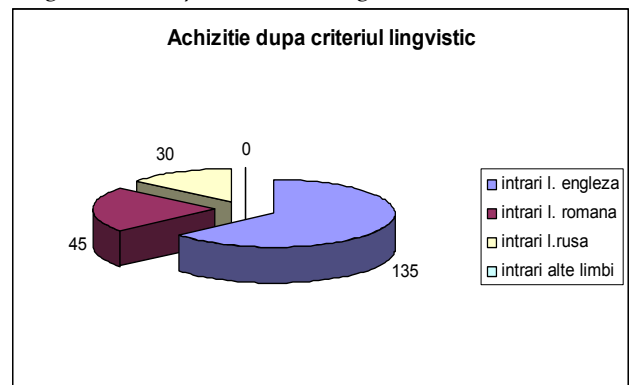
Diagram 3.6 Total Beneficiaries



The books were mainly consulted and borrowed by representatives of the following organizations: *Geronimo, Balti Students League, Village Precincts, Amnesty International Moldova, 21 Local Agenda (Ungheni), Students League of Moldova.*

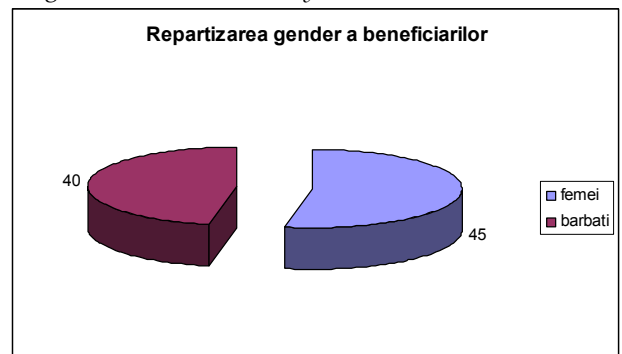
The English books had the biggest share in the total borrowed books, followed by books in Romanian and Russian.

Diagram 3.7 Acquisitions in Linguistic Terms



The below diagram presents the distribution of borrowers by gender:

Diagram 3.8 Distribution by Gender



### 3.3. Electronic database, on-line library

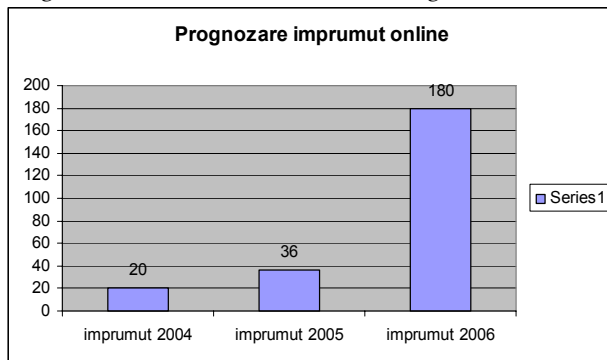
Since September 2004 we have been developing the on-line database on CReDO web page ([www.credo.md](http://www.credo.md)) that provides a more efficient and rapid data identification, and also allows to view the document's content. The library can be accessed on [www.credo.md/library](http://www.credo.md/library) 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. borrow books on-line through the **Imprumuta (Borrow)** option. This option is very popular. About 5-6 documents are borrowed this way every week. Over the reporting period 36 books were borrowed this way. For next year we expect an increase by about 10-12 requests a week.

Diagram 3.9 Estimates online borrowings



Thus the number of borrowed books will reach 180 units. A new compartment was introduced in the online library: **Social movies**, consisting of 30 DVDs. These movies describe social problems, important social-political events, famous biographies. These movies were used as didactic support for the Social Leadership program and were borrowed by 6 program participants.

2. receive short answers to questions related to human rights and non-profit management through option: **Intreaba Bibliotecarul (Ask the Librarian)**. This instrument was solicited 5 times over the reporting period. The situation here is similar to the one related to books borrowing. In 2006 we expect an increase in the number of requests aimed at helping the beneficiary find the necessary information.

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

The Informational Center uses it to register and track the documents that enter the system. As

already mentioned, the online library has a number of instruments that facilitate the access to information and promote new technologies in the non-profit sector.

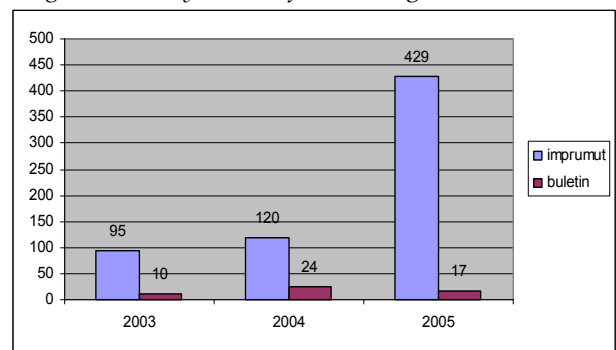
### 3.4. Electronic Bulletins

The service format was changed and the beneficiaries can subscribe to it on CReDO's web page ([www.credo.md](http://www.credo.md)). The beneficiaries have the possibility to subscribe to certain or all issues of the bulletin.

11 informative bulletins were issued, while the thematic ones will be issued every two months. The bulletins had the following topics: 1. *Fundraising*; 2. *Project Management*; 3. *Rights of disabled people*; 4. *General and Non-Profit marketing*; 5. *Corruption*; 6. *Public Policies Analysis*.

The below diagram presents the dynamics of generic services in 2003-2005. In this field a generic service means the number of borrowed books and sent bulletins.

Diagram 3.10 Dynamics of Borrowings, Bulletins



In 2005 the periodicity of the thematic bulletin changes; hence it will be issued every two months. The bulletins inform both about the collection of the Informational center and the organization's activities.

### 3.5. Professional Development

During the reporting period Aliona Butnaru participated in the annual meeting organized by the Steering Committee of Documentation in Human Rights, in Warsaw. During this visit she had a chance to learn more searching

engines in the human rights field, learn about the functioning of other European organizations. The Informational Center also benefited from informational support consisting of the list of the most relevant index terms in the human rights field. Other professional development needs will be developed in the future. Aliona Butnaru also participated in a number of trainings and seminars organized both by CReDO and other organizations.

### 3.6. Perspectives

In 2006 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. We will also try to attract volunteers from the beneficiaries, to work at the informational center in exchange for using its services.

## 4. Organizational Development

Program team: Tatiana Tarelunga, Elena Levinta-Perciu, Angela Vacaru, Cristian Ziliberberg

### Mission

Develop managerial capacities and facilitate the establishment of sustainable organizational systems of non-profit organizations, contribute to responsible leadership formation.

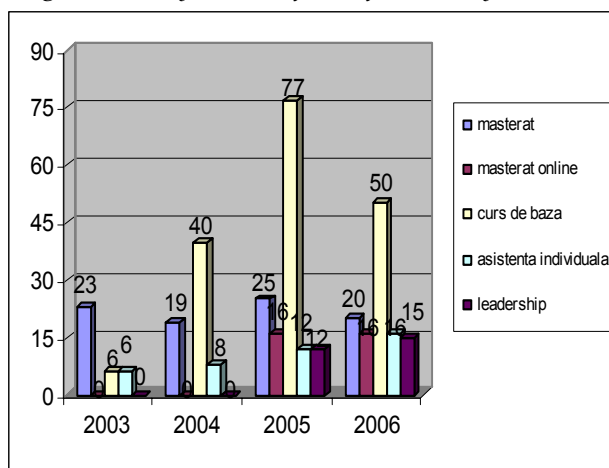
### Fields of activity:

- Organizational development;
- Civic leadership.

### Objectives:

1. Improve the organizations' managerial capacities and abilities;
2. Promote the civic attitude and responsibility of NGO leaders;
3. Promote efficient educational methods.

Diagram 4.1 Dynamics of Beneficiaries by Services



\* forecasts for 2006

### Service Portfolio:

- ✓ **Masters in Non-Profit Organizations management.** Unique service in this region targeted at leaders of key non-profit and commercial organizations. It is available in *online format*, with participants having the option to choose between CReDO master and Title of Master, recognized officially in Moldova. This service consists of 13 modules, out of which 10 are compulsory.
- ✓ **Individual Development Assistance.** This service is based on the individual needs of the organization. We identify the organization's needs for training/development, agree on the plan and implement the individual organizational development plan.
- ✓ **Civic Leadership.** Unique product in this region that encourage the development of new social and civic leaders. Contributes to the development of democratic and civic values, strengthening the attitudes and developing the personal and professional skills. Consists of 7 modules.

### Results:

- The number of organizations that set up systems increased by 33% in comparison with 2004-2005.
- The Masters service covered more sub-sectors (education, mass-media, health, culture, social, etc.) and the number of requests for participation increased by 23%.
- The number of beneficiaries of individual assistance diminished insignificantly in 2005 if compared to 2004.
- A new product - Civic Leadership - was piloted in peer-coaching and peer-training format.
- Developed the concept and structure and launched the first online course of organizational management and leadership.
- Strengthen the program reputation and image in Moldova, especially of the Masters in Organizational Management and Leadership.



#### 4.1. Performances

##### Objective 1: Enhance the managerial capacities of NGOs

This objective was attained through the following products:

- Masters in Organizational Management and Leadership in the standard (4.2) and online format (4.3);
- Individual Development Assistance (4.4);
- Basic courses for organizations from Transnistria (4.5)

The standard and online master courses are targeted at medium developed organizations, the intensive courses - at the beginning organizations from Transnistria, the consultancy services are mainly targeted at experienced organizations.

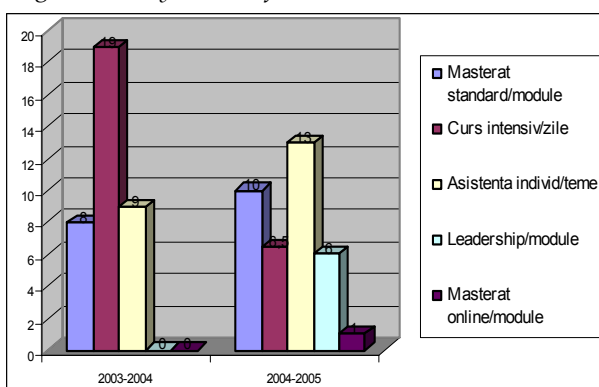
##### Objective 2: Promote the civic attitude and responsibility of NGO leaders

This objective was attained through Civic Leadership program (4.6), which is being completed now and will be launched in early 2006.

##### Objective 3: Promote efficient educational methods

This objective is attained through the continuous effort of educational programs enhancement, acquisition of better methodologies and promotion of non-profit educational standards in Moldova.

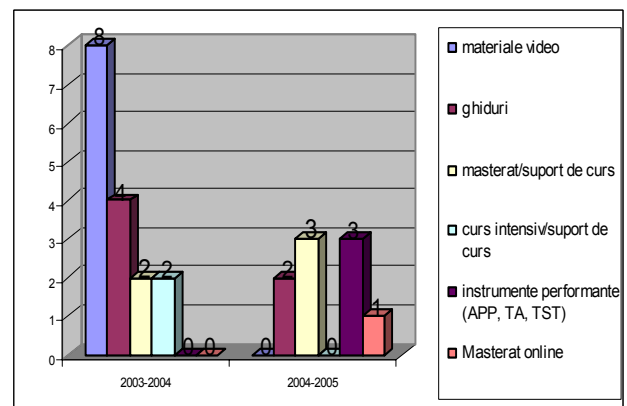
Diagram 4.2 Dynamics of Generic Services



In 2005 the Organizational Development Program provided 36 generic services, about the same number as in 2004, when 36.5 generic services were provided. The generic products include the following products: standard masters courses (calculated in terms of modules), intensive course (calculated in terms of course days), individual assistance provided (calculated in terms of consultancy topics), course of civic leadership (calculated in terms of modules), online masters courses (calculated in terms of modules).

During the academic year 2004-2005 the number of modules increased by 2, if compared to 2003-2004 (10 modules against the 8 modules), the days of intensive courses diminished three times (6.5 against the 19 days in 2003-2004), the number of individual assistance topics increased by 4 (13 against 9 topics in 2003-2004). In 2004-2005 a course of civic leadership (6 modules) and one online module - management of volunteers - were implemented for the first time (see Diagram 4.2).

Diagram 4.3 Number of Innovations



In 2004-2005 there were implemented 9 innovations, by 5 innovations less than in 2003-2004. Thus, 3 masters course supports were developed/adapted (2 - in 2003-2004). 3 modern psycho-instruments were acquired and applied. The course materials for the online master , which was launched this year, and 2 guidelines for the standards masters courses were developed (by 2 less than in the previous year). This year we didn't produce any video materials (see Diagram 4.3).



4.2. Masters in Non-profit management

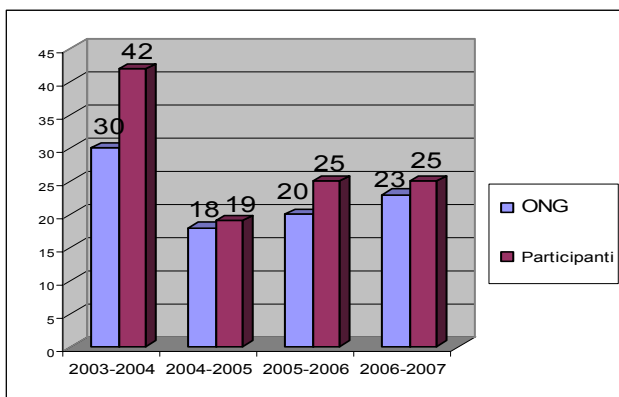
<http://www.credo.md/pagini/consultanta.php?limba=rom&id=1>

The standard master course turned 5 years in 2005 and represents the main service of Organizational Development program. This service undergone several essential changes, making it more innovative, original and attractive for our beneficiaries. The course name was changed from “Masters in Management of Non-Profit Organizations” into “Masters in Organizational Management and Leadership”. We have also introduced some new optional modules, such as: Organizational leadership and Strategic management.

The master courses in Organizational Management and Leadership was certified, a recognised degree option has been provided as well in cooperation with the Academy of Public Administration for the past three years.

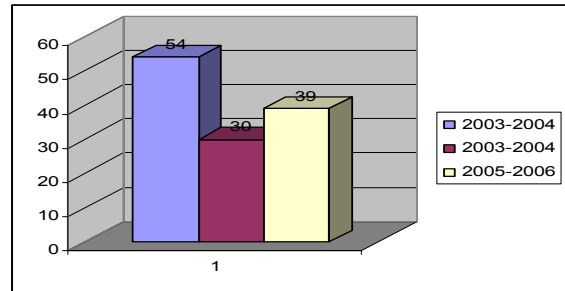
This year the number of participants increased slightly (by 2 organizations) in comparison with the previous 2004-2005 academic year (see Diagram 4.4).

Diagram 4.4 Dynamics of Participating NGOs and Individuals



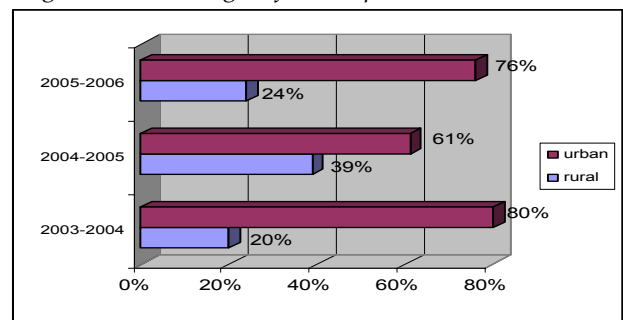
This year the number of participants in the course is much higher than in the previous years, and namely by 24% more than in 2004-2005 academic year (see Diagram 4.4). It is worth mentioning that we had a Russian speaking group in 2003-2004.

Diagram 4.5 Dynamics of the number of applicants



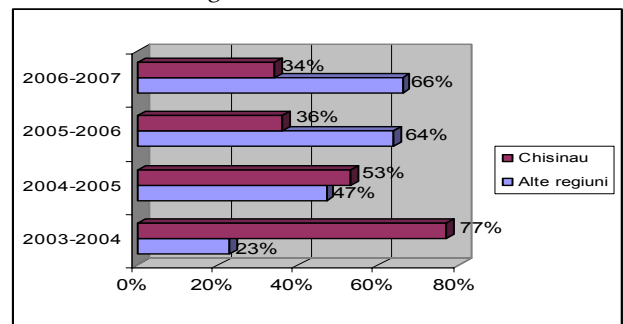
The number of participants increased thanks to the increase in the number of applications since the launch of the Masters Course (see Diagram 4.5). Given the high number of applications, the maximum possible number of people were admitted to the Masters Course, that is 25 people.

Diagram 4.6 The Origin of Participants (urban/rural)



The share of rural participants diminished in 2005-2006 academic year. If last year 39% of the participants where from rural localities, than this year their share decreased down to 24% (see Diagram 4.6).

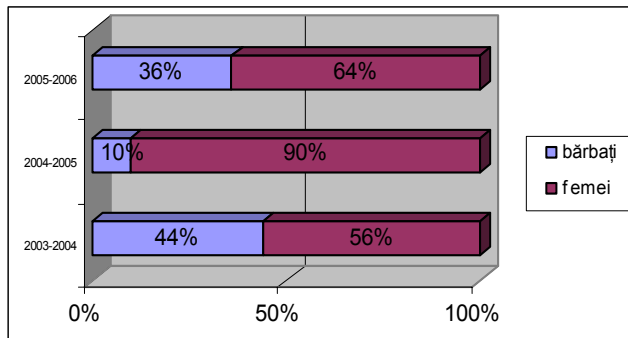
Diagram 4.7 The Origin of Participants (Chisinau/Other regions)



It is worth mentioning that the number of participants from other localities but Chisinau increased by 17% in comparison with 2004–2005, reaching in 2005-2006 the level of 64% of total participants from urban localities (see

Diagram 4.7). The increase in the number of participants from remote urban regions reveals that these regions are more aware of the fact that they need to focus on their inner development, and the masters course has attained a strong image on the Moldovan market.

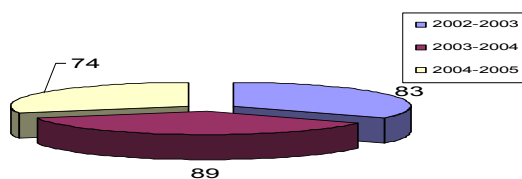
Diagram 4.8 Gender Representativeness



The diagram 4.8 reveals that this year the number of women is higher than the number of men, and namely 64% women and 36% men.

A retrospective analysis reveals a 26-percent increase in the number of men in comparison with the 2004-2005 academic year. This indicates an increase of the men's interest in the associative sector. We will keep encouraging the participation of men by inviting and selecting them. For then year we plan a 2-3 percent increase in men's participation.

Diagram 4.9 Dynamics of System Implementation

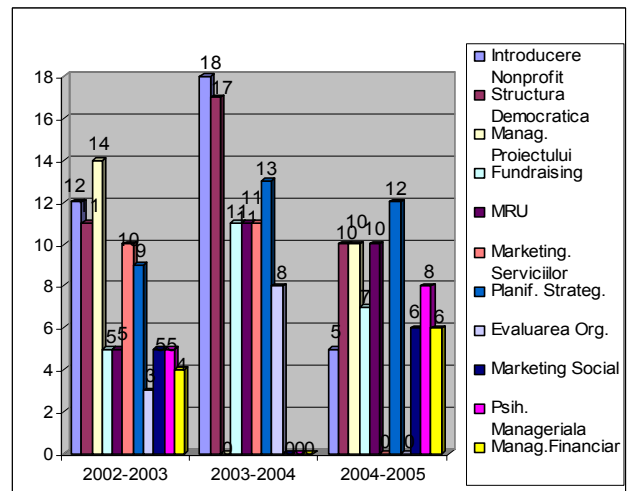


The comparison of the systems implemented in 2004-2005 academic year against the ones implemented in 2003-2004 and 2002-2003 (see Diagram 4.9) reveals a decrease in the number of implemented systems by 17%, if compared with 2003-2004 and by 11%, if compared to 2002-2003.

*System Implementation.* The Masters in Organizational Management and Leadership focuses on the practical aspects, and namely on the practical sessions, which aim both at

strengthening the theoretical knowledge and establishing organizational systems.

Diagram 4.10 Dynamics of System Implementation by Modules



The analysis of the systems implemented during the 2004-2005 academic year (see Diagram 4.10) reveals that the most of the systems were implemented in the following fields: Strategic Planning (12 systems), Human Resources management and Governing Structures (10 systems each). The least systems were implemented in the following modules: Non-Profit Primer (5 systems) and Social Marketing, Financial Management (6 systems each).

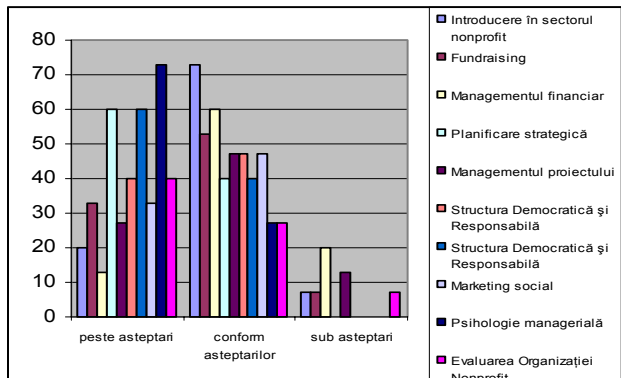
Over the past three years most of the systems were implemented in the following modules: Organizational Governing, Strategic Planning, Human Resources Management. The least systems were implemented in the following modules: Social Marketing and Financial Management.

The systems implemented in Non-Profit Primer module have decreased from 12 systems in 2002-2003 and 18 systems in 2003-2004 to 5 systems only in 2004-2005. The same goes for Fundraising module, which diminished from 11 in 2003-2004 to 7 only in 2004-2005.

*Perception of Satisfaction.* Diagram 4.11 reveals that most of the 10 masters modules of this year were appreciated by the beneficiaries with "above expectations" or "in line with the expectations". Only 5 modules were

appreciated with "under expectations", which account for 10% of the total number.

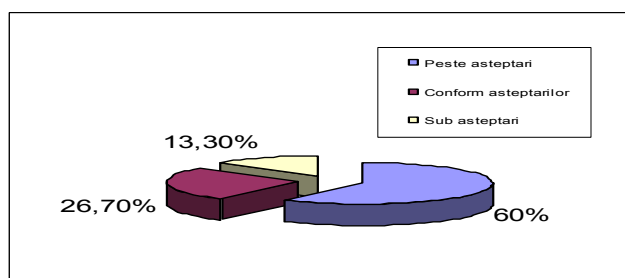
Diagram 4.11 Quality Perception by Modules



20% of the participants appreciated the Financial Management with "under expectations". The highest appreciations were granted to the following modules: Managerial Psychology, Human Resources Management, and Strategic Planning. Over 50% of participants mentioned that these modules were much higher than their initial expectations.

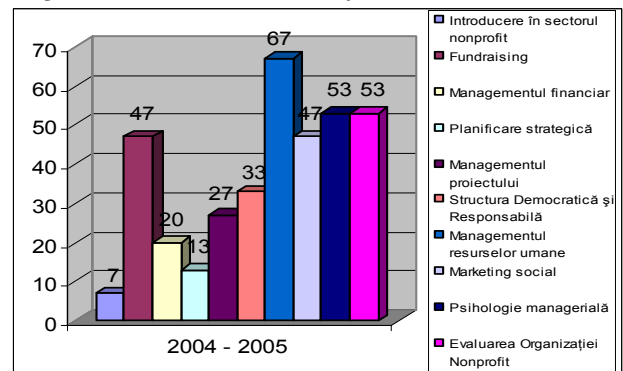
In general the Masters Course was regarded as "above expectations" by 60% of the participants, "in line with the expectations" - by 26.7% of participants and "under expectations" - by 13.3% (see Diagram 4.12).

Diagram 4.12 Beneficiaries' Satisfaction with the Masters Courses



*Relevancy of Modules.* The participants regarded as the most relevant the following modules: Human Resources Management - the most relevant module (67% of the participants), followed by Organization Valuation and Managerial Psychology (with 53% of the participants), and Social Marketing and Fundraising (with 47% of the participants) (see Diagram 4.13).

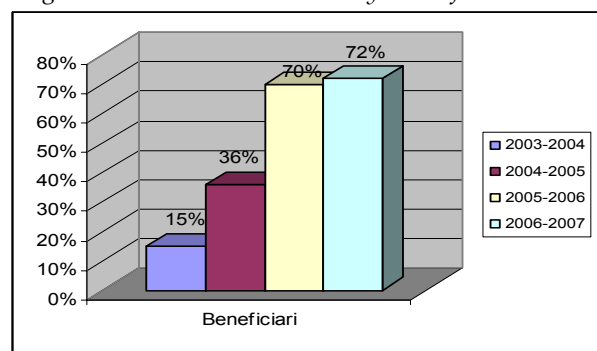
Diagram 4.13 Module Relevancy



*Financing.* This is the fifth year of Masters in Organizational Management and Leadership. The development stage and the first three years of implementation were funded by Cordaid and PAS US program, in terms of investments and operational costs. Since 2004 the program operational costs are covered by the participants' fees.

If in 2004-2005 only 36% participants paid the entire fee for masters courses, then during the current academic year 70% of the beneficiaries covered the entire participation fee, that is, twice as many as during the previous year (see Diagram 4.14).

Diagram 4.14 Dynamics in the Payment of the Entire Fee



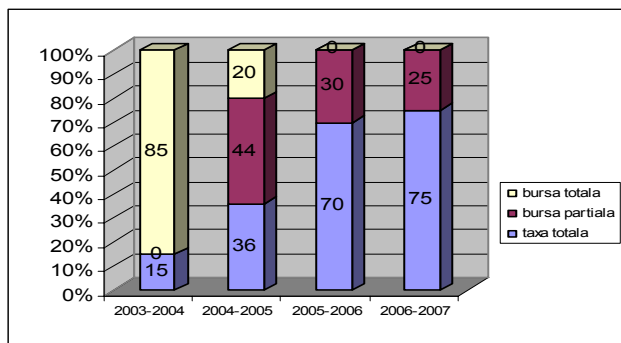
For the 2006-2007 academic year we plan a slight increase in the number of people who will cover the entire participation fee, up to 75%.

The analysis of the funding types of the Masters in Organizational Management and Leadership reveals that this year 70% constitute the payment of the entire fee and 30% represent the partial scholarships offered to 7 participants. This year we offered only partial scholarships, which

account for 10% of the program cost. The scholarships were offered to people from rural localities or towns located far from Chisinau. This year we didn't offer any full scholarships.

Diagram 4.15 presents the dynamics of the financial coverage of the Masters Course via total or partial scholarships and the entire coverage of the participation fee over the past four years. The diagram also presents a forecast for the 2006-2007 academic year.

Diagram 4.15 Dynamics of the Financial Coverage of Masters Courses



#### 4.3. Online Course in Organizational Management and Leadership

<http://online.management.md>

This is the first program of this type in Moldova and the region. This program was based on the previous experience, gained with the online courses of *Management of Volunteers* and *Masters in Advocacy and Policies* (<http://online.credo.md>).

The on-line masters courses were developed taking into account the need for flexible educational programs, accessible for busy people with a big workload, usually organizations' managers. To develop this course we've studied the practice of a number of international universities and associations, with a large experience in distance learning, such as Illinois University, Chicago (USA), Global Human Rights Education Associates (HREA), York University (UK), etc. The online masters course is supported by a distance learning portale (Moodle), which is comfortable and easy, used by other famous universities, such as the York University, UK.

In 2005 the assessed the participants' interest in such a training method. The results confirmed the demand for such products (see Diagram 4.16 (A,B)). This program mainly targets at people with a large workload, who prefer flexible education, people from remote locations, disabled people.

Diagram 4.16 (A)

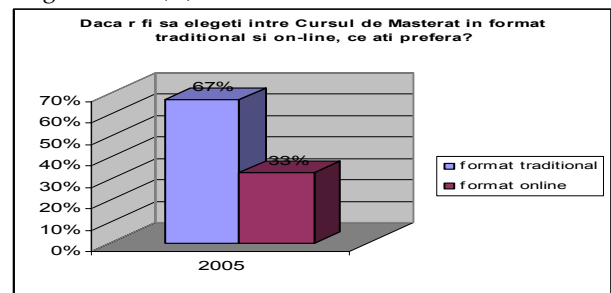
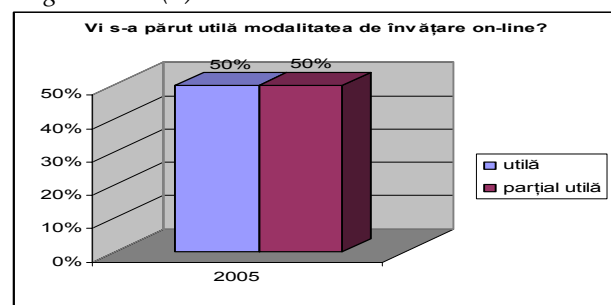


Diagram 4.16 (B)



The online Masters in Organizational Management and Leadership lasts 2 years. The distance learning program is structured in two levels: The first certification level, provides the following modules: 1. *Entrepreneurial Management*, 2. *Organizational Governing*, 3. *Human resources Management*, 4. *Social Marketing*, 5. *Organization Valuation*, 6. *Strategic Management*.

The second masters level provides the following modules: 7. *Organizational Leadership*, 8. *Service Marketing*, 9. *Social Entrepreneurship*, 10. *Project Development and Management (LFA)*, 12. *Diversification of Sources and Fundraising*, 13. *Financiar Management*.

The online course will start with two orientation modules: *Distance Learning and Antrepreneurial Management*. These two modules have an orientation purpose, in terms of the peculiarities of distance learning and concept of public services management and break the ground for the next modules.

25 people have applied for the online pasters program, out of whom 18 will be enlisted. The applicants were provided with the opportunity to study the modules on a selective basis. The online Masters Courses are provided exclusively on contractual basis, thus the participants cover all operational costs.

4.4. Organizational Consultancy

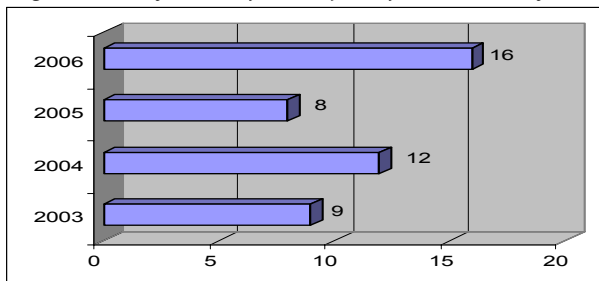
<http://www.credo.md/pagini/consultanta.php?limba=rom&id=1>

This is the third program service, introduced in 2002. During 2005 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. The process consists of the following stages: we identify the organization's needs, agree on the plan (Terms of Reference) 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", "human resources management", etc.

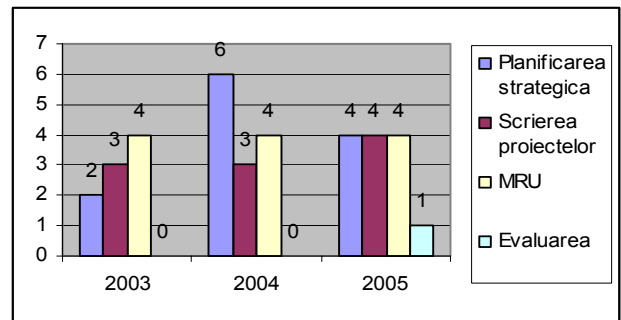
During 2005 we provided 13 consultancy for 8 different organizations. There were concluded 12 consultancy contracts. Thus, in 2006 we will provide consultancy to other 4 organizations (Recuperare, Juventus, Neohumanist, ACASA). This represents a significant diminution in the number of requests for consultancy, in spite of the planned significant increase. For 2006 we plan in increase by about 20% in the number of requests (see Diagram 4.17).

Diagram 4.17 Dynamics of the Requests for Consultancy Services



We estimate to keep the constant increase in the requests for individual assistance, both for the current and new topics: "Social Marketing and Service Marketing", "Organizational Leadership".

Diagram 4.18 Dynamics of Topics



The dynamics of topics demanded for assistance reveal that Strategic Planning, human resource management, LFA project development and organization valuation are the most demanded topics.

The consultancy sales have the following structure:

Diagram 4.19 Sales Individual Assistance, in MDL

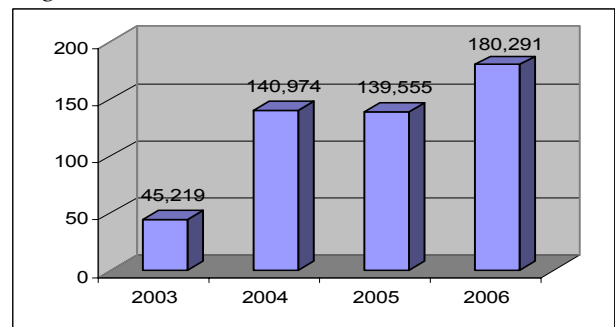


Diagram 4.19 reveals that the revenue is almost the same as in the previous year, in spite of the planned increase of 33%. At the same time, it is worth mentioning that the 4 contracts are under way and will be implemented in 2006.

For the next year we plan an increase by 34% in the revenues from individual consultancy and assistance contracts (see Diagram 4.19). The average daily cost ranges between 50 and 75 USD, depending on the topic complexity, one consultancy lasting 8-12 days on the average.

The main challenges for CReDO are the acquisition and ownership of competitive instruments and technologies, suitable for "Human Resources Management" and "Team Formation and Development".

The following organizations benefited from individual assistance:



- *Penal Reforms Institute*

At the request of the Bucharest-based Penal Reforms Institute we provided training and consultancy in Sinaia, Romania, during the period of 25-29 July, 2005. The request aimed at developing the project writing skills, team work abilities and efficient management/self-management of the human resources in terms of the on-the-job behaviour.

The training was attended by middle managers from the Penal Reforms Institute, Chisinau. Each participant received a set of support materials, feedback and DiSC report, related to the interpretation of the conducted behavioral analyses.

The training combined group activities and presentations. The participants developed draft projects according to the Logical Framework Approach, acquired interpersonal communications techniques on the basis of behavioral characteristics, had a chance to understand better their own behaviours in terms of preferred, manifested, and under-pressure behavior, identified the ideal culture and the social roles needed to achieve the set goals. The collaboration will continue exclusively with consultancy activities.

The PRI also solicited trainings on the following topics: Project drafting and Management of Volunteers for the volunteers' summer schools.

- *Recuperare (Telenesti)*

At the request of Recuperare, CReDO developed the Terms of Reference (ToR), including assistance and consultancy aimed at managerial capacities development. The requested fields: "Strategic Planning", "Human Resources Management", "Project Drafting", "Review and Reporting", "Financial Management". The consultancy will last 6 months and started in October 2006.

During October and November 2005 Recuperare received consultancy and individual assistance on project drafting according to the Logical Framework Approach.

Since January 2006 the consultancy will continue on the following topics: The beneficiaries are the organization's executive officers and some Board members.

- *Cordaid*

CReDO assessed an international HIV/AIDS project, financed by Cordaid, on the basis of the Terms of Reference (ToR), developed by Cordaid. The assessment lasted 1.5 months and was carried out by 2 consultants of the Organizational Development Program and ended with a Project Assessment Report.

- *Juventus*

At the request of Juventus, the consultants team evaluated the organization's training needs. The ToR development, provision of consultancy and individual assistance will start in January 2006.

- *Neohumanist*

At the request of Neohumanist we assessed the training needs, provided consultancy and individual assistance on the employment of a key officer. The ToR development process is under way.

It is expected to offer consultancy and individual assistance in the following key fields: Strategic Planning, Project Development and Management, Team Formation and Development, Project Assessment. The beneficiaries are mainly executive officers.

- *Acasa*

At the request of Acasa, we renewed the consultancy contract in the following fields: "Strategic Planning", "Organizational Communication", "Financial Management", "Project Management", "Valuation and Reporting".

The implementation of consultancy services will begin in January 2006. The beneficiaries are mainly executive officers.

- *Family and Child Social Protection Alliance (APSCF)*, [www.aliantacf.net.md](http://www.aliantacf.net.md)

At the request of APSCF, CReDO provided consultancy in strategic planning. Several strategic meetings were organized with the Alliance constituents and the consultants. The alliance consists of over 200 organizations. The consultants developed the 2005-07 Strategic Plan of APSCF.

- *Aliance of Aged People's Organizations*

At the request of the Alliance of Aged People's Organizations, CReDO provided consultancy in strategic planning. Several strategic meetings were organized with the Alliance constituents and the consultants. The consultants developed the 2005-07 Strategic Plan of the Alliance.

- *The Social Network*, [www.retea-social.net](http://www.retea-social.net)

At the request of the Social Network, CReDO provided consultancy in strategic planning. The Social Network consists of over 350 non-government organizations of Moldova. CReDO finalized the participative development of the 2005-07 strategic plan.

- *United Nations Development Program (UNDP)* [www.undp.md](http://www.undp.md)

At the UNDP request, CReDO provided consultancy services in LFA project development on the strengthening of the partnership with the Parliament.

- *International Labor Organization (ILO)*

At the ILO request, CReDO has started to facilitate the development of a migration policy for and in cooperation with the Migration Office of the Republic of Moldova. The first policy development workshop was held in 2005, in 2006 we will continue discussing with the constituents the data strengthening and development of a migration strategy and policy.

- *Swedish International Development Agency (SIDA)*

At the SIDA request, CReDO provided consultancy in the LFA development of gender

policy. As a result, the logical framework of the SIDA programs in Moldova was developed, aimed at providing gender equality at program level.

#### 4.5. Basic course

<http://www.credo.md/pagini/asistenta.php?limba=rom&id=5>

In 2005 the basic course was held four times. It is worth mentioning that the course content was adjusted, providing both Organizational Development and Advocacy elements. The first three main courses were provided for over 77 teenagers and young people: high school students, members of various NGOs and initiative groups from Transistria. The courses covered the following: "Start-Up of Non-Profit Organizations", "Project Drafting", "Leadership". The 2.5 - day courses were provided in CReDO's premises.

The fourth basic course was held in Cosnita, Dubasari. The participants consisted of teenagers and young people with a driving force, potential civic leaders. The course lasted 2 days.

Diagram 4.20 Dynamics of Participants

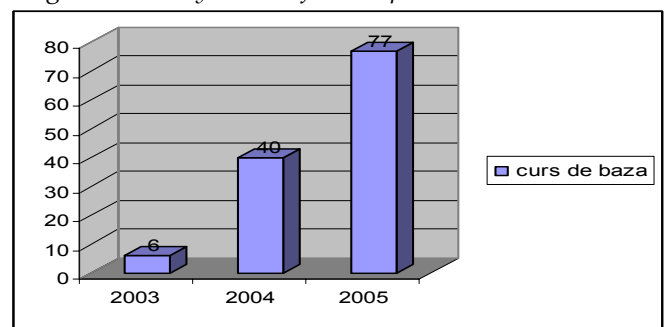


Diagram 4.20 reveals a significant diminution in the number of participants in the main courses, by 48% is compared with 2004.

#### 4.6. Civic leadership

<http://www.credo.md/pagini/masterat.php?limba=rom&id=18>

CReDO is positive about the importance of this program for Moldova. It develops the civic and democratic leadership in Moldova. There aren't any programs of this type in this country. CReDO piloted the Civic Leadership course during the period between December 2004 and May 2005. This product was carried out in



cooperation with two organizations and individual experts both from Moldova and abroad. It is worth mentioning that Dr. Mike B. Prior, international expert from "Initiatives of Change" (Canada), had a significant contribution during the development of the concept and content of "Leader-Adherent Relationship" and "Developing Leaders among Adherents".

Aspecial, pper-coaching and peer-training methodology was selected for 2004-2005, which consists of exchange of opinions, interactive discussions on a certain theme. This method is suitable for product pilot testing and will help strengthen the educational course of Civic Leadership for the following years. In addition, CReDO developed a set of informative materials in English on Leadership, which consists of: a collection of unique and recent foreign informational sources of 145 books and 29 video materials, which help improve the training methodology and inform the course participants.

14 organizations participated at the pilot stage. These were the most active civic leaders from various NGOs involved in the settlement of the country's social problems, who have proved their achievements in this field. 65% of the participating organizations graduated and a beneficiaries of other CReDO programs, while 35% are new organizations, who could use CReDO programs in the future.

75% of the direct product costs were spent in 2005 to meet this objective. CReDO invested some \$3,500 in the development of informative materials and procurement of video materials. The cost/Leadership beneficiary was estimated at \$350.

In 2005 we searched for models which could complete the concept of Civic Leadership program. We analyzed the wide variety of the existing psycho-techniques and discovered the Neuro-Linguistic Programming (NLP) that could be used for the practical assignments of most Program modules. NLP helps develop the human potential and communication skills, settle problems, replication of human excellency. NLP is also used in such areas as organizational development and consultancy, information provision to leaders.

In 21-22 February 2005 CReDO run the Conference "Role of the Civic Leadership in Strengthening the Civic Society". This event was funded by East-East program: Partnerships beyond borders, Soros-Moldova Foundation, carried out in collaboration with CODECS for Leadership Foundation (Romania). The Conference approached the following topics: *Role of the Social Leadership in Strengthening the Civil Society, the need for a Behavioral and Ethics Code for the Non-Government sector of Moldova, Opportunities for strengthening the Social Leadership in Moldova, Education and study methods of the Social Leaderships: Perspective for Moldova.* A workshop was held on the second day, aimed at strengthening the Social Leadership Programs in Moldova.

The Conference was attended by 36 people, including 6 experts from Romania, 20 people from Chisinau and 10 people from other Moldovan localities.

#### 4.7. Promote know how based education

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.

The Social marketing, Managerial Psychology, and Human Resources Management where improved in terms of structure, contents and

approach, including in innovative elements and the latest innovative elements and information.

Since February 2005 CReDO has been the official and authorized dealer of Thomas system products (UK): Personal Profile Analysis (PPA), Team Audits (TA) and Tests for Selection and Training (TST). These products can be used for *Recruitment, Selection, Training and Development, Counseling, Career Planning, Team Establishment, Management and Assessment.*

They will help improve the quality and complete the CReDO educational services. CReDO also uses these instruments to manage its own human resources.

Since February 2005 CReDO has been the official and authorized dealer of Thomas system products (UK): Personal Profile Analysis (PPA), Team Audits (TA) and Tests for Selection and Training (TST). These products can be used for *Recruitment, Selection, Training and Development, Counseling, Career Planning, Team Establishment, Management and Assessment.* They will help improve the quality and complete the CReDO educational services.

#### 4.8. Professional Development

During 2005 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 graduated from the online courses in Nonprofit Management at the Illinois University, Chicago (USA), thus enhancing her professional skills in operational management, financial management, democratic structure and Nonprofit Board, Organization Valuation and Project Assessment.

Elena Levinta-Perciun participated in the licensing courses of Thomas International products [www.thomasinternational.org](http://www.thomasinternational.org): Personal Profile Analysis, Team Audits, Test for Selection and Training, provided by SLG RoPlus Romanian [www.slgroplus.ro](http://www.slgroplus.ro) and SLG Russia [www.slginternational.spb.ru](http://www.slginternational.spb.ru). Thus, she strengthened her knowledge in Human Resources Management and modern methods of professional selection and training. In 2006 Elena Levinta-Perciun will participate in two modules

of the MBA program, European Foundation of Economy and Business (EFEB) Grenoble, namely "International Human Resources Management" and "Organizational Management".

Angela Vacaru participated in "International Marketing and Marketing Management" module under the MBA program, European Foundation of Economy and Business (EFEB) Grenoble, and also in "Strengthening the women's political skills and abilities" workshop, held by IRI in Chisinau. This seminar approached the following relevant topics: marketing and brand, image creation principles, campaign methods, etc. She also participated in "Inclusion and Diversity" training, organized by SALTO, the Czech Republic and "Public Relations and Training in Advocacy", organized by the Institute of Public Policies, Chisinau.

Cristian Ziliberg attended the course of Practivian in Neuro-Linguistic Programming at the NLP Educational Center [www.nlpcenter.ru](http://www.nlpcenter.ru), Moscow. The program staff will continue developing its professional skills in the aforementioned fields.

#### 4.9. Others

Tatiana Tarelunga took over the coordination of the Masters program and "Democratic and Responsible Structure of the Organization" and "Organization Valuation" modules.

Elena Levinta is responsible of "human resources management", "managerial psychology" modules and the relevant consultancy, since November 2005 she has been in charge of CReDO human resources management.

Angela Vacaru was employed as a consultant, responsible of "Project Drafting according to the Logical Framework Approach (LFA)", "Social Marketing" and "Service marketing", consultant on these modules.

In July-August 2005, this program had an intern, Cristian Ziliberg, who was subsequently employed as a Civic Leadership consultant. CReDO developed an assessment questionnaire

for the masters courses, which will be used for all masters courses provided by CReDO. The questionnaires results can be centralized, analyzed and interpreted.

Tatiana Tarelunga and Maria Badan participated on behalf of CReDO in the annual meeting of Cordaid with the partner organizations in Hague. They discussed modalities enhancing the cooperation and the services to be provided by the partner organizations.

#### 4.10. Perspectives

The program portfolio will consist of masters program and additional consultancy. For 2006 we have two external objectives:

- Launch the Civic Leadership integrated program for the active Moldovan NGOs;
- Contribute to the development of the civic society in Transnistria via means of the main courses and other products from the advocacy and policies program;
- Lobby and advocacy of the associative and Government structures to promote professional educational standards in the associative sector.

Organizational strengthening objectives:

- Transform the Organizational Development Program into the Training and Organizational Consultancy Training (CICO);
- Strengthen the knowledge and professional skills and experience of the program staff, especially in terms of organizational consultancy;
- Enhanced research into and awareness of the beneficiaries' needs for program products.

## 5. Advocacy

Program team: Maria Badan (consultant); Florin Gisca (consultant), Ecaterina Cretu (consultant), Olga Dolghi (consultant till Oct.05), Alexandru Greco (consultant till Sept.05), Olesea Roibu (consultant since Nov.05)

### Mission

Develop the action capacities of the socially active organizations that promote democratic changes aimed at influencing policies and public decisions.

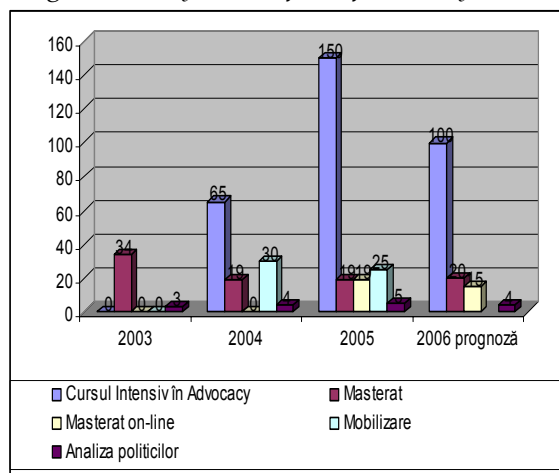
### Fields of Activity:

- Human rights promotion;
- Advocacy for democratic policies.

### Objectives:

1. Develop and promote modern training program in advocacy and public policies.
2. Strengthen the capacity of civil stakeholders of influencing the existing political decisions.

Diagram 5.1 Dynamics of Beneficiaries by Services



\* forecasts for 2006

### Service Portfolio:

- **Masters in Advocacy and Policies** program consisting of 10 modules that train NGOs to promote social changes and influence public policies, also available *in online format*;
- **Intensive Course in Advocacy.** Intensive 4-day course for local organizations, promotes decision influencing at the local level.
- **Analysis and Promotion of Democratic Public Policies.** Identifies methods of public policies analysis and influencing. At the same time, the public policies analysis is targeted at the development of public servants' capacities.

### Results:

- Strengthened the content, the Masters in Advocacy and Policies, with 3 new modules in policies, improved the educational materials, containing 60-70 pages each;
- Promoted the online masters courses in advocacy and policies, using advanced learning technologies and interactive materials;
- 9 intensive advocacy courses held in 7 different regions;
- 150 representatives of 116 socially active NGOs attended trainings, acquired knowledge, skills and abilities needed for critical analysis of problems;
- developed the Training of Trainers methodology for the intensive course in Advocacy and the Advocacy Manual in mental health;
- developed three public policy researches: on migration, mental health, non-discrimination strategy.

5.1. Performances

**Objective 1:** Develop and promote modern training programs in advocacy and public policies

This objective is attained with the help of the following products:

- Master in Advocacy and Policies (5.2)
- Online Masters in Advocacy and Policies (5.3)

**Objective 2:** Strengthen the capacity of civil stakeholders of influencing the existing political decisions

This objective is attained with the help of the following products:

- Intensive Advocacy Course (5.4)
- Public Policies Analysis and Promotion (5.5)

Diagram 5.2 Dynamics of Generic Services

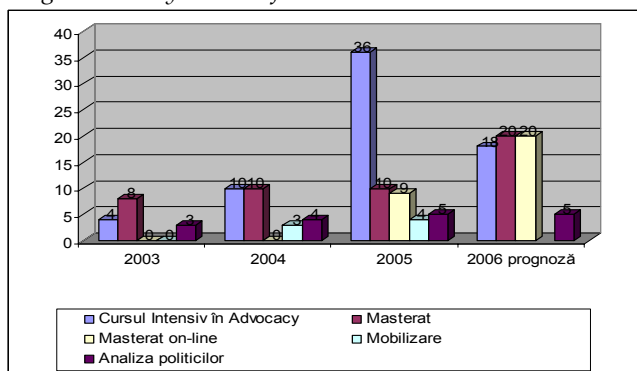
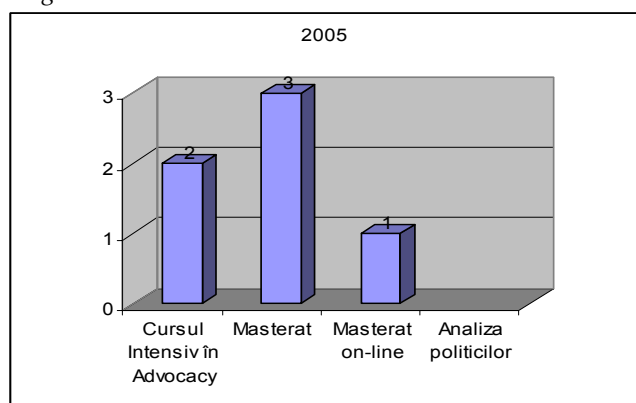


Diagram 5.3 Innovations



A number of innovations were introduced in this program during 2005, and namely:

Introduction of two new modules of Public Policies Process Analysis and Public Policies Analysis in the masters program. At the same time, the content of Advocacy Planning module was modified, and a new theme – Developing the Agenda, was introduced.

In 2005 we piloted the online master’s courses, oriented towards busy people who find it difficult to attend the standard master’s courses.

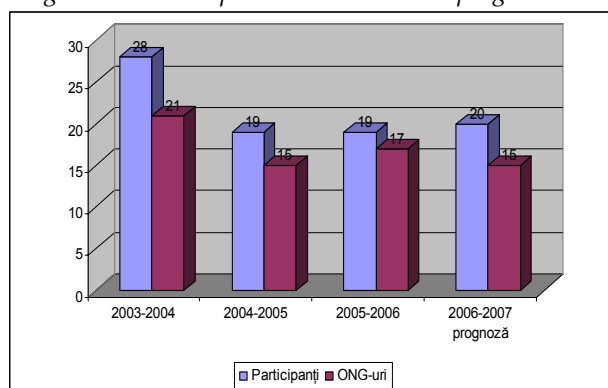
During the Intensive Advocacy Course we developed the Trainers’ Guidelines for CFdF and improved the content of the course manual. These innovations helped improve the quality of products and make them more attractive.

5.2. Masters in Advocacy and Policies

<http://www.credo.md/pagini/masterat.php?limba=rom&id=19>

The Masters in Advocacy and Policies Program targets at people and representatives of non-government organizations that promote social changes. This program is centered on practical results. 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.

Diagram 5.4 Participation in the Masters program



The first academic year of 2003-2004 was a pilot program. There were developed 8 modules

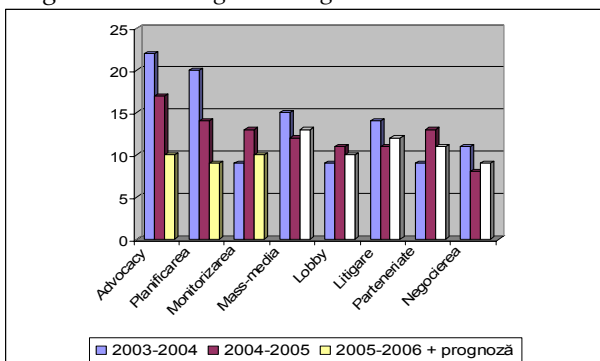


that aim at enhancing the knowledge and skills at the organization's level, the organization being represented by one or two key executives. This program has an important peculiarity, that is, the participating organizations have passed a number of program stages that have certain work strategies. The first part of the program consists of compartments that facilitate the understanding of Advocacy, Public Policies Process Analysis, 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. Two new models were developed in 2005: Public policies process analysis and public policies analysis. The rest of the modules were improved and enhanced. The Masters program has the following modules:

- Module 1: What is Advocacy?
- Module 2: Public Policies Process Analysis
- Module 3: Advocacy Planning
- Module 4: Monitoring and Reporting
- Module 5: Litigation Initiatives
- Module 6: Legislative and Decisional Lobby
- Module 7: Negotiations
- Module 8: Advocacy through mass-media
- Module 9: Coalitions, Partnerships, Alliances, Networks
- Module 10: Public Policies Analysis

The support materials for the educational trainings consist of about 80 pages. Special teaching methodologies and case studies were developed for each module.

Diagram 5.5 Change-Driving Activities

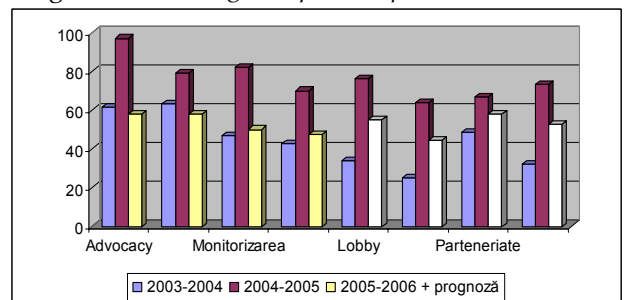


Per total 237 actions of change were developed during the 2003-2004, 2004-2005, and 2005-2006 academic years. An average of 10 systems were built for each module. The above diagram reveals

the dynamics of action system construction by modules for the 2004, 2005, and 2006 intakes.

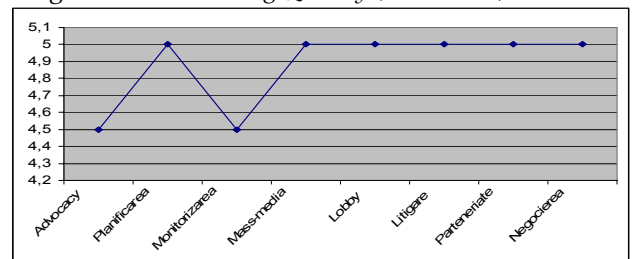
The number of participants in Masters Program decreased as many organizations are not interested in social changes promotion or are not ready yet to promote any social changes. Thus, out of the 34 participants only 27 graduated the course and got certified in 2004, and out of the 21 participants only 17 graduated the course and got certified in 2005.

Diagram 5.6 Average Frequencies per Module



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.

Diagram 5.7 Perceiving Quality (2004-2005)



In spite of the aforementioned, the program was very popular among the organizations that have realized the importance of social changes. 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. As mentioned above, the masters program has evolved in time and was enriched with new modules, thus enhancing its quality and increasing the power of influencing and public policies analysis.

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 gradulators.

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.

Diagram 5.8 Share of men and women in the Masters program

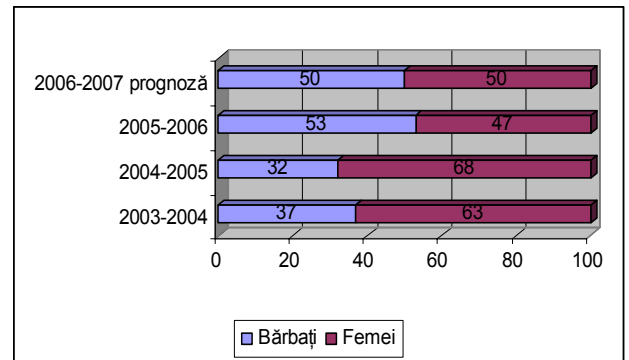
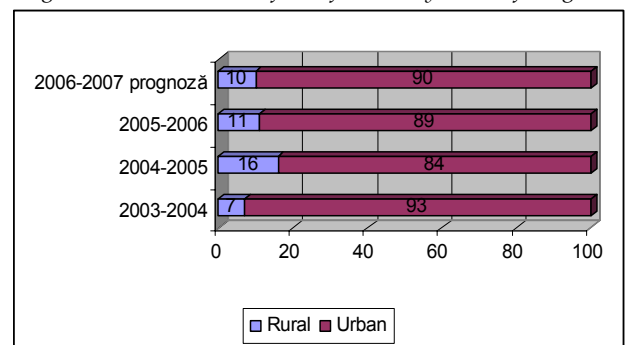


Diagram 5.9 Distribution of Beneficiaries by Areas of Origin



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 have been already implemented.

The results obtained at the end of the second study year:

- 9 sets of materials developed and distributed among participants in the program. Developed one new set of materials;
- 9 trainings in advocacy. Per total 18 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 21 people from 13 NGOs;
- Provided 48 individual consultancies.

The results of 2005-2006 masters program will be presented in the 2006 executive report.



A workshop titled "European Human Rights Standards and the role of the civil society in human rights protection" was delivered under the masters program, with the support of the European Council.

At this seminar the participants in the current and previous masters programs were informed about different instruments of human rights protection. This seminar also supported the modules of Strategic Litigation, Lobby, and Mass-Media Awareness.

### 5.3. Masters in Advocacy and Policies

<http://online.credo.md>

Since 2005 we are piloting the new online distance learning format of masters in advocacy and policies. The online masters courses are targeted at people from regions and rural localities, who don't have enough time and possibilities to attend the standard masters courses.

Diagram 5.10 The ration of applications to participants in the online masters program

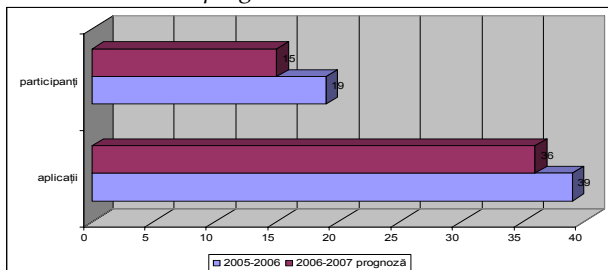
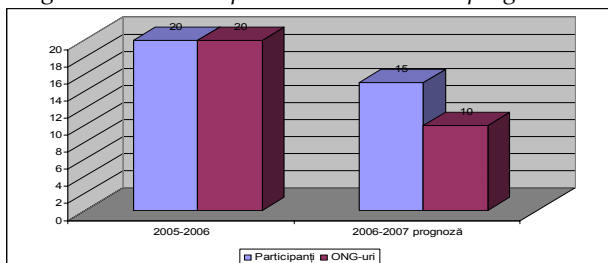


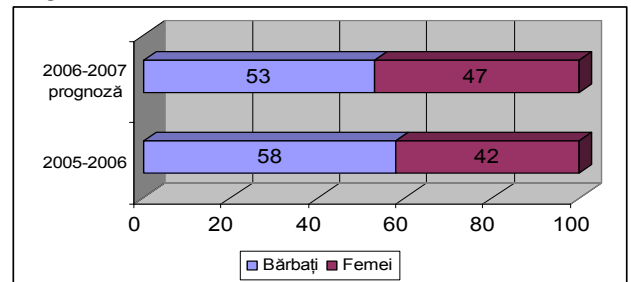
Diagram 5.11 Participation in the Masters program



The online masters courses is based on the informative materials of the standards program, adjusted to the online requirements. The program consists of 6-7 modules, followed by a discussion board after each topic or two consecutive topics. The module ends with an essay aimed at summarizing the studied topic. 6 new modules were developed in 2005, other 3-4

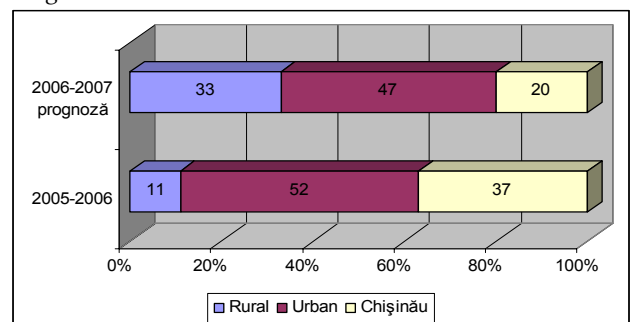
modules will be developed in 2006, during the same academic year.

Diagram 5.12 Men to Women Ratio



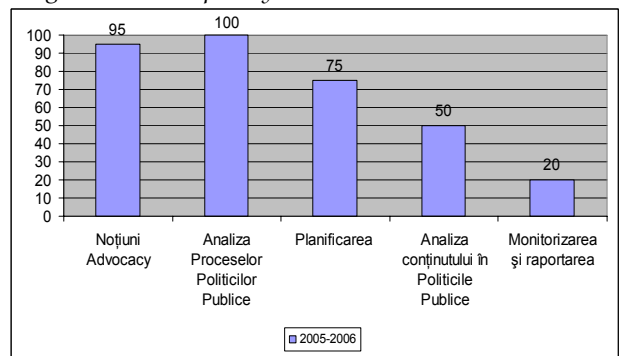
Similar to the standard masters course, this year the share of men was higher than the women's. During the previous years women had a bigger share. Thus, there is a balance between men and women in general per the entire masters programs, including all intakes.

Diagram 5.13 Rural to Urban Ratio



The Chisinau inhabitants have a higher participation because of better internet connection. The rural localities have a limited access to internet.

Diagram 5.14 Frequency at online masters courses



At the same time, 11 participants in the online masters program are from regions. The online masters program was designed as a reply to the needs of regions. The online masters program offers the option to be a mere visitor

that is access the study materials, without participation in the discussion boards and essay writing.

#### 5.4. Course of Advocacy and Civic Mobilization

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

The intensive course in Advocacy is offered on a periodic basis to the members of socially active 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.

During January-December 2005 there were held 9 intensive courses in different regions of the Republic of Moldova. Besides, there were provided 3 combined courses of Advocacy and Organizational Development. The 9 intensive courses were held in the following localities in chronologic order:

- Criuleni (21-23 February 2005)
- Soroca (30 March – 1 April 2005)
- Vadul - lui - Voda (20-22 April 2005)
- Causeni (17-19 May 2005)
- Ungheni (22-24 June 2005)
- Soroca (17-19 November 2005)
- Chisinau (24-26 November 2005)
- Balti (1-3 December 2005)
- Comrat (15-17 December 2005)

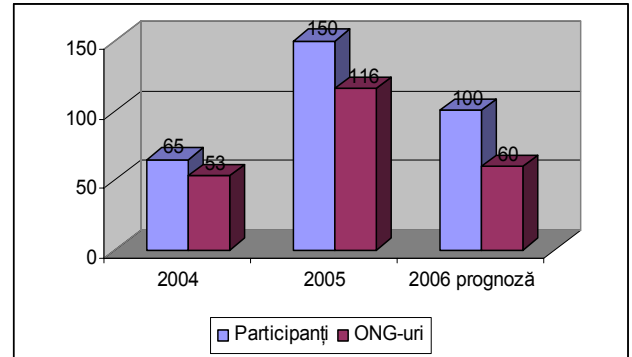
The course held in Chisinau on 24-26 November was attended by representatives of the civil society from the Southern region. The three combined courses were provided in Chisinau to some beneficiary groups, representatives of the civil society from Transnistria.

A training-of-trainers seminar was held for the Intensive Advocacy Course on 28-30 September in Vadul lui Voda. The localities were selected by geographic and strategic objective criteria.

In 2005 the 9 courses were attended by 150 people from 116 organizations and institutions. There

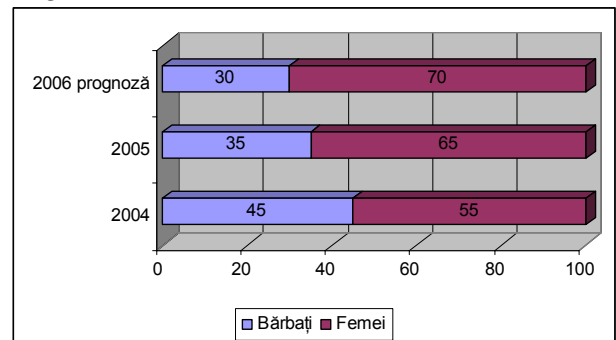
was registered a 2.5 times increase in the number of participants, if compared with 2004 (65 people, 53 organizations).

Diagram 5.15 Participation in the Intensive Advocacy Course



In 2005 the ratio of women to men was 97 to 53, if compared with 36 to 29 in 2004.

Diagram 5.16 Men to Women Ratio

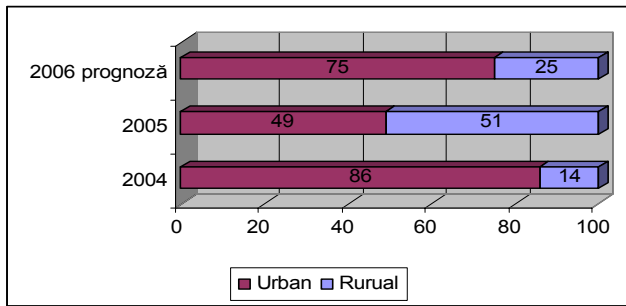


The gender prevalence diagram reveals a prevalence of women.

The ratio of urban to rural organizations was 74 to 76. This year the share of rural participants increased significantly, if compared with the situation of 2004, when the urban to rural ratio was 56 to 9.

The group of beneficiaries also includes representatives of local NGOs, active beyond Chisinau.

Diagram 5.17 Urban to Rural Ratio



There are fewer rural active NGOs, but they had a good participation in the Intensive Courses.

The intensive course is mainly targeted at the young people with a higher learning potential. The course provides the following subjects and creates useful skills in line with the three-day study program:

*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. Problem tree (Identification of problems, effects and causes). Problem-based work.

*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. The course beneficiaries provided a positive feedback.

The course methodology was improved with new cases and exercises, based on the examples offered by the participants. The approach was also improved. A role game was developed for the last three courses, to help the participants develop their abilities of working with Protest and Negotiation strategies.

8 out of the 9 offered courses had a general thematic and complied with the traditional methodology presented in the Manual of

Advocacy and Social Changes. The fifth course was centered on the mental health (Vadul - lui - Voda 20-22 April 2005). As this course has a specific theme, it was provided to specialized NGOs and other stakeholders.

A pilot version of the Advocacy Manual for Mental Health Problems was developed for this course. The methodology was adopted to reflect as close as possible the mental health issues in terms of advocacy. The material was adjusted and improved with the support of the best Moldovan experts.

12 participants in the 4 general courses (Criuleni, Soroca, Causeni and Ungheni) were selected for the training-of-trainers course in advocacy. This course was held by CReDO on 28-30 September in Vadul lui Voda. These 12 people form a local network of human resources in advocacy. They have acquired enough knowledge, skills and attitudes to further provide Intensive Advocacy Courses on the basis of the Manual developed by CReDO for the regional Moldovan organizations.

The experience of these trainers in the Moldovan regions permit to replicate and develop the advocacy knowledge of more people and active organizations.

A special presentation methodology was develop for CFdF. This methodology is completed by the set of didactic manual of the Intensive Advocacy Course. This set consists of four elements: Advocacy Manual, Guidelines for the CFdF trainer, and Guidelines for the CFdF participant and CD with support materials for trainers. The CD is accompanied by a set of didactic materials.

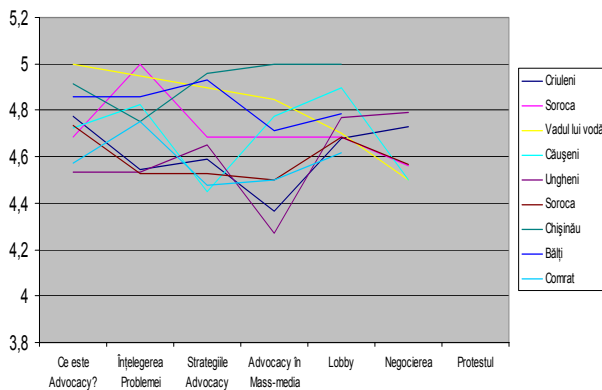
This course is necessary as it provides quality information and skills for the settlement of certain problems faced by the group of beneficiaries.

During the intensive courses the participants worked on the following:

- identified 100 problems specific for the participating organizations;

- selected and analyzed 40 problems in terms of effects and causes, according to the participants' needs;
- studied 28 problems in terms of effects, causes, solutions and strategies;
- on the last day played a role game on 15 problems.

Diagram 5.18 Perception of the Quality of the Intensive Course Topics



The average per capita cost of one Intensive Course was \$164.26 in 2005.

Results:

- 9 intensive courses held 7 different regions of the Republic of Moldova;
- 3 combined courses of Advocacy and Organizational Development targeted at representatives of the civil society of Transnistria;
- 150 representatives of 116 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;
- developed a pilot version of the Advocacy Manual for Mental Health Problems;
- developed the complete set of didactic materials for the Intensive Advocacy Course (Advocacy Manual, Guidelines for the CFdF trainer, Guidelines for the CFdF participant, support CD and presentation CD);
- 12 people were involved in the training-of-trainers course for the Intensive Advocacy Course, in order to become CIA trainers. At the same time, these people form a local

network of human resources in advocacy in the Moldovan regions.

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.

We tested a number of meeting and group work methods with community groups of different ages. Movies were presented in order to encourage people's participation in meetings.

Besides, we met with active people of Cromcaz in order to encourage their participation in the elections, without supporting any candidate. They learned a critical attitude towards their potential and community attitude. The information gained in 2004 was used for the implementation of the following stages:

Results:

- Developed and tested meeting methods for different community groups;
- Tested methods of encouraging people, especially in terms of participation in elections;
- Described the elements of civic mobilization in an easy format.

5.5. Promotion of Decisional Transparency, Democratic Policies

- promotion of the decisional transparency among Chisinau municipal authorities.

<http://www.credo.md/pagini/stiri.php?limba=rom&id=183>

A project for good governing and transparency of local public authorities is being implemented under the regional program, with the participation of the Euroregional Center for Democracy (Timisoara), Resource Center of Moldovan Non-Governmental Organizations for Human Rights (Chisinau), and the Association for Regional Development (Ivano-Frankivsk).



8 public servants from the Chisinau Mayor's Office visited Timisoara Mayor's Office to learn about the experience and transparent service organization in Timisoara; conference "Challenges of the Democratization Process, Transparent Local Governing, Regional Perspectives" was held on 22-23 September.



The conference aimed at enhancing the current situation. An Actions Plan was approved in order to improve the work of Chisinau Mayor's Office.

*- promotion of decisions transparency and cooperation with the Moldovan Parliament*

This project aims at encouraging the cooperation of the specialized civil society with the specialized Parliamentary commissions. CReDO has started the process of establishing a strong cooperation with the Parliamentary commission for human right. CReDO's contribution is the facilitation of the development of the commission's activity report, identification of priorities and pilot testing of several draft laws with the participation of representatives of the civil society.

Under the CReDO initiative there will be established a permanent relationship with the commission for human rights, strengthened its position in relation with this institution and the long-term relationships aimed at implementing future projects.

*- research into migration policies in Moldova*

The first workshop on migration policy development was held in 2005; the interim document was submitted for consultation. The next stage will be held in 2006. CReDO was contracted by the International Labor Organization for consultancy services.

*- research into health issues for LGBT in Moldova.*

LGBT in Moldova, the first consultancy stage was carried out in 2005, when the research content was developed, GenderDoc-M was advised on the selection of research agency, thus CReDO is to develop the quality study by early 2006.

#### 5.6. Professional Development

Florin Gisca and Alexandru Grecu were trained in planning, development and assessment of trainings and workshops, by "Pentru voi" ("For You") Foundation of Timisoara. The training was delivered by a skilled Romanian expert.

Ecaterina Cretu and Serghei Ostaf participated in the international training „Peacebuilding, Conflict Transformation and Post-War Rebuilding, Reconciliation and Resolution”, organized by PATRIR, TRANSCEND and UN DMTP, in Cluj Napoca, Romania, with the participation of a world recognized expert. This training taught abilities of conflict analysis and modalities of conflict settlement and transformation.

Olga Dolghi participated in a course of public policies and public finance formation in Lithuania in August.

Maria Badan, Olga Dolghi and Serghei Ostaf studied the online program of York University of UK, formed of 2 modules: public policy analysis and economic aspects of public policies. This program develops the knowledge and skills needed for the provision of masters courses in advocacy and policies.

#### 5.7. Others

The program structure changed: Alexandru Grecu worked till September 2005, Olga Dolghi

worked till November 2005, and Olesia Roibu started working in November 2005.

#### 5.8. Perspectives

The program will keep its main products: Masters in Advocacy and Policies (including the online format) and Intensive Advocacy Course. These products will be continuously improved, adjusted to new methodologies and the better understanding of decisional processes and policies in Moldova. The program will further develop the democratic policies analysis and promotion component through consultancy services and partnerships with public authorities and other specialized organizations.

For 2006 we have the following external objectives:

- Develop the local and regional civil society, able to promote democratic social changes. This objective will be met via the Intensive Advocacy Courses in mental health and other fields, including in the Transistria;
- Complete the development of the Manual for Intensive Course in Mental Health Issues and

improvement of the intensive advocacy manual;

- Develop the civil society at the regional and national level through standard and online masters courses in advocacy and policies, including programs tailored for public authorities and public servants of Moldova;
- Promote the opening and transparency of public authorities, improve the social capacity and policies, contribute to the promotion of social policies of underprivileged social strata;

Organizational strengthening objective:

- Strengthen the professional development of program consultants in terms of decisional processes and advocacy;
- Promote and better position the programs and their products in the society;
- Research into and higher awareness of the beneficiaries' demand for program products.

## 6. Partnerships

Program team: Serghei Ostaf (coordinator), Vlad Panico (finance), <http://www.credo.md/pagini/actiuni.php?limba=rom>

### Mission

Take actions aimed at settling the major human rights issues of the Republic of Moldova by supporting the common efforts of the civil society.

### Fields of activity:

- Strengthening of the civic sector;
- Promote democratic initiatives on human rights protection

✓ **Design Policies and Strategies on Democracy and Human Rights.** 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.

✓ **Manage the Partnership Actions.** Assure managerial assistance and consultancy for the multilateral cooperation.

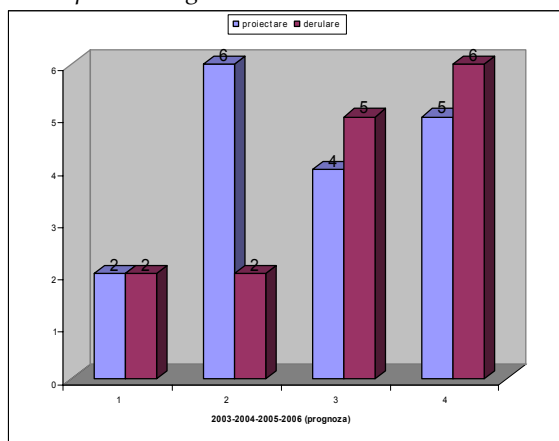
### Results:

### Objectives:

- Promote and strengthen common activities in democracy, human rights, and national minorities;
- Strengthen the civil society, promote standards of responsibility and transparency in civil society.

- Developed the strategy and project Consortium for Torture Prevention II (5 organizations);
- Consortium for promoting the Right of Roma People from rural localities, consisting of 4 NGOs, launched in August 2005;
- Consortium for promoting multilingual education (4 NGOs), launched in November 2005;
- Helped establish the Anti-Discrimination Coalition, consisting of 9 organizations, developed the strategy and draft proposal;
- Developed and promoted the initiative of cooperation between the civil society and public authorities: Parliament (External policy commission and human rights commission) with the participation of 2 organizations;
- Launched the regional collaboration with 5 organization, aimed at promoting and strengthening peace in Moldova.

Diagram 6.1 Classification by the Partnerships Development Stage



\* forecasts for 2006

### Service Portfolio:



6.1. Performances

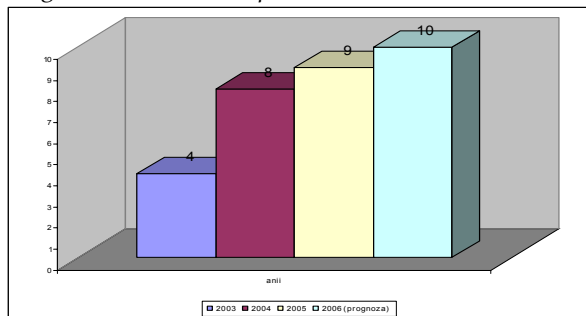
**Objective 1:** Promote and strengthen common activities in democracy, human rights, and national minorities

The objective was attained thanks to the contribution of 4 common partnerships and initiatives under way. Consortium for Torture Prevention II (reform of detention places and ratification of the complaining procedure to CAT), Consortium for promoting the Right of Roma People from rural localities, Consortium for promoting the rights of national minorities, Anti-Discrimination Coalition.

**Objective 2:** Strengthen the civil society, promote standards of responsibility and transparency in civil society

This goal was attained thanks to the contribution of the project on public authorities' transparency, cooperation between the Moldovan civil society and public authorities, lobby, and promotion of accountability standards in the civic sector, following the example of CReDO.

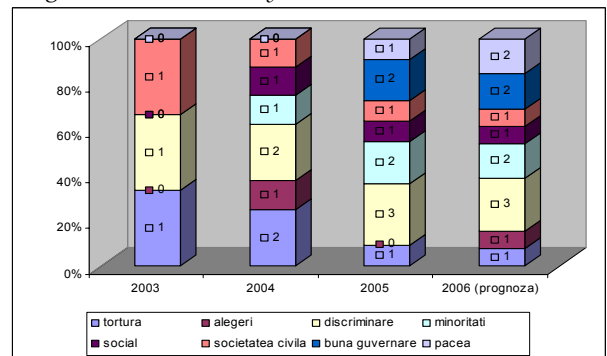
Diagram 6.2 Partnerships' Activism



The number of interactions among organizations is continuously increasing, the total number of partnerships reaching 9 in 2005. 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 had constantly increased, in 2005 remaining the same - 40. The activism of common initiatives has increased both in numeric and quality terms.

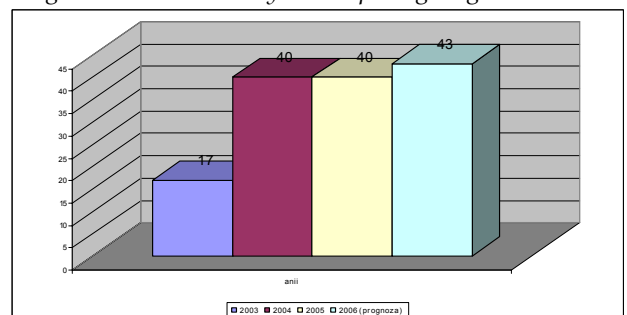
Over the past 3 years the area/fields of cooperation of CReDO initiatives also increased. The traditional fields: torture prevention, non-discrimination, were completed with new ones: democratization, national minorities, non-discrimination, elections.

Diagram 6.3 Activism by Fields



The number of organizations participating in joint actions also increased. In 2005 the number of organizations participating in common actions reached 40, if compared to only 5 in 2001.

Diagram 6.4 Activism by Participating Organizations



The partnerships programs depend on the available funding. In 2005 projects of this type were funded by the European Commission and Cordaid.

**Objective 3:** Form the methodology, summarize the experience, develop the educational materials.

In 2004 we piloted the module "Establishment of Partnerships and Coalitions", in 2005 this module was improved. The previous experience in establishing partnerships and joint initiatives, the experience of other states permitted to develop in 2004-05 educational

material on the establishment of Partnerships and Coalitions. On the basis of the educational material we developed the program for the Masters in Advocacy and Policies. The module is very popular and highly demanded by various organizations and coalitions.

This module is the first educational material in this region. The educational material and module provide 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. Design Policies and Strategies on Democracy and Human Rights

In 2005, 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.

##### *- Consortium for Torture Prevention II*

The Partnership for Torture Prevention II, continuation of Partnership I, developed the strategy of human rights promotion in places of preventive detention, which was selected by the European Commission. The Consortium for Torture Prevention II developed a detailed project proposal, which was selected by the European Union for funding, and the contract is in process of signature with the Commission representative in Kyiv. The Consortium objective consists of promoting the reform in places of preventive detention, by ratifying the additional protocol to CAT.

##### *- Anti-Discrimination Coalition*

Consists of 9 Non-Government organizations: LADOM, Helsinki Committee in Moldova, Gaudeamus, Association of Roma Students, National Youth Council, GenderDoc-M, CReDO, and others.

<http://www.credo.md/pagini/stiri.php?limba=rom&id=147>

The Coalition aims at: 1. promoting and adopting an anti-discrimination policy in Moldova, 2. awareness of anti-discrimination

issues in the society, 3. strengthening the Anti-Discrimination Coalition on behalf of the civil society.

The final decision on the coalition will be passed in January 2006.

##### *- Development of the civil society in Moldova*

CReDO, together with Business Consulting Institute, VVMZ, Central European University and Maxwell Stamp, was selected to bid for this service contract. CReDO will be responsible of the development and training on organizational, advocacy and policy issues. The contract is being developed now.

##### *- Reform of the Social Services in Moldova*

CReDO, together with Europlan and VVMZ, participated in the tender announced by DFID and SIDA for the social services reform contract in Moldova. The consortium was selected for the second stage. The consortium reached the project development stage. However Europlan - the main partner - decided to withdraw from the competition on priority grounds.

##### *- Peace Strengthening Initiative in Moldova*

CReDO, together with TRASCEND, PATRIR (Cluj-Napoca) and World Window, discussed the project proposal on the development of a larger project of peace promotion in the Transnistrian break-away region of Moldova. The initiative is being piloted. For January-February 2006 we envisage strategic planning actions the development of organizational capacities on both banks of the Nistru river.

#### 6.3. Managing Partnership Actions

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

##### *- Consortium for promotion of multilingual educational policies and inclusion of minority groups*

The initiative, consisting of 4 NGOs CReDO, Center for Minorities' Problems, Concordia-

Zlagoda Association, regional authorities of localities densely inhabited by Bulgarians and Ukrainians, developed a common strategy and project proposals in line with the EU standards. The project was submitted to Cordaid and was accepted for partial funding.

The Consortium aims at: 1. promoting inclusive multilingual policies, 2. piloting educational practices and programs, including multilingual, 3. promoting the social awareness of the benefits of multilingual education and integration of national minority groups.

At present the project selected the participant localities, initiated discussions and partnerships with various representatives of Moldovan political parties, especially with the Parliamentarian Commission for human rights.

CReDO assures the general management of this project, held in 2005-07.

*- Consortium for developing rural communities of Roma people.*

The initiative, consisting of 4 NGOs: CReDO, Roma Negotiation Group, Roma Youth Association, Territory Strategic Development Center, developed a common strategy and project proposal in line with the EU standards. The project was submitted to Cordaid and was granted partial funding for 2005-07.

The project aims at: 1) promoting activism among rural Roma people, 2) facilitating their access to education and social services, 3) economic development of the localities. So far the project implemented contracts in 4 localities, developed 2 economic development plans for two localities and is implementing one of them. During the project key people were selected from 3 localities for activities of strengthening and encouraging the participation of rural people. The project

started the people's record keeping and needs inventory in the selected localities. The project is looking for co-funding.

*- Promote the transparency of public authorities and their cooperation with the civic society*

At the regional level CReDO cooperated with the European Center for Democracy of Timisoara and the Association for Regional Development of Ivano-Frankivsk to transfer the positive practices of good governing and transparency of public local authorities. On the local level, the project selected Chisinau municipality, executive and representative authorities; the project will continue in 2006.

CReDO initiated another similar project with ADEPT, aimed at promoting cooperation between the Parliament and the specialized civil society. Under this project CReDO will help improve the legal process of the Parliament, enhance the activity regulations of the parliamentary commissions, assure a closer cooperation with the specialized organizations.

*- Cordaid conference for consultation with the partner organizations of Moldova*

CReDO helped to organize the Cordaid conference in March 2005, which discussed the perspectives of Cordaid activity in Moldova, country plans, Cordaid strategy for Moldova.

#### 6.4. Perspectives

In 2006 CReDO will try to increase the staff involved in joint initiatives and will develop the internal professional capacity. It will target at the following priority fields: non-discrimination, torture prevention, human rights, as well new fields, such as democracy promotion, transparency and accountability of public authorities.

## 7. Financial and Audit Reports (draft)

Serghei Ostaf (executive director), Vlad Panico (financial manager)

KPMG is hired to perform the audit scheduled in May 2006. The financial information is subject to review based on KPMG audit.

### 7.1. 2005 Report and forecast 2006

#### Cordaid institutional grant

| Budget Category           |                                             | Total Expenses<br>MDL | Total Expenses<br>EUR | Expenses<br>forecast<br>(<br>01.11.05-<br>30.09.06)<br>MDL |
|---------------------------|---------------------------------------------|-----------------------|-----------------------|------------------------------------------------------------|
|                           |                                             | 1                     | 2                     | 3                                                          |
|                           |                                             | 2                     | 3                     | 4                                                          |
| <b>Grand Total</b>        |                                             |                       |                       |                                                            |
| I                         | Total Operating Costs                       | 1,196,070             | 75,599                | 1,505,541                                                  |
| II                        | Equipment                                   | 6,765                 | 428                   | 10,000                                                     |
| <b>Grand Total</b>        |                                             | <b>1,202,835</b>      | <b>76,027</b>         | <b>1,515,541</b>                                           |
| <b>I Operating Costs</b>  |                                             |                       |                       |                                                            |
| <b>A</b>                  | <b>Personnel</b>                            |                       |                       |                                                            |
|                           | <b>A. 1 Salaries</b>                        |                       |                       |                                                            |
| 1.                        | Executive Director                          | 60,640                | 3,833                 | 8,908                                                      |
| 2.                        | Financial manager                           | 34,596                | 2,187                 | 53,802                                                     |
| 3.                        | Office manger                               | 33,270                | 2,103                 | 34,795                                                     |
| 4.                        | CI Coordinator 50%                          | 23,669                | 1,496                 | 31,678                                                     |
| 5.                        | NGO Coordinator                             | 60,696                | 3,836                 | 70,912                                                     |
| 6.                        | Advocacy Prorgam Coordinator                | 30,086                | 1,902                 | 41,300                                                     |
| 7.                        | Partnership Coordinator 50%                 | 29,313                | 1,853                 | 20,390                                                     |
| 8.                        | Librarian, 50%                              | 0                     | 0                     | 14,000                                                     |
| 9.                        | NGO assistant 40%                           | 23,035                | 1,456                 | 20,000                                                     |
| 11.                       | Advocacy Program assistant 40%              | 51,690                | 3,267                 | 20,000                                                     |
| 12.                       | Translations                                | 6,932                 | 438                   | 36,000                                                     |
| 13.                       | Computer engineer 50%                       | 16,374                | 1,035                 | 19,100                                                     |
| 14.                       | Social Insurance Contributions (29%)        | 79,833                | 5,046                 | 100,140                                                    |
| <b>Subtotal Salaries</b>  |                                             | <b>450,133</b>        | <b>28,451</b>         | <b>471,025</b>                                             |
|                           | <b>A. 2 Fringes</b>                         |                       |                       |                                                            |
| 1.                        | Fringes 8%                                  | 0                     | 0                     | 0                                                          |
| 2.                        | Medical Insurance Contributions 5%          | 5,873                 | 371                   | 8,000                                                      |
| <b>Subtotal Fringes</b>   |                                             | <b>5,873</b>          | <b>371</b>            | <b>8,000</b>                                               |
| <b>Subtotal Personnel</b> |                                             | <b>456,006</b>        | <b>28,822</b>         | <b>479,025</b>                                             |
| <b>B</b>                  | <b>Consultants and Services</b>             |                       |                       |                                                            |
| 1.                        | Consultant's fee                            | 94,549                | 5,976                 | 175,216                                                    |
| 3.                        | Audit                                       | 7,635                 | 483                   | 25,000                                                     |
| 4.                        | Security and insurance                      | 7,859                 | 497                   | 40,000                                                     |
| 5.                        | Evaluation cost                             | 0                     | 0                     | 0                                                          |
| 6.                        | Printing & Publishing educational materials | 0                     | 0                     | 10,000                                                     |

|                                     |                                                               |                |               |                |
|-------------------------------------|---------------------------------------------------------------|----------------|---------------|----------------|
| 7.                                  | Promotion                                                     | 4,405          | 278           | 3,000          |
|                                     | <b>Subtotal Consultants &amp; Services</b>                    | <b>114,448</b> | <b>7,234</b>  | <b>253,216</b> |
| <b>C Materials and Supplies</b>     |                                                               |                |               |                |
| 1.                                  | Office Maintenance and Repair                                 | 15,160         | 958           | 22,000         |
| 2.                                  | Training consumables (materials, etc.)                        | 36,943         | 2,335         | 150,000        |
| 3.                                  | Training breaks                                               | 35,077         | 2,217         | 60,000         |
| 4.                                  | Literature & Subscription                                     | 134,049        | 8,473         | 35,000         |
|                                     | <b>Subtotal Materials &amp; Supplies</b>                      | <b>221,229</b> | <b>13,983</b> | <b>267,000</b> |
| <b>D Facilities</b>                 |                                                               |                |               |                |
| 1.                                  | Rental of Space( training hall, office)                       | 8,104          | 512           | 80,000         |
| 2.                                  | Depretiation                                                  | 22,422         | 1,417         | 15,000         |
| 3.                                  | Heating (gas) & Electric                                      | 22,334         | 1,412         | 65,000         |
| 4.                                  | Telephone                                                     | 40,142         | 2,537         | 63,000         |
| 5.                                  | Postage                                                       | 8,868          | 561           | 35,000         |
| 6.                                  | Internet                                                      | 28,013         | 1,771         | 48,300         |
| 7.                                  | Receptions                                                    | 25,688         | 1,624         | 40,000         |
| 8.                                  | Real Estate Tax                                               | 106            | 7             | 1,000          |
|                                     | <b>Subtotal Facilities</b>                                    | <b>155,677</b> | <b>9,840</b>  | <b>347,300</b> |
| <b>E Beneficiary Allowances</b>     |                                                               |                |               |                |
| 1.                                  | Allowance                                                     | 71,557         | 4,523         | 9,000          |
| 2.                                  | Travel                                                        | 12,592         | 796           | 5,000          |
|                                     | <b>Subtotal Beneficiary Allowance</b>                         | <b>84,149</b>  | <b>5,319</b>  | <b>14,000</b>  |
| <b>F CReDO Travel and Education</b> |                                                               |                |               |                |
| 1.                                  | Travel and Transportation (personnel) including international | 104,444        | 6,602         | 60,000         |
| 2.                                  | Personnel Training and Development                            | 40,932         | 2,587         | 80,000         |
|                                     | <b>Subtotal CReDO Travel &amp; Education</b>                  | <b>145,376</b> | <b>9,189</b>  | <b>140,000</b> |
| <b>G Contingency /bank cost</b>     |                                                               |                |               |                |
|                                     | <b>Subtotal</b>                                               | <b>19,186</b>  | <b>1,213</b>  | <b>5,000</b>   |
| <b>II Equipment</b>                 |                                                               |                |               |                |
| 1.                                  | Office equipment                                              | 6,765          | 428           |                |
| 2.                                  | Furniture                                                     | 0              | 0             | 10,000         |
|                                     | <b>Subtotal</b>                                               | <b>6,765</b>   | <b>428</b>    | <b>10,000</b>  |

## 7.2. Financial Position Report

|                           | Notes | 2005<br>MDL | 2004<br>MDL |
|---------------------------|-------|-------------|-------------|
| <b>ASSETS</b>             |       |             |             |
| <b>Non-current assets</b> |       |             |             |
| <b>Fixed assets</b>       |       |             |             |
| Building                  | 1     | 123,047     | 151,443     |
| Furniture                 | 1     | 104,138     | 147,304     |

|                                           |          |                  |                  |
|-------------------------------------------|----------|------------------|------------------|
| Computer equipment                        | <b>1</b> | 274,923          | 344,288          |
|                                           |          | <b>502,108</b>   | <b>643,035</b>   |
| <b>Current assets</b>                     |          |                  |                  |
| Trade and other receivables               | <b>2</b> | 61,570           | 16,069           |
| Cash and cash equivalents                 | <b>3</b> | 3,624,835        | 2,217,376        |
|                                           |          | <b>3,686,405</b> | <b>2,233,445</b> |
| <b>Total assets</b>                       |          | <b>4,188,513</b> | <b>2,876,480</b> |
| <b>ACCUMULATED FUNDS AND LIABILITIES</b>  |          |                  |                  |
| <b>Accumulated funds</b>                  |          |                  |                  |
| Accumulated funds                         | <b>6</b> | 313,581          | 136,365          |
|                                           |          | <b>313,581</b>   | <b>136,365</b>   |
| <b>Non-current liabilities</b>            |          |                  |                  |
| Deferred revenue from grants              | <b>4</b> | 3,856,198        | 2,688,644        |
|                                           |          | <b>3,856,198</b> | <b>2,688,644</b> |
| <b>Current liabilities</b>                |          |                  |                  |
| Payables and accruals                     | <b>5</b> | 18,734           | 51,471           |
|                                           |          | <b>18,734</b>    | <b>51,471</b>    |
| <b>Total liabilities</b>                  |          | <b>3,874,932</b> | <b>2,740,115</b> |
| <b>Total fund balance and liabilities</b> |          | <b>4,188,513</b> | <b>2,876,480</b> |

7.3. Financial Report on Activities

|                                                 | Notes | <b>2005<br/>MDL</b>          |
|-------------------------------------------------|-------|------------------------------|
| <b>Revenue</b>                                  |       |                              |
| <i>Grant revenue</i>                            |       |                              |
| CordAid                                         |       | 2,005,378                    |
| ADEPT                                           |       | 20,592                       |
| DFID                                            |       | 93,628                       |
| US Embassy                                      |       | 95,464                       |
| Conseil de L'EU                                 |       | 63,905                       |
| SIDA                                            |       | 57,303                       |
| Soros Foundation-Moldova                        |       | 175,044                      |
| GIP SOFIA                                       |       | 26,519                       |
|                                                 | 7     | <u>2,583,334</u>             |
| Other revenue / interest                        | 8     | <u>260,581</u>               |
|                                                 |       | 2,843,915                    |
| <b>Expenses</b>                                 |       |                              |
| <i>Program and administrative expenses</i>      |       |                              |
| Training                                        |       | 459,169                      |
| Personnel expenses                              |       | 643,056                      |
| Books                                           |       | 148,551                      |
| Depreciation of property and equipment          |       | 267,297                      |
| Business trip                                   |       | 175,576                      |
| Communication                                   |       | 98,125                       |
| Utilities                                       |       | 29,050                       |
| Audit and consulting                            |       | 255,509                      |
| Other                                           |       | 574,599                      |
|                                                 |       | <u>2,650,932</u>             |
| <b>Excess of expenses over revenue</b>          |       | <b>192,983</b>               |
| Net foreign exchange (loss)                     |       | -15,767                      |
| <b>Gain (deficit) before income tax expense</b> |       | <u><b>177,216</b></u>        |
| Income tax expense                              |       |                              |
| <b>Gain (Deficit) for the year</b>              |       | <u><u><b>177,216</b></u></u> |



7.4. Cash Flow

|                                                               | Notes | 2005<br>MDL       | 2004<br>EUR     |
|---------------------------------------------------------------|-------|-------------------|-----------------|
| <b>Cash flows from operating activity</b>                     |       |                   |                 |
| Gain before income tax expense                                |       | 177,216           | 10,968          |
| Adjustments for:                                              |       |                   |                 |
| Depreciation and amortisation                                 |       | 267,297           | 15,097          |
| Release of deferred revenue                                   |       | -2,583,334        | -191,029        |
| Operating profit before working capital changes               |       | <b>-2,138,821</b> | <b>-164,964</b> |
| Increase in trade and other receivables                       |       | -45,501           | 7,142           |
| Decrease in payables and accruals                             |       | -32,737           | -2,430          |
| <b>Net cash flows used in operating activity</b>              |       | <b>-2,217,059</b> | <b>-160,252</b> |
| <b>Cash flows from investing activity</b>                     |       |                   |                 |
| Acquisition of property, plant and equipment                  |       | -126,370          | -24,684         |
| <b>Net cash utilised in investing activity</b>                |       | <b>-126,370</b>   | <b>-24,684</b>  |
| <b>Cash flows from financing activity</b>                     |       |                   |                 |
| Funds received                                                |       | 3,912,230         | 135,225         |
| Exchange rate difference                                      |       | -161,342          | -2,802          |
| <b>Net cash flows from financing activity</b>                 |       | <b>3,750,888</b>  | <b>132,423</b>  |
| <b>Net increase / (decrease) in cash and cash equivalents</b> |       | <b>1,407,459</b>  | <b>-52,513</b>  |
| <b>Cash and cash equivalents at 1 January</b>                 | 3     | <b>2,217,376</b>  | <b>183,299</b>  |
| <b>Cash and cash equivalents at 31 December</b>               | 3     | <b>3,624,835</b>  | <b>130,786</b>  |

7.5. Other financial information

|                                 | MDL            | MDL            | MDL            | MDL            |
|---------------------------------|----------------|----------------|----------------|----------------|
| <b>Cost</b>                     |                |                |                |                |
| At 01 January 2005              | 283,956        | 661,590        | 289,575        | 1,235,121      |
| Additions                       |                | 105,448        | 20,922         | 126,370        |
| Disposals                       |                |                |                | 0              |
| Translation difference          |                |                |                | 0              |
| At 01 January 2006              | 283,956        | 767,038        | 310,497        | 1,361,491      |
| <b>Accumulated depreciation</b> |                |                |                |                |
| At 1 January 2005               | 132,513        | 317,302        | 142,271        | 592,086        |
| Charge for the year             | 28,396         | 174,813        | 64,088         | 267,297        |
| Disposals                       |                |                |                | 0              |
| Translation difference          |                |                |                | 0              |
| At 01 January 2005              | 160,909        | 492,115        | 206,359        | 859,383        |
| <b>Net carrying amount</b>      |                |                |                |                |
| At 01 January 2006              | <b>123,047</b> | <b>274,923</b> | <b>104,138</b> | <b>502,108</b> |
| At 01 January 2005              | <b>151,443</b> | <b>344,288</b> | <b>147,304</b> | <b>643,035</b> |

2. Trade and other receivables

|                       | 2005<br>MDL   | 2004<br>MDL   |
|-----------------------|---------------|---------------|
| Advances to suppliers | 60,205        | 12,000        |
| Advances to employees | 0             | 2704          |
| Due from budget       | 1365          | 1365          |
|                       | <b>61,570</b> | <b>16,069</b> |

3. Cash and cash equivalents

|               | 2005<br>MDL      | 2004<br>MDL      |
|---------------|------------------|------------------|
| Cash on hand  | 30033            | 3727             |
| Cash at banks | 3,594,802        | 2,213,649        |
|               | <b>3,624,835</b> | <b>2,217,376</b> |

4. Deferred revenue from grants related to assets

|                                                                                                    | 2005<br>MDL      | 2004<br>MDL      |
|----------------------------------------------------------------------------------------------------|------------------|------------------|
| Deferred revenue from grants related to assets                                                     | 502,108          | 643,035          |
| Deferred revenue from grants received and not utilised                                             | 3,354,090        | 2,045,609        |
|                                                                                                    | <b>3,856,198</b> | <b>2,688,644</b> |
|                                                                                                    | <b>2005</b>      | <b>2004</b>      |
|                                                                                                    | <b>MDL</b>       | <b>MDL</b>       |
| Movement in deferred revenue from grants related to assets during 2005 is presented below:         |                  |                  |
| Balance as at 1 January                                                                            | 643,035          | 496,087          |
| Finance received during the year                                                                   | 126,370          | 378,370          |
| Release to income statement                                                                        | 267,297          | 231,422          |
| Translation difference                                                                             |                  |                  |
| Balance as at 31 December                                                                          | 502,108          | 643,035          |
|                                                                                                    | <b>2005</b>      | <b>2004</b>      |
|                                                                                                    | <b>MDL</b>       | <b>MDL</b>       |
| Movement in deferred revenue from grants received and not utilised during 2005 is presented below: |                  |                  |
| Balance as at 1 January                                                                            | 2,045,609        | 2,992,836        |
| Finance received during the year                                                                   | 3,912,230        | 2,176,024        |
| Grants utilised                                                                                    | -2,442,407       | -2,965,171       |
| Translation difference                                                                             | -161,342         | -158,080         |
|                                                                                                    | <b>3,354,090</b> | <b>2,045,609</b> |

#### 5. Payables and accruals

|                       | 2005<br>MDL   | 2004<br>MDL   |
|-----------------------|---------------|---------------|
| Payables to suppliers | 15,125        | 33,282        |
| Payable to employees  | 3609          | 18189         |
| Accruals              |               |               |
|                       | <b>18,734</b> | <b>51,471</b> |

## 8. Grant revenue

|                                          | 2005                   |                        |
|------------------------------------------|------------------------|------------------------|
|                                          | Grants received<br>MDL | Grants utilised<br>MDL |
| CordAid                                  | 3,682,749              | 1,864,451              |
| European Commission                      | 0                      | 45,501                 |
| ADEPT                                    | 68,109                 | 20,592                 |
| DFID                                     | 72,199                 | 93,628                 |
| US Embassy                               | 198,007                | 95,464                 |
| Council de L'EU                          | 33,428                 | 63,905                 |
| SIDA                                     | 57,303                 | 57,303                 |
| Soros Foundation-Moldova                 | 159,966                | 175,044                |
| GIP SOFIA                                | 105,299                | 26,519                 |
| <b>Total Grant received and utilised</b> | <b>4,377,060</b>       | <b>2,442,407</b>       |
| Less: Acquired property and equipment    |                        | <b>-126,370</b>        |
| Add: Depreciation for the year           |                        | <b>267,297</b>         |
|                                          |                        | <b>2,583,334</b>       |

## 8. Appendixes

### 8.1. Beneficiaries of Organisational Development Program

Participants of the Masters in Management and Organisational Leadership, 2005-2006:

1. Victor Svet, "Recuperare", Telenesti
2. Tatiana Matuev, "Recuperare", Telenesti
3. Liliana Micu, "AVI-Moldova", Chisinau
4. Elena Rusu, "Center of Medical Instruction", Balti
5. Ion Reicu, "Center of Medical Instruction", Balti
6. Diana Bogdan, "Center of Medical Instruction", Balti
7. Anastasia Marcan, "Mugurel", Tatarasti, Strasen
8. Svetlana Bordeianu, "AOPAS", Baimaclia, Cantemir
9. Ion Bordeianu, "AOPAS", Baimaclia, Cantemir
10. Ana Lepadatu, "Young Roma Association", Chisinau
11. Octavian Ivanov, Criva Mayorality, Criva, Briceni
12. Angela Ciocirlan, "Facia", Ungheni
13. Natalia Dragoman, "Centrul de plasament Mihaela", Criuleni
14. Tatiana Cojocaru, "Young Women of Cernoleuca", Donduseni
15. Domnica Petrovici, "People for People", Edinet
16. Alexei Buzu, "Geronimo", Drasliceni, Criuleni
17. Vasile Onica, "AsProBusiness"
18. Tatiana Zlatan, "CDST", Chisinau
19. Alexandru Bucur, "CDST", Chisinau
20. Eugen Nitu, "Ortodox Church", Chisinau
21. Victoria Moraru, "Zlavoda", Chisinau
22. Tereza Zagaevski, "Peace Corps", Chisinau
23. Elena Suman, "Pro-event", Chisinau
24. Victor Grecu, "Young and Free", Chisinau
25. Olga Dimitrieva, "Neohumanist", Chisinau

Participants of on-line Masters in Management and Organizational Leadership, 2005-2006:

1. Adela Enache, "IREX Regional, Community Participative Development Program", Chisinau
2. Ana Zincov, "Association of Support for Children with a Physical Handicap", Peresecina
3. Dorian Bodiu, "Asociatia obsteasca Casa Europei", Chisinau
4. Eduard Rosca, "CORNELIUS", Chisinau
5. Galina Parvana, "Speranta" NGO, Cahul
6. Gheorghe Racovita, "Asociatia Obsteasca pentru Actiune Civica Act-Civitas"/"Association of Civic Action Act-Civitas"
7. Gheorghe Scutelnic, Primaria Comunei Boscana/ Criva Mayorality, Criuleni
8. Ileana Sadean, Complexul National Muzeal ASTRA-CNM ASTRA, Sibiu, Romania
9. Ina Catana, "Peace Corp pf the United States of Amerciaian Republic of Moldova"
10. Larisa Boderscova, "Somato" NGO, or. Balti
11. Mariana Budan, "Speranta" NGO, Cahul
12. Marina Gherman, "International Language Training Center (ILTC)", Chisinau
13. Nadejda Crigan, "Asociatia Nationala a Tinerilor Manageri din Moldova" / "National Association of Young Managers in Moldova" - ANTiM, Chisinau
14. Oxana Tutunaru, "SRL Frati", Rezina

15. Tatiana Gherman, "Institutul de proiectari Gazproiect S.A."
16. Valentina Ambros, "Organizatia Obsteasca Golfstrom"
17. Vasile Babin, Filiala din Moldova a Fundatiei Stichting Dorcas Aid International - Dorcas Moldova
18. Victor Banariuc, Asociatia pentru Caritate si Asistenta Sociala ACASA, Chisinau
19. Serghei Nenescu, Liga Studentilor Balteni
20. Veronica Timbalari, Asociatia Neoumanist, Strasen

Participants of master in non profit Management, 2004-2005:

1. Olesia Topal, "Stoicii" Organization, Balti
2. Natalia Cojohari, "Asociatia Viitorilor Lideri"/"Association of Future Leaders", Balti
3. Corneliu Bolboceanu, "Liga Studentilor Balteni"/Balti Studetns' Leage", "Centrul Noilor Initiative"/"New Initiatives Center", Balti
4. Aliona Birna, Muza, Stefan Voda
5. Rodica Gutu, "Adapost si Alinare"/"Shelter and Relief, Ungheni
6. Alexandru Grecu, CREDO, Chisinau
7. Natalia Ghilascu, CREDO, Chisinau
8. Liviu Gusac, "Emanuil", Chisinau
9. Tamara Adasan, "Emanuil", Chisinau
10. Violeta Hirciiala, "Caritas", Chisinau
11. Otilia Sirbu, "Caritas", Chisinau
12. Renata Marciuc, "Batrinete fara Tristete", Chisinau
13. Olga Bucinschi, "Dunarea"/"The Danube", Giurgiulesti
14. Liliana Butnaru, "Neohumanist", Chisinau
15. Emilia Rusnac, "Carisma", Chisinau
16. Maria Machedon, "Vatra Satului"/"Village Precints", Cahul
17. Natalia Girdea, "ADEPT", Chisinau
18. Lucia Babanuta, "STEUAUA", Chisinau
19. Tatiana Vatavu, "Dezvoltare si Cercetare Gender"/"Gender Development and Research", Chisinau
20. Sergiu Micu, "ARIAL", Chisinau
21. Luiza Dorosenco, "Творческий союз Молодёжи Приднестровия"/Creative Association of Young Journalists of Transdnestria", Tiraspol
22. Olga Сопор, "Общество польской культуры Ясна Гура"/"Yasna Gura" Society of Polish Culture", Tiraspol

Beneficiarie Organizations of Organisational Consultancy, 2005 :

1. Institutul de Reforme Penale/ The Institute for Penal Reforms (Chisinau, 22 persons)
2. Recuperare (Telenesti, 6 persons)
3. Juventus (Balti, 3 persons)
4. Neohumanist (Strasen, 5 persons)
5. Acasa (Chisinau, 10 persons)
6. Alianta Protectiei Sociale ale Familiei si Copiilor (Chisinau, 8 persons)
7. Alianta Organizatiilor Persoanelor in Etate (Chisinau, 8 persons)
8. "Reteaua Social"/"Social Network" (Chisinau, 8 persons)
9. PNUD (Chisinau, 16 persons)
10. "Organizatia Internationala a Muncii"/ "International Organization of Labor" (Chisinau, 18 persons)
11. Agentia SIDA/ASDI (Chisinau, 24 persons)

Participating Organizations of the Basic Course in Transdnestria Region:



- 20 participants from Dubasari and Grigoriopol regions
- 35 participants from Tiraspol and Tighina regions

Participants of the Social Leadership Program:

1. Petru Stratan, "Comitetul Helsinki din Moldova" / "Moldovan Helsinki Commmittee"
2. Liliana Botnaru, "Initiativa pentru Schimbare" / "Initiative for Change",
3. Maxim Anmeghichean, Liliana Raileanu, "GenderDoc-M"
4. Daniela Popescu-Simboteanu, Alianta ONG-urilor active in domeniul protectiei sociale a copilului si familiei (APSCF)/(CNPAC)
5. Elvira Nistreanu, "Corpul Pacii" / "Peace Corp"
6. Maria Badan, CREDO
7. Liliana Tincu, Programul Agenda Locala din Ungheni
8. Oleg Brega, "Hyde Park"
9. Ludmila Ciocan, "Amici dei Bambini"
10. Andrei Brighidin, "Liga pentru Apararea Drepturilor Omului din Moldova" (LADOM) / "The League for defence of Human Rights"

25. Stratan Petru, Moldovan Helsinki Commitee, Chisinau
26. Vatamaniuc Tatiana, Executiv Director, Centrul de Dezvoltare a Resurselor in Domeniul Protectiei Copilului si Familiei, Chisinau
27. Cirjaneanu Irina, Manager, Dunarea, Giurgiulesti
28. Budan Mariana, President, Speranta, Cahul
29. Buzul Alexei, President, Geronimo, s. Drasliceni, Criuleni
30. Cojohari Natalia, Executive Director, "Asociatia Viitorilor Lideri" / "Association of Future Leaders, Balti
31. Furtuna Elena, President, Center for Volunteers, Drochia
32. Moscalu Nicolae, Mostenitorii, Balti
33. Tincu Liliana, "Agenda Locala" / "Local Agenda", Ungheni
34. Rusanovski Vitalie, Executive Director, Centrul de Dezvoltare Durabila "Rural21", Stefan Voda
35. Sleahitichi Mihai, Colegiul "Logos Plural" / "Logos Plural" College, Balti
36. Ursul Sofia, "ProComunitate", Baimaclia

Participants at the Conference "The Role of Social Leadership in the Consolidation of Civil Society", 21-22 of February 2005, Chisinau

The list of experts from Romania

1. Buhuceanu Florin, Executiv Director, ACCEPT
2. Horvath Kovacs Adam, Executive Director, Outward Bound România
3. Mihaies Ilona, Executive President, "Centrul Euroregional pentru Democratie" / "Euroregional Center for Democracy
4. Sandu Sorin-Doru, Trainer, "Fundatia CODECS pentru Leadership" / "CODECS Foundation for Leadership"
5. Stas Marian, President, "Fundatia CODECS pentru Leadership" / "CODECS Foundation for Leadership"
6. Pricop Dan, Trainer, "Fundatia CODECS pentru Leadership" / "CODECS Foundation for Leadership"

The List of Participants

7. Agapi Ilie, Amnesty International, Chisinau
8. Anmeghichean Maxim, Executive Director, "GenderDoc-M", Chisinau
9. Apostol Silvia, Coordinator, DFID, Chisinau
10. Beleac Anatol, Executiv Director "SIEDO", Chisinau
11. Babanuta Lucia, Coordinator, STEAUA, Chisinau
12. Brega Oleg, President, "Hyde Park", Chisinau
13. Buzenco Iulia, Editor-coordonator al Proiectului de Emisiuni pentru Adolescenti si Tineret de la Radio Moldova, Chisinau
14. Ciocan Ludmila, Coordinator, "Amici di Bambini", Chisinau
15. Cretu Veronica, Executive Director, "Centrul de Training CMB" / "Training Center CMB, Chisinau
16. Danilevici Diana, "Vatra Branestilor", Chisinau
17. Dragan Mariana, Secretary Coordinator, "Reteaua ONG-urilor din Domeniul Social", Chisinau
18. Fonari Antonita, Executive Director, Centrul de Resurse "Tineri si Liberi", Chisinau
19. Grebenscikov Victor, Professor ASEM, Chisinau
20. Gutium Ina, Vice-director, ADEPT, Chisinau
21. Raileanu Lilia, Coordinator, GenderDoc-M, Chisinau
22. Nedera Igor, SIDA, Chisinau
23. Nistreanu Elvira, Project Manager, Peace Corp, Chisinau
24. Melnic Vlad, Vice President, CNTM, Chisinau

## 8.2. List of Beneficiaries of Advocacy Program

### Masters in Advocacy and Social Policy 2005-2006:

1. Ana Ganea, "La Strada", Chisinau
2. Andrei Spinu, "Geronimo", Criuleni, Drasliceni
3. Daniela Patruboi, "Casiopea", Ungheni
4. Tatiana Pantilei, "SRL TV Euronova", Nisporeni
5. Daniela Cotici, "Gender Doc-M", Chisinau
6. Dumitru Oxani, Ursoaia Mayorat, Causeni, Ursoaia
7. Ion Efros, "Alianta Studentilor din Moldova" / "Moldovan Student Alliance", Chisinau
8. Gheorghe Iudin, "Centrul pentru Educatie Continua", Balti
9. Constantin Creanga, "Academia de Politie a MAI RM" / "Police Academy of MAI, Republic of Moldova", Chisinau
10. Gheorghe Salaru, FISM, Chisinau
11. Radion Radita, "Asociatia Studentilor Romi din Moldova" / "Roma Student Association from Moldova", Chisinau
12. Valentina Cebotari, "Asociatia Studentilor Romi din Moldova" / "Roma Student Association from Moldova", Chisinau
13. Tatiana Tarelunga, CReDO, Chisinau
14. Tatiana Gamanji, "IDIS Viitorul", Chisinau
15. Rodica Evtodi, "Home Care", Chisinau
16. Valentina Ciornii, "Zlagoga", Chisinau
17. Dmitrii Lecartev, "Zlagoda", Chisinau
18. Svetlana Belous, "Stells-Tera", Tiraspol

### On line Masters in Advocacy and Social Policy 2005-2006:

19. Jana Chihai, "SOMATO", Balti
20. Nicolae Dandis, "Asociatia Studentilor Europeni - AEGEE" / "Association of European Students- AEGEE" Cahul, Chisinau
21. Eugen Graur, "CISTE CERTITUDINE", Balti
22. Sergiu Gurau, "La Strada", Chisinau
23. Martian Mazureanu, "FOSTM", Chisinau
24. Lilian Danilov, APASM, Chisinau
25. Ion Braga, "ECO - RAZENI", Razeni
26. Elena Gherbanovschi, "AO Orh-Ideea", Orhei
27. Tatiana Jalba, "Centrul de Zi Speranta" / "Day care center "Speranta", Chisinau
28. Adrian Flestor, "Amicul", Orhei
29. Iana Arsenii, "Memoria", Chisinau
30. Ion Reicu, "Asociatia obsteasca Centrul de Instruire Medicala" / "Center of Medical Training", Balti
31. Ecaterina Fabian, "Speranta", Cahul
32. Irina Palade, "Societatea de Planificare a Familiei din Moldova" / "Family Planning Society", Chisinau
33. Nicoleta Musat, "Societatea Nationala a Handicapatilor Fizic din Romania" / "National Society of Person's with Physical Handicap", Bucuresti
34. Vasile Rusnac, "Asociatia Pro-Democratia", Orhei
35. Valeriu Ciorba, "ATCM PRO-Stiinta", Chisinau
36. Olesia Topal, "ONG Stoicii", Balti
37. Cristian Jardan, "CSBU" Ungheni, Ungheni

### Participants of the Masters in Advocacy and Social Changes 2004-2005:

1. Tatiana Vatamaniuc, "Centrul de Dezvoltare a Resurselor in Domeniul Protectiei Copilului si Familiei"
2. Liuba Ceban, "Asociatia Altruism"
3. Alexei Buzu, "Geronimo", Chisinau

4. Stefan Munteanu, Centru pentru Drepturile Copiilor si ale Tinerilor "Corabia Viitorului"
5. Dinu Cojocaru, Asociatia de Mediu "Ozone", Environmental Organisation "Ozone"
6. Mariana Iosipescu, Radio "Vocea Basarabiei"
7. Constantin Ionita, "Viitorul Sireti"
8. Galina Pirvana, "Speranta"
9. Mariana Budan, "Speranta"
10. Olga Rotaru, "Centru pentru Dezvoltarea Sociala Comunitara"
11. Alexandru Grecu, CReDO
12. Ecaterina Gaidarji, "Asociatia de Reabilitare si Integritate Sociala a Copiilor cu Sindromul DOWN" (Aris-Down)
13. Ala Fodor, Centrul Cultural
14. Lilia Negru, "Amnesty International"
15. Cipriana Bologan, "Comitetul Helsinki din Moldova" / "Moldovan Helsinki Committee"
16. Claudia Pletea, "Neومانist"
17. Claudia Butnaru, "Neومانist"
18. Diana Danilevici, "Vatra Branestilor"
19. Octavian Usurelu, "Asociatia de Reabilitare a Copiilor cu Fenilcetonurie" (ARC-PKU)

### Intensive Course in Advocacy:

#### Criuleni

1. Andrei Spinu, "Geronimo", Criuleni
2. Marcela Dragoman, Mihaela, Criuleni
3. Elena Motricala, AO CMCD, Criuleni
4. Jeremy Gater, NG Mehaela, "Speranta", Criuleni
5. Andrei Bacioi, "Uniunea Mesterilor Populari", Criuleni
6. Olga Lisenco, ONG Fem. Cop. Prot. Sprij, Criuleni
7. Axenia Cociu, "Generatia Noua" / "New Generation", Dubasarii Vechi
8. Svetlana Schidu, ADES, "Izvoras", Dubasarii Vechi
9. Iulia Cojocaru, "AO Curtezatorii", Dubasarii Vechi
10. Elena Dascalu, "AO Curtezatorii", Dubasarii Vechi
11. Silvia Bulat, "AO Afrodita", Miclesti
12. Alexandra Grajdian, OO Fem. Cop. Prot. Sprij., Criuleni

#### Soroca

1. Asea Raileanu, "AO Soarta", Soroca
2. Nina Cioca, "Princhindel", Vasilcau, Soroca
3. Zoia Ciumac, "Casa Sperantelor", Soroca
4. Corneliu Struc, ONG CiDiCiV, Vasilcau, Soroca
5. Ludmila Purici, ONG "Ecologie si Sanatate Publica" / "Ecology and Public Health", Soroca
6. Lidia Purice, ONG "Ecologie si Sanatate Publica" / "Ecology and Public Health", Soroca
7. Natalia Ciujmar, ONG "Ecologie si Sanatate Publica" / "Ecology and Public Health", Soroca
8. Anisoara Grecu, ONG "Generatia Noua" / "New Generation", Dubasarii Vechi
9. Ghenadie Cepurneac, Centrul de Resurse pentru Tineret "Dacia", Soroca
10. Emil Gorceag, Centrul de Dezvoltare si Informare "DECO", Visoca, Soroca
11. Raisa Scorpan, ONG Rural, Stefanesti
12. Alexandra Albu, ONG Rural, Stefanesti

#### Causeni

1. Tatiana Antosel, CLCT Orhideea, Causeni
2. Elizaveta Ursu, CLCT Orhideea, Causeni
3. Victor Căslaru, "Centrul pentru Voluntariat Tighina", Causeni
4. Ala Talmaci, "APSPE", Ialoveni, Chisinau,
5. Ana Schiopu, "Centrul Alter Ego", Causeni
6. Pavel Razumas, "Centrul Alter Ego", Causeni

7. Andrei Danu, "Centrul Alter Ego", Causeni
8. Monica Boian, OTMEM Stefan Voda, Carahasani, Stefan Voda
9. Natalia Pinte, APSCF, Chisinau
10. Angela Tih, "CED Volintiri", Volintiri
11. Aliona Birna, "Muza", Stefan Voda
12. Casey Yunits, "Muza", "Peace Corp", Stefan Voda
13. Ghenadie Haret, Glia Stramoseasca, Antonesti, Stefan Voda
14. Alexandru Prisac, ONG "Glia Stramoseasca", Antonesti, Stefan Voda
15. Natalia Schneider, REC OIKOS, or. Causeni
16. Andrei Berghi, ONG "Genius-Group", Causeni
17. Olga Ostas, ONG "Genius-Group", Causeni
18. Oxana Turcanu, "Centrul Asclepio", Varnita
19. Rodica Melnic, "Centrul Asclepio", Varnita

**Ungheni**

1. Sergiu Septelici, "Viitorul incepe azi", Ungheni
2. Adela Enache, "Copiii - florile puritatii", Ungheni
3. Aureliu Chiorescu, "Midas", Ungheni
4. Aliona Onofrei, "Viitorul incepe azi", Ungheni
5. Denis Darii, "Viitorul incepe azi", Ungheni
6. Natalia Plesco, AEC "Viitorul incepe azi", Ungheni
7. Rodica Gutu, "Adapost si alinare", Ungheni
8. Tatiana Grachina, "Sprijin si speranta", Ungheni
9. Maria Butnaru, "Sindicatul Agricultura", Ungheni
10. Adriana Buga-Nastas, Scoala Profesionala, Ungheni
11. Cristian Jardan, "Centrul de Suport al Businessului" / "Business Support Center", Ungheni
12. Vitalia Harea, "Centrul de Suport al Businessului" / "Business Support Center", Ungheni
13. Irina Harea-Joacabine, ONG "Exodum", Ungheni
14. Marin Tataru, ONG "Faclia", Ungheni
15. Cristina Talpa, ONG "Faclia", Ungheni
16. Ana Livitchi, ONG "Faclia", or. Ungheni
17. Svetlana Ciobanu, ONG CRDD, Ungheni
18. Olesia Harea, UNIBUC, Ungheni
19. Valentina Balan, ONG CRDD, Ungheni

**Vadul lui Voda**

1. Alina Budeci, "La Strada", Chisinau
2. Andrei Popa, CSM "Somato", Balti
3. Ina Galii, CSM "Somato", Balti
4. Corina Popa, CSM "Somato", Balti
5. Ana Luca, ONG "Compassiune" / "Cmpassion", Costesti, Ialoveni
6. Tudor Mereacre, ONG "Compassiune" / "Compassion", Costesti, Ialoveni
7. Nicolae Ostrovschi, "Comisia Medico-militara MAI Trupele de granicieri", Chisinau
8. Carolina Catrinici, ONG "Moldova-Filantropie", Chisinau
9. Natalia Cojocar, ONG "Moldova-Filantropie", Chisinau
10. Mihail Melnic, CHDOM, Chisinau
11. Cipriana Bologan, CHDOM, Chisinau
12. Vanu Jereghi, CHDOM, Chisinau
13. Teo Cârnat, CHDOM, Chisinau
14. Marina Urâtu, CHDOM, Chisinau

**Soroca**

1. Tudor Agachi, "Asociatia Parintilor si Profesorilor", Cainarii, Vechi, Soroca
2. Natalia Timbaliuc, "Grupul de Initiativa", Gresev O, Soroca

3. Veronica Ciobanas, "Asociatia Parintilor si Profesorilor" / "Teachers and Parents Association", Cotiujeni, Briceni
4. Tatiana Cazanir, ONG "Maetonium", Tatar Veche, Soroca
5. Marina Jitniuc, "Asociatia Parintilor si Profesorilor" / "Teachers and Parents Association", Tatar. Veche, Soroca
6. Tatiana Vetreniuc, "Consiliul Tinerilor" / "Youth Council", Cainarii Vechi, Soroca
7. Victoria Caramis, "Asociatia Femeilor" / "Women Association", s. Taul, Donduseni
8. Olga Burduja, "Grupul de Initiativa" Burduja, Cotova, Drochia
9. Evsei Tiltu, ONG "Viitorul", Badiceni, Soroca
10. Boris Schiopu, "ONG Bria-Vis", Ochiul Alb, Drochia
11. Alina Recean, AO "Mindiceni", Mindic, Drochia
12. Tamara Conea, "Victoria", Tarigrad, Drochia
13. Cristina Dorogan, "Asociatia Parintilor si Profesorilor" / "Teachers and Parents Association", Badiceni, Soroca
14. Nicolae Pulbere, Medservis, Plop, Donduseni
15. Inga Bandas, Consiliul Tinerilor, Mindic, Drochia
16. Ala Jacota, "Asociatia Parintilor si Profesorilor" / "Teachers and Parents Association", Edinet
17. Raisa Sirbu, "AO Sirauti-Gaz", Sirauti, Briceni
18. Vadim Babara, "Asociatia Parintilor si Profesorilor" / "Teachers and Parents Association", Sofia, Drochia
19. Maxim Colac, "APP Evrica", Sauca, Ocnita
20. Valentin Nirca, "Demos", Edinet
21. Maria Stoicovici, "Asociatia Parintilor si Profesorilor" / "Teachers and Parents Association", Tarigrad, Drochia
22. Olga Tverdohleb, "APP Cotova", Cotova, Drochia
23. Victor Felescanu, "Sed-Lex", Soroca
24. Alla Pogor, Scoala nr. 4, Soroca

**Chisinau**

1. Elena Besleaga, "AO Bastina", Iordanovca, Basarabeasca
2. Larisa Cara, "APP Vatra", Varnita, Anenii Noi
3. Ion Soboli, Primaria Carbuna/Carbuna Mayoralty, Carbuna, Ialoveni
4. Nicolae Grosu, AO "Renasterea", Talmaz, Stefan Voda
5. Victoria Costetcaia, AO "Pro Tinerete", Calfa, Anenii Noi
6. Andrei Ionas, AO "CS Voinicel", Ialoveni
7. Vitalie Lavric, AO CS "Voinicel", Ialoveni
8. Nadejda Habravan, AO "Renastere", Porumbrei, Cimislia
9. Stefan Prisac, Plai Natal, Primaria Antonesti/Antonesti Mayoralty, Antonesti, Stefan Voda
10. Vera Baicev, "APP Viitorul" Coscalia, Coscalia, Causeni
11. Alexandru Ghilan, ONG "Tinerii in Actiune", Tudora, Stefan Voda
12. Maria Slobozeanu, AO "Viitorul Milestenilor", Milestii Mici, Ialoveni
13. Elena Saratila, ONG "Ad Litteram", Salcuta, Causeni

**Balti**

1. Daniela Tibrikan, "Asociatia Parintilor si Profesorilor" / "Teachers' and Parents' Association", Varvareuca, Floresti

2. Maria Sâmboteanu, "Asociatia Parintilor si Profesorilor" / "Teachers' and Parents' Association", Sarata Veche, Falesti
  3. Valentina Tofan, "Asociatia Parintilor si Profesorilor" / "Teachers' and Parents' Association", Marculesti
  4. Ala Celac, "Asociatia Parintilor si Profesorilor" / "Teachers' and Parents' Association", Radulenii Vechi, Floresti
  5. Emilia Vieru, ONG "Terra-1581", Primaria Fundurii Vechi/Fundurii Vechi Mayoralty, Fundurii Vechi, Glodeni
  6. Eleonora Ciupac, Primaria Casunca/Casunca Mayoralty, Casunca, Floresti
  7. Vera Crivorucico, Azilul de Batrini Capresti/Capresti Old Folks Home, Capresti, Floresti
  8. Serghei Culibaba, "Centrul Spectrum" / "Spectrum Center", Falesti
  9. Mihail Tarnovschii, APP Limbenii Noi, Limbenii Noi, Glodeni
  10. Larisa Struc, "Asociatia Parintilor si Profesorilor" / "Teachers' and Parents' Association", Scumpia, Falesti
  11. Elena Boboc "Asociatia Parintilor si Profesorilor" / "Teachers' and Parents' Association", Risipeni, Falesti
  12. Tatiana Curchi, "AP Luminita Grup de Initiatiava", Singerei
  13. Gheorghe Sova, "Alianta intre Generatii", Falesti
  14. Oleg Edu, "Asociatia Parintilor si Profesorilor" / "Teachers' and Parents' Association", Balasesti, Singerei
  15. Valeriu Coseac, "AO Atil", Riscani
  16. Elena Lungu, Pruteni, Falesti
- Comrat
1. Vasilii Grozdev, ONG Congaz, Congaz, Comrat
  2. Nicolai Duscov, ONG Congaz, Congaz, Comrat
  3. Svetlana Sircheli, "Asociatia Parintilor si Profesorilor" / "Teachers' and Parents' Association", Svetlii, Comrat
  4. Anna Pasenco, "Asociatia Parintilor si Profesorilor" / "Teachers' and Parents' Association", Svetlii, Comrat
  5. Petr Gaidarji, Grup de Initiatiava, Besalma, Comrat
  6. Ivan Curu, Grup de Initiatiava, Besalma, Comrat
  7. Petr Dragan, Grup de Initiatiava, Chirsovo, Comrat
  8. Petr Avramoglo, Grup de Initiatiava, Chirsovo, Comrat
  9. Anatolii Pucal, Grup de Initiatiava, Taraclia
  10. Savelii Pucal, Grup de Initiatiava, Taraclia
  11. Natalia Gargalic, Zov, Avdarma, Comrat
  12. Ecaterina Cojocar, "Novoe Pocolenie" / "New Generation", Ceadir Lunga
  13. Ivan Coceanji, Grup de Initiatiava, Gaidari, Ceadir Lunga
  14. Nadejda Coceanji, Grup de Initiatiava, Gaidari, Ceadir Lunga
  15. Elena Coiceva, Grup de Initiatiava, Comrat
  16. Oleg Ivanov "Tineretul din Sudul Moldovei" / "The Youth from South of Moldova", Comrat
  17. Raisa Chirilovscaia, "ADEPT", Comrat
  18. Valentina Onofrei, Grup de Initiatiava, Vulcanesti
1. Sergiu Ostaf, Resource Center of Human Rights NGOs (CREDO), Chisinau, Moldova
  2. Ilona Mihaies, Euroregional Center for Democracy (CED), Timisoara, România
  3. Vali Lingurar, Euroregional Center for Democracy (CED), Timisoara, România
  4. Dorian Branea, Advocacy Academy, Timisoara, România
  5. Marian Rotaru, Jimbolia Mayoralty, România
  6. Vasile Moldovan, Asociatia pentru Promovarea Femeii din România (APFR), Timisoara, România
  7. Sorin Victor Roman, Youth Association Millenium Center, Arad, România
  8. Dorel Covaci, Faget Mayoralty, jud. Timis, România
  9. Adrian Schifbeck, Public Relations Department Timisoara Mayoralty, România
  10. Mariya Kovaliv, Association of Economic Development of Ivano-Frankivsk, Ucraina
  11. Michail Andriyovich, Nadvirnyansika Misika Rada Ivano-Frankivskoi Oblasty, Ucraina
  12. Nadia Bandurka, Yaremche Meria, Ucraina
  13. Mariya Pasichnyk, Centre of Economic Development of Kalush Region, Ucraina
  14. Maria Prysiazhniuk, Ivano-Frankivsk Regional State Administration, Ucraina
  15. Victor Petrenko, University of Oil and Gas, Ucraina
  16. Viktor Kuzmyn, Regional Agency for Economic Development, Ucraina
  17. Andriy Bondarenko, Ivano-Frankivsk State Administration, Ucraina
  18. Roman Slobodyan, Association of Economic Development of Ivano-Frankivsk Region, Ucraina
  19. Ecaterina Cretu, Resource Center of Human Rights NGOs (CREDO), Chisinau, Moldova
  20. Grigore Tofanica, Consiliul Municipal al Asociatiilor de Proprietari, Chisinau, Moldova
  21. Natalia Mocrac, Directia Juridica Primaria Chisinau, Moldova
  22. Vladimir Buzovschi, Directia Generala Transport Public si Cai de Comunicare, Consiliul Municipal Chisinau, Moldova
  23. Ala Talmaci, Reteaua ONGurilor din Domeniul Social, Chisinau, Moldova
  24. Leonid Gorceac, Directia Cultura Chisinau, Moldova
  25. Gheorghe Berbecaru, Centrul de Presa, Primaria Chisinau, Moldova
  26. Stefan Rau, Serviciul Relatii Publice, Primaria Chisinau, Moldova
  27. Dana Cotici, GenderDoc-M, Chisinau, Moldova
  28. Alexei Buzu, Consiliul Local Drasliceni, Criuleni, Moldova
  29. Olga Cislaru, Centrul Regional pentru Femei „EVA”, Causeni, Moldova
  30. Tudor Cislaru, Centrul Informational Tighina, Causeni, Moldova
  31. Elena Vacarciuc, Centrul „Acces-info”, Chisinau, Moldova
  32. Nina Stratulat, Directia Social Umanitara si Relatii Interetnice, primaria Chisinau, Moldova
  33. Dumitru Patrascu, Academia de Administrare Publica, Chisinau, Moldova

The Participants at the Conference "The Challenge of Open Local Governance: regional perspective", 22-23 of September, 2005, Chisinau

The List of Participants at the Seminar "European Standarts of Human Rights and the Role of Civil Society in Human Rights Defense", 2-4 of November, 2005, Vadul lui Voda

1. Nicolae Radita, Roma Student Association



2. Ana Lepadatu, Roma Student Association
3. Cristina Moraru, Center of Minority Issues,
4. Ciornii Valentin, Zlagoda Ukrainian Youth Association
5. Andrei Spinu, "Geronimo"
6. Ion Efros, "Moldovan Student Alience"
7. Dana Cotici, "GenderDoc-M"
8. Tatiana Tarelunga, CReDO
9. Inesa Dorogan, LADOM
10. Natalia Pintea, Alliance for the Rights of Children
11. Victor Grecu, Social network
12. Rodica Iftodi, Homecare/Caritas
13. Ala Fodor, Centrul Cultum
14. Maria Badan, CReDO
15. Olga Dolghi, CReDO
16. Aliona Butnaru, CReDO
17. Florn Gisca, CReDO
18. Vasile Rusnac, Pro democratia
19. Olga Lisenco, Speranta, Criuleni
20. Lilia Negru, Amnesty International
21. Sergiu Gogu, Promo-lex
22. Alexandru Postica, Promo-lex
23. Diana Berari, Centrul Medical de Reabilitare a Victimelor Torturii Memoria
24. Snejana Pavlov, CPDOM
25. Ecaterina Gaidarji, Aris-Down
26. Gheorghe Iudin, Centrul pentru Educatie Continua
27. Constantin Creanga, Academia de Politie a Ministerului Afacerilor Interne „Stefan cel Mare”
28. Ana Ganea, "La Strada"
32. Cipriana Bologan, Comitetul Helsinki pentru Drepturile Omului, Chisinau
33. Svetlana Bordeianu, Asociația de Protecție și Asistentă Socială, Cantemir
34. Valeriu Ciorba, Asociația Tinerilor Cercetători, Chisinau
35. Liliana Botnaru, Corpul Pacii, Chisinau
36. Liliana Micu, Avi Moldova, Chisinau
37. Gheorghe Salaru, Investitii in Moldova, Chisinau
38. Ala Abramova, ETNC, Chisinau
39. Elena Gonta, USM, studenta, Chisinau
40. Andrei Balan, ASEM, student, Chisinau
41. Ina Grejdeanu, USM, studenta, Chisinau
42. Eugen Iliinschi, UNDP, Chisinau
43. Victor Banariuc, Asociația Acasa, Chisinau
44. Ion Manole, Promo Lex, Chisinau
45. Oleg Muntean, Concordia, Chisinau
46. Sergiu Navin, Tineri și Liberi, Chisinau
47. Alexandru Otel, Hillfswerk, Chisinau
48. Mariana Pavlov, USM, studenta, Chisinau
49. Leila Pismanazova, Misiunea fara frontiere, Chisinau
50. Dorin Recean, Millenium Group, Chisinau
51. Olga Rotaru, Centrul pentru dezvoltare strategica, Chisinau
52. Vitalie Rotaru, Colegiul Invizibil, Chisinau
53. Veronica Rusu, Info Medica, Chisinau
54. Mariana Salabuga, USAID, Chisinau
55. Ion Scifos, USM, student, Chisinau
56. Alina Sirbu, ASEM, studenta, Chisinau
57. Roman Smolnitchi, Centrul pentru Dezvoltare Strategica a Teritoriului, Chisinau
58. Angela Solcan, MACIP, Chisinau
59. Mihail Stipanov, ASEM, student, Chisinau
60. Olga Berechelea, Ministrul Finantelor, Chisinau
61. Victor Tihai, Adpixon, Chisinau
62. Radu Tarita, ASEM, student, Chisinau
63. Carolina Trigub, CHDOM, Chisinau
64. Ian Gutium, ADEPT, Chisinau
65. Ana Buzurniuc, ACASA, Chisinau
66. Ghenadie Cabac, IATP, Chisinau
67. Mihai Calalb, ORDSE, Chisinau
68. Liubovi Nemcinova, SIDO, Chisinau
69. Mihai Cucereanu, lector Academia de Transport, Chisinau
70. Aliona Cirlan, CHDOM, Chisinau
71. Igor Fonari, lector, Chisinau
72. Serghei Seller, Pilgrim Demo, Tiraspol
73. Tatiana Racu, SIEDO, Chisinau
74. Ian Popov, Colegiul Invizibil, Chisinau
75. Igor Ivanov, CHDOM, Chisinau
76. Ilie Agapia, Amnesty International, Chisinau
77. Maxim Belenschi, CHDOM, Chisinau
78. Vladislav Melnic, Amnesty International
79. Turchina Tatiana, USM, Chisinau
80. Oxana Alistratova, Organizatia Interaction, Tiraspol
81. Veaceslav Popoescu, Stells-Tera, Tiraspol
82. Vitalie Postolache, avocat, Chisinau
83. Nelly Cojocar, CHDOM, Chisinau
84. Nicolae Radita, Asociația studentilor rromi, Chisinau
85. Claudia Plescova, Centrul de Dezvoltare și Implementare a Reformelor Economice, Chisinau

### 8.3. Beneficiaries of Informational Center

1. Tatiana Jalba, Speranta, Chisinau
2. Andrei Spinu, Geronimo, Criuleni
3. Gheorghe Iudin, Curtea Suprema de Justitie, Chisinau
4. Ion Efros, Alianta Studentilor din Moldova, Chisinau
5. Olesea Topal, Stoicii, Balti
6. Natalia Cojohari, Asociația Viitorilor Lideri, Balti
7. Corneliu Bolboceanu, Liga Studentilor Balteni, Centrul Noilor Initiative, Balti
8. Aliona Birna, Muza, Stefan Voda
9. Iana Arsenii, USM, studenta, Chisinau
10. Anastasia Marcan, Asociația Mugurel, Straseni
11. Otilia Sirbu, Caritas, Chisinau
12. Constantin Creanga, Academia de Politie, Chisinau
13. Daniela Cotici, Organizatia Gender Doc-M, Chisinau
14. Ana Ganea, La strada, Chisinau
15. Daniela Patruboi, Casiopeea, Ungheni
16. Ecaterina Gaidarji, Aris Down, Chisinau
17. Maria Machedon, Organizatia Vatra Satului, Vulcanesti
18. Sergiu Micu, Asociația de Relații Internationale, Chisinau
19. Ludmila Ciocan, Aibi, Chisinau
20. Liliana Tincu, Agenda Locala 21, Ungheni
21. Rodica Iftodi, Home Care, Chisinau
22. Alexei Buzu, Geronimo, Criuleni
23. Alexandru Grecu, CReDO, Chisinau
24. Tereza Zagaievschi, Corpul Pacii, Chisinau
25. Svetlana Belous, Stells-Tera, Tiraspol
26. Liuba Ceban, Altruism, Chisinau
27. Ion Reicu, Centrul de Instruire Medicala, Balti
28. Cristian Ziliberberg, CReDO, Chisinau
29. Domnica Petrovici, Oameni pentru oameni, Ungheni
30. Tatiana Zlatan, Centrul pentru Dezvoltare Strategica a Teritoriului, Chisinau
31. Lilia Negru, Amnesty International Moldova, Chisinau



#### 8.4. Beneficiaries of Partnership Program

##### Torture Prevention II:

1. CReDO
2. Moldovan Helsinki Committee for Human Rights
3. The Independent Society for Education and Human Rights
4. The League for Defence of Human Rights
5. International Society for Human Rights - Moldova

##### Antidiscrimination Coalition:

1. GenderDoc-M
2. The League for Defence of Human Rights
3. CReDO
4. Moldovan Helsinki Committee for Human Rights
5. Moldovan National Youth Council
6. Roma Youth Association
7. Gaudeamus
8. Swiss Helsinki Committee

##### Consortium for promotion of Romi Rights in Rural Regions:

1. Roma Youth Association
2. CReDO
3. Center for Teritorial Strategic Development

##### Consortium for Promotion of Multilingual Education and Integration of National Minorities:

1. Centrul pentru problemele minoritatilor
2. Asociatia Tinerilor Ukraineni-Zlagoda
3. CReDO

##### Consortium for Civil Society Development in Moldova:

1. Maxwell Stamp
2. Central European University
3. VVMZ
4. Business Consulting Institute
5. CReDO

##### Consortium for Social Service Reform:

1. Europlan
2. VVMZ
3. CReDO

##### Partnership for promotion of good governance:

1. Euroregional Center for Democracy - Timisoara
2. Association for Regional Development - Ivano-Frankivsk
3. CReDO

##### Partnership for Promotion of Open Governance:

1. ADEPT
2. CReDO

##### Partnership for Peace Building and Conflict Transformation:

1. Transcend - European
2. Patriri - Cluj-Napoca
3. World Window
4. CReDO

##### The List of Participants, Cordaid Conference 21-22 of March, 2005:

1. Otilia Sirbu, Caritas Moldova
2. Tamara Bas, Caritas, Homecare
3. Rodica Ivtodi, Caritas, Homecare
4. Felicia Cretu, ACASA
5. Tatiana Oprea, ACASA
6. Maxim Anmeghichean, GenderDoc-M
7. Boris Balanetchi, GenderDoc-M
8. Victor Svet, Recuperare
9. Natalia Vicol, Recuperare
10. Alexandru Vasilenco, Juventus
11. Ludmila Covali, Juventus
12. Vanja Kiseljak, Neoumanist
13. Liliana Botnaru, Neoumanist
14. Serghei Ostaf, CReDO
15. Maria Badan, CReDO
16. Gheorghe Barbarosie, FNFM
17. Valentin Cibotaru, BIOS
18. Claudia Partole, BIOS
19. Vasile Rotaru, SIEDO
20. Ana Golubenco, Elita TV
21. Angela Dobos, Elita TV
22. Igor Belei, Diaconia

8.5. Indicators of performance 2006

|                                        |                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Indicator:<br>Description: Source:  | Contest (nr, %),<br>Number of candidates per one scholarship, number of candidates per one place on contractual basis (retrospective 3 years, estimations for the next year)                                                                                                                                              |
| 2. Indicator:<br>Description: Source:  | Students enlisted at the beginning of the academic year<br>Number of students (retrospective 1-3 years, estimations for the next year)                                                                                                                                                                                    |
| 3. Indicator:<br>Description: Source:  | Average Attendance (%),<br>Percentage of students attending the educational activities (retrospective 1-3 years)                                                                                                                                                                                                          |
| 4. Indicator:<br>Description: Source:  | Constructed systems (nr, %),<br>The fulfilled home assignments and implemented managerial enhancements (actions aimed at changes) according to data submitted by the participants (retrospective 1-3 years)                                                                                                               |
| 5. Indicator:<br>Description: Source:  | Perceptions of satisfaction (grading)<br>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:<br>Description: Source:  | Program Graduates (no, %)<br>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:<br>Description: Source:  | Beneficiaries' Loyalty (%)<br>Percentage of students that attended their educational services at CReDO, (retrospective 1-3 years)                                                                                                                                                                                         |
| 8. Indicator:<br>Description: Source:  | Rural/Urban Distribution (%),<br>Beneficiaries' distribution by the urban / rural environment (except for Chisinau, Balti), regions representativity, (retrospective 1-3 years)                                                                                                                                           |
| 9. Indicator:<br>Description: Source:  | Contract-Scholarship(no. %),<br>The ratio of beneficiaries paying the total or partial fee to the ones benefiting from scholarship (retrospective 1-3 years)                                                                                                                                                              |
| 10. Indicator:<br>Description: Source: | Program/Product Self-Financing (amount, %, comparison),<br>The amounts earned from direct sales and the level of program, service self-financing (retrospective 1-3 years)                                                                                                                                                |
| 11. Indicator:<br>Description: Source: | Integral Beneficiary Expenditures (EURO/MLD)<br>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:<br>Description: Source: | Operational Beneficiary Expenditures (EURO/MLD)<br>As above                                                                                                                                                                                                                                                               |
| 13. Indicator:<br>Description: Source: | Novelty/institutional sustainability (no, representativity)<br>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:<br>Description: Source: | Efficiency (Services per employee)<br>Number of generic services (module/student (organization), individual assistance topic / student (organization), intensive training / student (organization), (retrospectiva 1-3 ani)                                                                                               |
| 15. Indicator:<br>Description: Source: | Professionnal Development (newly attained professional skills)<br>Newly attained internal professional capacity (themes, skills, experiences), number of internal / external trainers, (retrospective 1-3 years)                                                                                                          |
| 16. Indicator:<br>Description: Source: | Inputs, fields (no, %)<br>Inputs, (retrospective 1-3 years)                                                                                                                                                                                                                                                               |
| 17. Indicator:<br>Description: Source: | Joint initiatives (nr, %),<br>Joint initiatives promoted , facilitated, managed with the contribution of CReDO.                                                                                                                                                                                                           |