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# Capacity Needs Assessment of CSO Platforms for EU-Moldova Association Agreement Implementation (CNA)

**Technical Assistance to Support CSO  
Development in the Republic of Moldova**

Project Identification №:  
EuropeAid/138197/DH/SER/MD-Relaunch  
Contract №: 2017/388-484



An EU funded project managed  
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Republic of Moldova



A project implemented by  
a KMOP led consortium



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Technical Assistance to support CSO development in the Republic of Moldova

EuropeAid/138197/DH/SER/MD-Relaunch (Contract No: 2017/388-484)



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# Capacity Needs Assessment of CSOs Platforms for EU-Moldova Association Agreement Implementation (CNA)

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## List of abbreviations

AA	Association Agreement
CSOs	Civil Society Organisations
CNA	Capacity Needs Assessment
CSP	Civil Society Platform
DCFTA	Deep and Comprehensive Free Trade Area
EaP	Eastern Partnership
EaP CSF	Eastern Partnership Civil Society Forum
EaPTC	Eastern Partnership Territorial Cooperation
EIDHR	European Instrument for Democracy and Human Rights
ENP	European Neighborhood Policy
EU	European Union
LAs	Local Authorities
MNP	Moldovan National Platform
MoFA	The Ministry of Foreign Affairs and European Integration of the Republic of Moldova
NGOs	Non-Governmental Organisations
NPAA	National Action Plan for the implementation of 2017 – 2019 Association Agreement
NPC	National Participation Council
PCM	Project Cycle Management
RM	Republic of Moldova
TA	Technical Assistance
TAT	Technical Assistance Team
TNA	Training Needs Assessment
ToR	Terms of Reference
ToT	Training of Trainers
MoFA	Ministry of Foreign Affairs





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## Executive Summary

The Capacity Needs Assessment was designed within the framework of “Technical Assistance to support CSO development in the Republic of Republic of Moldova”, EuropeAid / 138197 / DH / SER/MD—Relaunch (Contract No: 2017/388-484). The Project will be implemented during the period September 2017 – September 2020, with financial support from the European Union.

Among the specific objectives of the project is to provide direct capacity development services targeting the areas aiming at enhancing the roles of Moldovan CSOs in the implementation process of the European Union – Republic of Republic of Moldova Association Agreement, where the role of CSOs is either defined or mentioned in the seven articles of AA<sup>1</sup>.

The AA between Republic of Moldova and the EU recognises the key role of civil society in: (1) EU-Republic of Moldova relations in general, informing citizens of the Agreement and monitoring its implementation; (2) its active participation in the decision-making processes through a transparent and open dialogue with different stakeholders; (3) supporting the country’s institution building; (4) strengthening the role of tripartite dialogue.

It should be noted that the Republic of Moldova has established and operates two CSO Platforms monitoring the AA implementation: the National Platform of the Eastern Partnership Civil Society Forum (EaP CSF) and the EU-Republic of Moldova Civil Society Platform (CSP). Two similar CSO Platforms have been established in two other countries from the region that signed the AA with European Union, namely Georgia and Ukraine.

The TAT is expected to support both CSO Platforms in designing good communication tools, networking with each other and in establishing better and functional coordination among them and the EUD, so that there is less overlapping in implemented activities.

**The main objective of this capacity assessment** is to identify the existing **gaps** between the capacity development goals as defined by ToRs and the real capacity status of both CSO Platforms for monitoring the implementation of EU – Republic of Moldova Association Agreement. On the basis of the findings, we intend to formulate a proposal for the content of the upcoming workshops, seminars and trainings aiming at narrowing the identified gaps.

The Capacity Needs Assessment was carried out during the period January 2018 – February 2018, focusing on CSO Platforms and public officials in charge for AA implementation and cooperation with CSOs. According to the adopted methodology, 12 individual vis-à-vis interviews with

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<sup>1</sup> Moldova and Europe\; \a short guide by Michael Emerson and Denis Cenusu. CEPS (Brussels) and Expert-Group (Chisinau), 2016.





stakeholders on civil society AA implementation monitoring were conducted<sup>2</sup>. In addition, 33 out of 80 electronically distributed questionnaires were returned filled-in. All primary information was processed and is presented in the Capacity Needs Assessment Chapter of the present CNA report.

**The target groups**, whose capacity development status was assessed within this assessment research, as per the ToR, are the following:

- The National Platform of the Eastern Partnership Civil Society Forum in the Republic of Moldova (EaP CSO Platform);
- The EU-Republic of Moldova Civil Society Platform (CSP);
- NGOs - members of both CSO Platforms, active in the civil society sector;
- Government officials in charge for AA implementation;
- Government officials in charge for cooperation with CSOs.

The main findings of this assessment are described in the Second Step of this CAN, the part of Identified Gaps / deficits as a result of vis-à-vis interviews.

Based on the findings and with the aim of elevating the capacities of both CSO Platforms, the following activities are deemed as most appropriate:

- *Delivery of 13 workshops, seminars and trainings, which target the CSOs Platforms for monitoring AA implementation and government officials in charge for cooperation with civil society for AA implementation. The content of these 13 sessions should be tailored as follows:*
1. Capacity Needs Assessment results;
  2. An overview of civil society Platforms for AA implementation in other ENPI countries and in particular Georgia and Ukraine;
  3. Five (5) consecutive workshops on strategic planning and implementation for Platforms' thematic Working Groups;
  4. Two (2) workshops on Policy making and Strategy implementation;
  5. Advocacy and Lobbying;
  6. Two (2) workshops on sectoral aspects of AA implementation in collaboration with MoFA;
  7. Tripartite dialogue: civil society, trade unions and employers and CSOs Platforms (joint workshop with the MoFA);
  8. Joint seminar of CSOs and MoFA.

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<sup>2</sup> Annex 3: List of participants in vis-à-vis interviews





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- 
- *A special training programme, targeting civil society organisations – members of CSO Platforms and especially the sub-grantees of the EU funded grant scheme, based on the following topics:*
    1. Project Cycle Management in the context of EU Civil society;
    2. Fundraising opportunities, Projects Financial Management and Log Frame Design;
    3. Elaborating of monitoring indicators.





## Assessment Methodology and Approach

The methodological approach of the CNA was to use a GAP analysis. GAP analysis involves the comparison of actual performance with potential or desired performance. It includes a description of the current situation vis-a-vis the desired or future state. The difference between these two items is the gap. GAP analysis in this CNA becomes also the basis for identifying specific activities like workshops, trainings and seminars that should be implemented to narrow the gap in capacity development of CSOs Platforms for AA implementation and achieve the goals described in the ToR. More precisely, these main goals (desired state) are as follows:

- Enhance the knowledge and skills of CSOs in EU project implementation;
- Continue supporting the further institutionalization of CSO Platforms as citizens' representatives in AA implementation process;
- Enhance the knowledge and skills of CSOs – members of CSO Platforms in policy monitoring, so that they are able to engage effectively in the Association Agreement process;
- Elaborate common Plan for Action for AA implementation monitoring;
- Further harmonize platform members' actions around the AA process through provision of trainings, workshops, seminars related to AA Agreement priority topics;
- Increase focus towards policy monitoring of specific areas, subject of AA;
- Facilitate dialogue between government and citizens around the AA process;

The series of steps for Capacity Needs Assessment GAP analysis is presented in Figure 1:

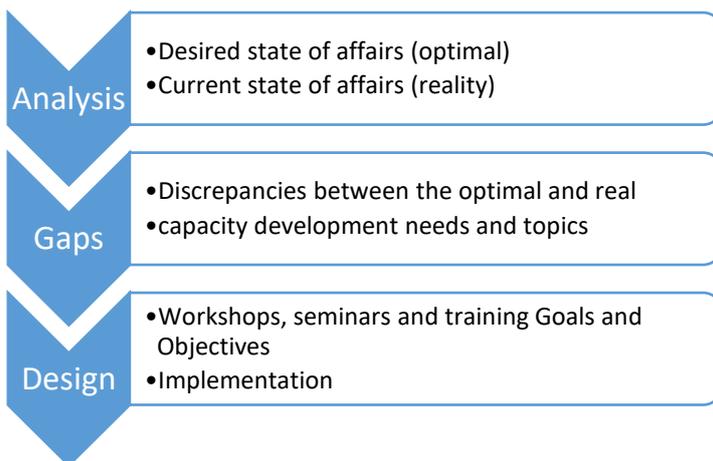


Figure 1: GAP analysis approach





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The analysis of the current state of affairs was made in three steps:

The **first step** was the analysis of reports, which have already been published in the Republic of Moldova and are related to civil society involvement in AA implementation and monitoring<sup>3</sup>.

The **second step** was to carry out individual vis-à-vis interviews with main stakeholders active in CSO Platforms for AA implementation monitoring. For this purpose, **eleven vis-à-vis interviews**<sup>4</sup> were carried out with the following stakeholders: current Platform Facilitators, former Platform Facilitators, Working Groups Leaders, Government officials in charge for cooperation with CSOs on high level managerial positions, as well as with representatives of professional civil society organisations like Youth Forum, Environment Protection, Women. The interviews were carried out based on open questions. This approach allowed interviewees to express openly their critical thinking and judgment, without pre-defined parameters. The logic behind the selection of the specific method was to collect the opinion of stakeholders from different backgrounds on the diverse needs of both CSO Platforms and civil society organisations and to prioritise their most important needs. The output from the implementation of this second step was a checklist with acknowledged gaps, deficits and needs to be met. The comprehensive checklist forms the basis for elaboration of a list of proposed actions aiming at narrowing the gaps. It should be underlined that the comprehensive checklist with the gaps consists only those ones the Project might intervene in according its mandate and ToRs.

The **third step** was the dissemination of a standardised questionnaire among all CSOs – members of both Platforms: EaP CSO Platform and EU-Moldova CSO Platform and development of a checklist with identified topics<sup>5</sup>, which were used as a principle guide for defining key capacity development needs and for gathering quantitative data for the CNA assessment. The main purpose during the third step of this CAN was to acknowledge the profiles of CSOs – members of Platforms and the extent to which their expertise is covering different domains, which are subjects of the EU – Moldova AA and its articles. The data on specific knowledge and skills of every CSO was gathered as well.

The questionnaire was translated into the national language and was distributed electronically. The project team addressed the questionnaire to all CSOs – members of Platforms: 83 CSOs from EaP CSO Platform and 7 CSOs from EU-Moldova CSO Platform, including Trade Unions and association of employers. Moreover, EaP Platform Working Groups leaders distributed the questionnaires to be filled in to their internal Platform network. The time frame for filling in the questionnaire was set up and after 5 consecutive reminders, the project team received back 33

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<sup>3</sup> See Annex 1: Reference list with NA reports in Republic of Moldova related to civil society involvement

<sup>4</sup> See Annex 2: List of respondents in vis-à-vis interviews

<sup>5</sup> See Annex 5: Checklist of training topics for Platforms CSOs





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completed questionnaires. According to representatives of CSOs –members of the Platforms, the low turnover is mainly due to limited interest of CSOs for anything other than granting activities. Other CSOs were reluctant to expose their financial status as well as their on-going projects. Thus, 40 days after the date of initial distribution of questionnaires, the project team processed the available database. The most valuable information was analysed and was the cornerstone of all proposed training activities. It should be noted that proposed trainings will take place at a later stage of the project implementation, together with the training sessions of sub-grantees.





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## First step: Current State of Affairs on EU – Republic of Moldova Association Agreement in the context of the role of CSO Platforms

The Association Agreement (AA) between the European Union (EU) and the Republic of Moldova is a comprehensive treaty establishing the relations between the parties and includes a long-term roadmap of reforms to be implemented by Moldova. The Agreement was signed in June 2014 and much of its content entered provisionally into force in September 2014, in particular the DCFTA provisions. Since then, the Agreement has been ratified by the Moldovan and European Parliaments, and all member states of the EU. As a result, the Agreement entered fully into force on 1 July 2016

The political purpose of the Agreement is to deepen the realisation of Moldova's 'European choice' and its relations with the EU. This means making a reality of fundamental European values, namely democracy, the rule of law and respect for human rights, freedom of speech and norms of the European security order. Membership of the European Union is not pre-figured in the Agreement, but neither is it excluded. Its resolute implementation is the only path for securing Moldova's EU integration.

The economic purpose of the Agreement is to help modernise Moldova, by boosting trade with the EU and the world, and reforming domestic regulations in line with best European practice. Combined with an improving business climate and stronger institutions, Moldova has the potential to become a good location for foreign and domestic investment, producing exports to the EU and international markets.

The implementation of AA is a long-term process and needs the high mobilization of all social and economic actor in Moldovan society.

Particular role in the process of implementation of AA is foreseen for civil society Platforms, in particular, which is regulated by article 442, according to which:

- (a) The Parties shall also promote regular meetings of representatives of their civil societies, in order to keep them informed of, and gather their input for the implementation of this Agreement.
- (b) A Civil Society Platform is hereby established. It shall be a forum to meet and exchange views for, and consist of, representatives of Civil Society on the side of the EU, including Members of the European Economic and Social Committee, and representatives of civil society on the side of the Republic of Moldova. It shall meet at intervals, which it shall itself determine.





(c) The Civil Society Platform shall establish its own rules of procedure.

(d) The Civil Society Platform shall be chaired in turn by a representative of the European Economic and Social Committee and representatives of civil society on the side of the Republic of Moldova respectively, in accordance with the provisions to be laid down in its rules of procedure.

In line with article 442, the EU-Moldova CSO Platform has been established and it consists of 5 NGOs, Trade Unions and Employers' associations. In the meanwhile, within the framework of Eastern Partnership Foundation, another CSO Platform for monitoring AA was created: the National Platform of the Eastern Partnership Civil Society Forum. While the EaP receives some financial support, mostly for travels to Brussels and other regional partnership forums, related to AA, the EU- Moldova Civil Society Platform (CSP) is expected to work on a volunteer basis due to the lack of financial support from international donors and the government.

The AA between Republic of Moldova and the EU recognises the key role of civil society in: (1) EU-Republic of Moldova relations in general, informing citizens of the Agreement and monitoring its implementation, (2) its active participation in the decision making processes through a transparent and open dialogue with different stakeholders, (3) supporting the country's institution building, (4) strengthening the role of tripartite dialogue.

Further, in Chapter 26: Civil Society Cooperation, article 134 regulates the cooperation with civil society:

The Parties shall establish a dialogue on civil society cooperation, with the following objectives:

(e) to strengthen contacts and exchange of information and experience between all sectors of civil society in the European Union and in the Republic of Moldova;

(f) to ensure a better knowledge and understanding of the Republic of Moldova, including its history and culture, in the European Union and in particular among civil society organisations based in EU Member States, thus allowing for a better awareness of the opportunities and challenges for future relations;

(g) reciprocally, to ensure a better knowledge and understanding of the European Union in the Republic of Moldova and in particular among civil society organisations of the Republic of Moldova, with a non-exclusive focus on the values on which the European Union is founded, its policies and its functioning.

The cooperation of Government with civil society is developed within the National Action Plan for AA implementation 2017 – 2019, in Title IV: Economic Cooperation and other types of Sectoral Cooperation, chapter 26 - Cooperation with Civil Society, according to which:





The Parties promote dialogue and cooperation between civil society actors of the two sides as an integral part of the EU-Moldova relationships. The objectives of such dialogue and such cooperation are as following:

- (a) Ensure civil society involvement in the EU-Moldova relationships, in particular with regard to the implementation of this Agreement
- (b) Increase civil society participation in the decision-making process, in particular through the establishment of an open, transparent and regular dialogue between public institutions, representative, representative associations and civil society
- (c) Facilitate the process of strengthening institutions and civil society organisations through various means, including by supporting promotional actions, through the creation of informal and formal networks, through visits and mutual workshops, in particular with a view to improving the legal framework for civil society
- (d) Enabling possibilities for civil society representatives from both sides to become familiar with the processes of consultation and dialogue between the civil and social partners of the other party, particularly with a view to further integrating civil society into the public policy-making process of the Republic of Moldova

The current state of affairs on AA implementation is described in detail in the last Report on the implementation of the National Action Plan for the implementation of 2017 – 2019 Association Agreement.

The quantitative assessment of the implementation level of the NPAA for the reporting period indicates that at this stage the completion level of the AA is estimated at 66%. The background of applied methodology is based on the calculation of completed and uncompleted actions out of the total set of actions for 2017, including ongoing implementations having a performance indicator or being confirmed as "in progress" during the reference period. Thus, 388 out of 587 actions, including those, which are ongoing are reported as completed and 199 as not completed. It should be noted that according to adopted criteria, one action is considered as completed only if the normative act is published at the Official Monitor.

Relatively high level of implementation is reported in the following domains:

TITLE II: Political Dialogue and Reform, cooperation in the Field of Foreign and Security Policy

- Total actions per 2017: 89 (39 on-going);
- Number of actions implemented: 67 (39 on-going);
- Number of actions not implemented: 22;





- Level of implementation of actions: 75,28%.

Public Administration Reform (Title II art.4.d)

- Total: 1;
- Completed: 1.

TITLE III: Cooperation of Justice, Freedom and Security

- Total actions: 73 (30 on-going);
- Number of actions implemented: 57;
- Number of actions not implemented: 16;
- Level of implementation of actions: 78,08%.

TITLE IV: Economic and Other sector implementation

- Total actions per 2017: 247;
- Number of actions implemented: 148;
- Number of actions not implemented: 99;
- Level of implementation of actions: 60%.

TITLE V: Trade and Trade related issues (DCFTA)

- Total actions per 2017: 142;
- Number of actions implemented: 92;
- Number of actions not implemented: 50;
- Level of implementation of actions: 64,78%.

TITLE VI: Financial Assistance and Anti-Fraud and Control Provisions

- Total actions per 2017: 36;
- Number of actions implemented: 25;
- Number of actions not implemented: 11;
- Implemented with delay: 2;





- Level of implementation of actions: 69%.

The AA between the Republic of Moldova and the EU recognises the key role of civil society in: (1) EU-Republic of Moldova relations in general, informing citizens of the Agreement and monitoring its implementation, (2) its active participation in the decision making processes through a transparent and open dialogue with different stakeholders, (3) supporting the country's institution building, (4) strengthening the role of tripartite dialogue.

No changes in the structures of both Platforms are observed and their composition remains the same as described in Inception report. It should be noted that some key civil society stakeholders express concerns regarding the participation of Trade Unions and Employers' association in the Platforms together with civil society organisations considering that they should be separated in order to ensure the real tripartite dialogue and apparently, the issue will be raised during the upcoming meetings concerning Platforms.

**The level of engagement between the Government and CSOs** varies depending on a number of factors, such as political will, CSO capacity and the existence of a sustainable partnership amongst government settings in charge of CSOs and CSO Platforms.

In this regard, some changes since the development of the Inception report were observed. Because of Government restructuring, more public officials in charge of cooperation with CSOs have been nominated. At the Prime Minister's office, a high-level official shares the responsibility for cooperation with CSOs together with their main area of responsibility. Reportedly, it is expected that in due time, the high-level advisor on cooperation with CSOs at the Prime Minister's Office will be assigned. At the Ministry of Foreign Affairs, the State secretary in charge of AA implementation is responsible for cooperation with CSOs as well. All line ministries appointed officials in charge of AA and cooperation with CSOs. Within the Parliament, there is a Senior Consultant on cooperation with CSOs. The restructured government reinforced the institutionalisation of cooperation between recently public authorities and CSOs and encouraged CSOs endeavors as potential service providers.

Below follows the organization chart of public authorities institutional settings in cooperation with CSOs.





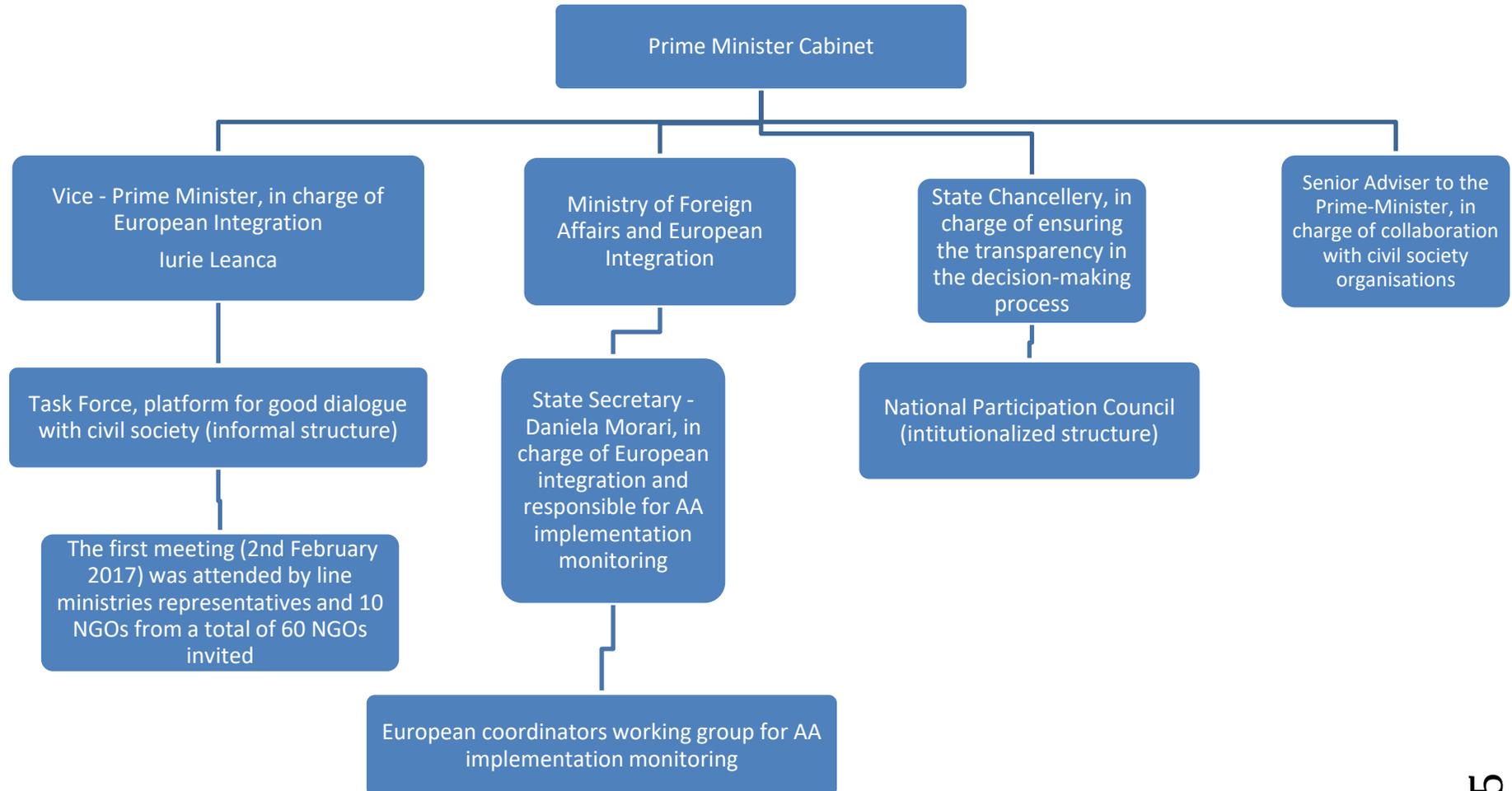
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Additionally, certain capacity problems have been noticed, which affect the smooth operation of both Platforms. These problems have to do on the one hand with the workload of its members, given the fact that none of the Platforms' members is full-time engaged in the field of monitoring AA and their involvement is on top of their regular tasks. On the other hand, they are related to the financial restrictions that are present along with the lack of dedicated financial provisions for this purpose.

The monitoring of AA implementation does not function in isolation and as a consequence, relevant activities are also influenced, to a certain extent, by political, economic and socio-cultural factors, which might appear as obstacles that hamper the ability of the Platforms to operate and fulfil their missions in this informal institutional framework. Communication channels are essential for the success of the implementation of Platforms' mandate, as defined, although no specific mechanisms to ensure the observance of the necessary formal institutional framework are in place. A significant factor influencing the low profile of both Platforms in terms of monitoring is the lack of institutional settings or communication with mass-media and the absence of regular opportunity for conveying messages to the larger audience. The lack of opportunity for regular interaction with the Parliament of the Republic of Moldova (mainly regarding new laws and to discuss and provide general feedback) hinders the active participation of CSOs in AA implementation and demotivates CSO experts to volunteer in this process. Moreover, the monitoring process requires high-level knowledge and in-depth expertise in the specific fields of AA, while at the same time members are expected to provide this expertise as volunteers. Some of these experts admit that they are reluctant to do so, once they do not have any other sources of income.





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## Second step: CNA of the First Capacity Development Target Group: Platform 1, Platform 2 and Platform Working Groups

The desired (optimal) capacity development of the CSO Platforms for monitoring of AA implementation includes a set of competences, knowledge, skills and the institutional settings necessary for the successful execution of their mandate is described in the project ToR. These are:

- Enhanced knowledge and skills for CSOs in EU project implementation and policy monitoring, so that they are able to engage effectively in the Association Agreement process.
- Strengthening the process of institutionalization of both Platforms through:
  - Harmonisation of members' actions around the AA process and institutional strengthening of members through provision of training and sub-grants;
  - Increased focus towards policy monitoring;
  - Facilitation of the dialogue between government and citizens around the AA process.
  - Better visibility and recognition of the CSOs Platforms by Moldovan society.

### Identified Gaps / deficits as a result of vis-à-vis interviews

1. On **institutional level**, the following gaps are identified:
  - Partnership gap and insufficient inter-sectoral cooperation among governmental and non-governmental stakeholders, related to AA implementation, together with not satisfactory level of cooperation within the Platforms and with the government sector, both vertically and horizontally.
  - Weak cooperation with Government officials, Parliament and line ministries in charge for EU-Moldova AA implementation. It should be mentioned that the insufficient cooperation is recognised as a constraint from both sides – the CSOs, on the one part, and the Government officials, on the other part.
  - Lack of planning calendar for forthcoming legislative initiatives of the Government and Parliament, which narrows the opportunity to elaborate in advance comments and analysis of the upcoming point in the AA agenda. The CSOs could elaborate a public position regarding the exact points or domains in AA.
2. On **communication and visibility level**, there is a gap between Platforms' activities and the citizens of Republic of Moldova. Both Platforms show limited capacity and receive insufficient funds for making Platforms achievements more visible for the large public in the Republic of Moldova:





- Limited capacity and knowledge for carrying out public campaigns on specific topics, related to AA implementation;
  - Insufficient capacity for addressing the audience messages related to the AA implementation, comments on legislative approximation etc;
  - Lack of well-elaborated channels for conveying to the Parliament and Government / line ministries messages, opinions, critical thinking notes concerns and constraints on specific topics of discussions regarding the AA legislative approximation to *acquis communautaire*;
3. On the capacity development level of the two Platforms:
- *Implementation capacity gaps*: a lack of programming support to the improvement of the condition of Platforms, which refers mainly to the integrity of CSOs – members of Platforms and their ability to act as an institutionalized body with common approach and vision on AA implementation process and progress;
  - Lack of capacity of EaP Platform Working Groups in advocating and lobbying for specific purposes;
  - Insufficient competence to develop specific indicators for monitoring and evaluation of the AA implementation;
  - Lack of *elaborated strategic approach and mechanisms* for AA implementation from the part of CSOs and more specific:
    - Lack of elaborated strategic planning documents are observed in both Platforms. Action Plans are to be elaborated for both Platforms as a part of regional obligations of CSOs related to the Association Agreements signed by Moldova, Georgia and Ukraine. In this matter, the support of TAT through expertise in strategic planning is endorsed by Facilitators of both Platforms;
    - Lack of elaborated strategic action plans for all five Working Groups of EaP CSO Platform.

The organisational capacity deficits of the CSO Platforms are not to a certain extent related to the individual capacity of the members of the Platforms but mostly at Platform level and referring to the possibilities for cooperation and interaction with other stakeholders. The core areas which are of decisive importance for *further capacity development* in this field are the following:

- Strategic planning and implementation at Platform level and at the level of Working Groups;
- Ensure the access to necessary personnel, financial and material resources for the operation of both Platforms as integrated bodies and their further institutionalisation;
- Elaborate an efficient internal allocation of roles and responsibilities;
- The possibility for regular acquisition of specialized knowledge, skills and competencies through networking with competent institutions and agencies, including international





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entities, dealing with AA. The CAN research identified a need for setting up a cooperation network with various actors in the field of AA implementation, such as the Parliament, governmental agencies specialized on topics related to AA, the MoFA and other line ministries.

- Active interaction with national mass-media for conveying messages on EU integration and legislative initiatives of the government and critical expert thinking of CSOs representatives of specific topics;
- Initiate legislative initiatives related to the improvement of the situation of civil society as draft law amendments, lobbying and advocate for changes;





## Bridging the gap

ToRs requires that ideally the Technical assistance offered by the Project should include the following capacity building elements:

- Support to organisational consolidation of Platforms, including support to internal structuring of these Platforms and their network capacity in order to work effectively, support for communication, visibility and disseminating policy papers. At least two activities per year should be covered.
- Trainings and/or seminars / workshops related to Association Agreement processes mainly in the following sectors: agriculture, environment (including water, waste management etc.), labour, gender and competition, markets, trade. Capacities related to policy monitoring and evaluation should also be included. At least one activity per year should be delivered.
- Organising and hosting events for beneficiary CSOs. At least one event per year should be organised.

Following the prescription of ToRs and identification of the gap and specific deficits described above, this section includes the proposal of a comprehensive set of planned interventions aiming at bridging this gap and bringing the current state closer to the desired one. The main objective of the planned interventions (events, seminars, workshops, trainings), which target the CSO Platforms for monitoring AA implementation and public officials in charge for AA implementation, is to foster their professional and administrative capacity in order to reach the optimal level for carrying out their mandates.

The expected result of these events is the enhanced capacity of the CSO Platforms and the civil society sector as a whole, which will enable all actors to improve significantly the implementation of their mission/mandate. It is also expected that during the capacity building events, the inter-institutional cooperation and interaction with CSOs will be affected positively.

Taking into account the above mentioned identified capacity gaps and translating them into capacity building needs, the Project team has developed a set of capacity building activities related to the AA implementation and the role of CSOs in this process. These activities are described below:

### **1. Open meeting: Capacity Needs Assessment results (half day)**

Planned meeting with both Platforms members and the TAT. The purpose of this meeting is to present results of Platforms' needs assessment and to propose a detailed plan for activities from the TAT.

### **2. Seminar: An overview of civil society Platforms for AA implementation in other ENPI countries, in particular Georgia and Ukraine (one day)**





The objective of this seminar is to present to the participants a thorough overview of the mandate and achievements of the existing CSO Platforms in terms of Monitoring the implementation of the AA, as a regional overview, and to offer them the opportunity to compare good practices from the neighbouring countries, which are in compliance with the Republic of Moldova political, institutional and legislative structures.

### **3. Five (5) consecutive workshops for designing strategic and action plans for the Platforms' thematic Working Groups**

The objective of the seminar is to enhance the knowledge and skills of participants on the main steps for elaboration of strategic plans and the corresponding action plans. Each workshop would provide to the participants a practical guide on elaboration of working group's strategic planning and action plan for at least one selected topic referring to the thematic area of the given working group. The output of those workshops would be the draft of strategic work plans for each working group within the EaP.

### **4. Two (2) workshops on Policy making and Strategy implementation**

The objective of this workshop is to provide knowledge and skills to participants for strategy formulation, including planning and decision-making processes in both Platforms: formulation of their strategic goal, planning and utilizing the necessary means related to executing the strategic plan. The basic output of those workshops is the draft of EU-Moldova CSO Platform and of EaP CSOs Platform Strategic Plans for the next two years.

### **5. Seminar for Advocacy and Lobbying (1 day)**

The objective of this one-day seminar is to enhance the capacity of the CSOs - members of both Platforms to lobby for the necessary legislative improvements in the process of AA implementation and to offer to the participants special communication and lobbying skills and competences (for example how to organise social media campaigns and how to deal with public affairs). Packed with professional tips, analysis and a detailed practical exercise, the course will offer dynamic advice on the core aspects of how CSOs from Platforms can enhance public affairs activity and promote their advocacy activities at political level.

### **6. Two (2) workshops on sectoral aspects of AA implementation – Joint workshop with the Ministry of Foreign Affairs (1 day each)**

This activity includes the organization of two consecutive workshops in order to consolidate civil society's capacities to deliver specialized and qualitative contributions for supporting the implementation of the Association Agreement in various sectoral fields such as: transport; tourism; information society; agriculture and Rural development; climate action; technical barriers to trade, standardization, metrology, accreditation and conformity. Those two workshops will be practical





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events, where CSOs representatives – experts in every particular domain will have the opportunity to discuss with representatives of the Ministry of Foreign Affairs and other line ministries with competencies in the above-mentioned subjects.

### **7. Tripartite dialogue: civil society, trade unions and employers – joint event with the Ministry of Foreign Affairs (1 day)**

This joint event will be in the form of a workshop on supporting joint practical activities and cooperation among all participating actors aimed at contributing to the implementation of the AA.

### **8. Joint seminar of CSOs and the Ministry of Foreign Affairs (1 day)**

To organize within the frame of the annual meeting at the MoFA with all European Coordinators from line institutions a special Panel dedicated to enhancing cooperation between CSOs and governmental institutions, as well as consolidating the joint work on assessing the impact of AA implementation.

At the same time a flexible approach concerning the seminar topics is proposed, so that changes in the topics can be made during the implementation of the seminars if new and more urgent needs are identified.

**Events implementation strategy:** The seminars/workshops will take place in Chisinau and both CSO Platforms' members plus public officials in charge for civil society will be invited to attend them. The TAT and stakeholders for each event will identify relevant public officials for each seminar and it is expected that approximately 30 participants on average will attend each seminar.





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# Third step: Capacity Assessment Targeting the CSOs – members of both Platforms

## Desired Capacity Development as per ToR

**The desired capacity level related** to the civil society organisations –members of CSO Platforms includes the following elements:

- Are well networked within the Platforms and collaborate successfully on specific topics related to the AA implementation;
- Are financially stable and enable to carry out their activities in monitoring specific chapters / articles of AA;
- Have in-depth expertise in main AA related topics treated in different chapters and articles, such as good governance, human rights, public administration reform, low reinforcement, trade, agriculture, environment, youth and sport, social dialogue, social policy related issues, local governance, customs, national security etc.
- Chisinau-based CSOs are well networked with CSOs in a country side and have a regular and good collaboration with local and grass-roots CSOs.

The inter-institutional collaboration between CSO Platforms for monitoring AA implementation and the government, including line ministries, should follow a well-established communication structure and regular feedback circulates from the top to the bottom and from the bottom to the top. Governmental stakeholders should have sufficient capacity for inter-institutional collaboration, knowledge and skills to support the mandate of CSO Platforms for AA implementation monitoring. CSOs – members of Platforms should have good understanding of EU integration, policymaking and the importance of the implementation of AA. CSOs from both Platforms should communicate regularly with CSOs and institutions in the countryside and thus enlarge the knowledge and advantages of EU integration.

All gaps, deficits and strong points of CSOs – members of Platforms were identified via primary research, as a result of data base processing of answers on the standardised questionnaire, which was disseminated among all 83 organisations – members of Both Platforms, including Trade Unions and Employers' associations. Through this questionnaire the TAT collected information on the capacity level of each organization – member of the Platforms, their specific competences for monitoring of AA and further capacity development needs aiming at improved skill for monitoring the AA implementation.

All 33 NGOs that were interested in this research and completed the questionnaire fall into the following categories: 27 are registered and act as Civil Society Organisations, one of them as a think tank, 2 of them have public utility status and are engaged in social entrepreneurship, 3 of





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them have only public utility status, while one deals only with social entrepreneurship. Moreover, one of them is an education and research institution and one is registered and acts as a foundation. It should be noted that some CSOs – respondents have more than one registration status (for example, one on national level and one on local level) and for this reason the number of CSOs according to their registration status exceeds the number of CSOs participation in this survey.

26 Civil society organisations have been registered and active for more than 10 years, 4 civil society organisations between 5 and 10 years, 3 civil society organisations between 1 and 2 years. In addition, two civil society organisations have more than 100 volunteers and one NGO has 50 employees, namely the National Trade Union Confederation of Moldova.

### Identified Gaps / Deficits/ Strong Points.

Having analysed the data received in comparison with the desired capacity level of CSOs – members of both Platforms, the following gaps/ deficits have been identified:

All CSOs – members of EaP Platform (83) are much more affiliated to their Working Groups than with the Platform as an integrated and institutionalized body. Meanwhile, the positive development of networking and collaboration of both Platforms is observed. It is clear that both Platforms and their members collaborate successfully on specific topics related to the AA implementation.

There is a huge discrepancy in financial status of members of Platforms. This is particularly valid for EaP Platform, where the financial status of different members varies significantly. CSOs that have on-going projects are financially stable and enabled to carry out their activities, however, in most cases, these activities are not directly related to AA implementation and in monitoring of specific chapters / articles of AA. Financially unstable CSOs – members of Platforms showed low interest towards the current Technical Assistance project, due to the fact that they would not be eligible to benefit under the Grant scheme since they are mainly Chisinau-based.

A strong point worthwhile mentioning is the fact that most of CSOs – members of Platforms that participated in our survey declared in-depth expertise in many specific domains and topics treated in different chapters and articles of AA (Figure 7), such as good governance, human rights, public administration reform, law reinforcement, trade, agriculture, environment, youth and sport, social dialogue, social policy related issues, local governance, customs, national security etc. This expertise should give further motivation of all experts to actively participate in AA monitoring.

The data received shows that very few Chisinau-based CSOs are well networked with CSOs of the country side and very few have a regular and good collaboration with local and grass-roots CSOs.





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It should be noted that civil society NGOs show a very high interest in cooperating with local governance authorities in various policy making topics. The representatives from both local governance and NGOs stressed the importance of policy making topics (Figure 3), as well as of increasing volunteering opportunities of civil society, seen as a precondition to raise entrepreneurial skills in the country.

Another priority for CSOs – members of Platforms pointed out by respondents is the information exchange related to civil society issues. This deficit is directly related to the need for further capacity development settings of inter-institutional cooperation of the CSOs – members of Platforms with government representatives and the opportunity for dissemination of information and awareness raising.

Empowering civil society in civic participation is seen by all respondents as a very important policy making requirement and a gap is recognized in this field, as well.

Subsequently, the free flow of information from the CSOs to its target group – the citizens in the Republic of Moldova - is recognised as of vital importance.

Meanwhile, it is acknowledged by all civil society experts that public officials need to gain capacity in civil society policy targets, civil society legislation, the design of civil society strategies, establishment of procedures for cooperation with civil society NGOs, drafting calls for proposals for grant schemes, etc. The recent development in this regard acknowledges some positive steps in terms of better cooperation between civil society and government structures, described in the First step of this CAN: The current state of affairs.

### Results:

Here below are shown the results of survey, which support the conclusions for existing deficits in capacity development of CSOs – members of both Platforms and their strong potential in monitoring of AA implementation as well. It should be noted that the Platforms as whole possess enough in depth expertise in various specific domains, which are treated in AA.

The sector of monitoring EU – Moldova Association Agreement operation is distributed relatively proportionally and to the certain extent covers the large spectrum of topics of AA (Figure 2).





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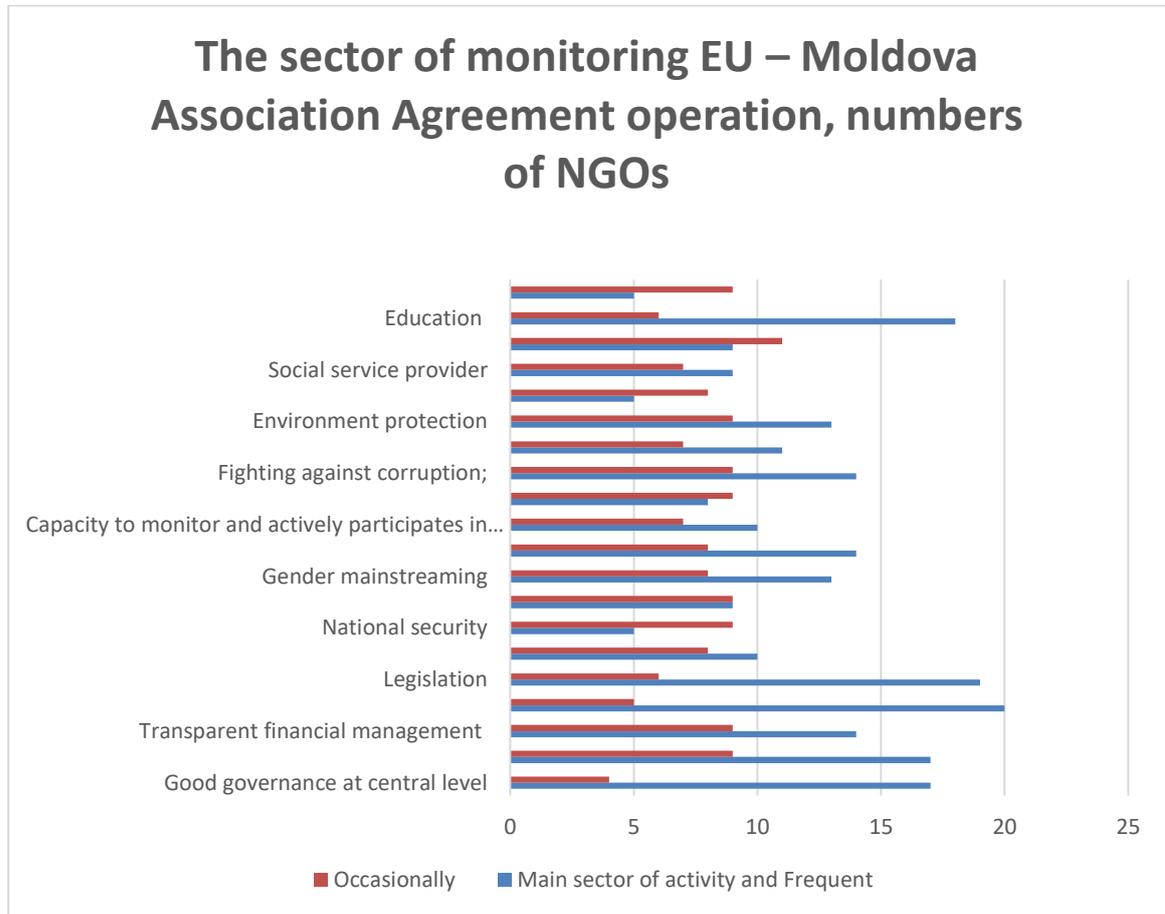


Figure 2: CSOs AA monitoring by sectors

Besides topics distinguished in the standardised questionnaire, **additional domains of expertise** were pointed out:

- Work Relationship Regulation;
- Strengthening the Social Dialogue and Partnership;
- Fighting the Informal Economy;
- Labour dispute and conflict settlement;
- Financial and Banking Sector and anti-money laundering;
- Employment, social policy and promotion of equal opportunities;
- Periodic Monitoring of the Implementation of the EU-Moldova Association Agreement (Publishing the Alternative Reports from 2015 - present);
- Transnistria, conflict management, non-discrimination;
- Justice sector reform, access to information, decision-making process transparency, monitoring legal initiatives that could harm the public interest, etc.

In line with the project goal to strengthen and empower the NGOs in the countryside and also small grass-root organisations, the geographical area of activities of NGOs – members of





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Platforms are distributed as shown in Figure 2: very few CSOs are not active in the countryside but most of them work frequently or occasionally at regional, municipal and grass-roots level.

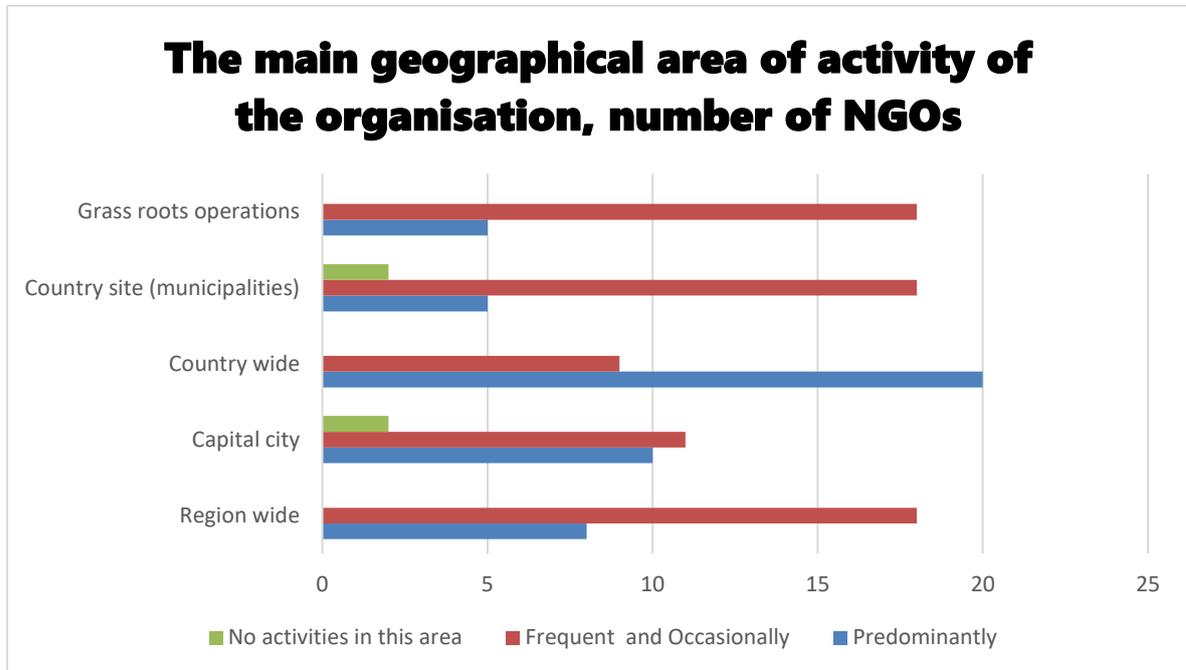


Figure 3: Geographical areas of activities of CSOs

For the purpose of this CAN, it was essential to identify the capacity needs of CSOs – members of Platforms. Only four CSOs out of 33 stated that they did not need any additional capacity building. The rest 29 claimed they would accept additional capacity building support on the following subjects (Figure 3). However, for many of them the financial restrictions and lack of funds for their performance remains a serious constraint.





### To the extent of which the constraints listed below are applicable for your subgroup as a member of Eastern Partnership Platform Moldova for Monitoring EU-Moldova Association Agreement, numbers of NGOs?

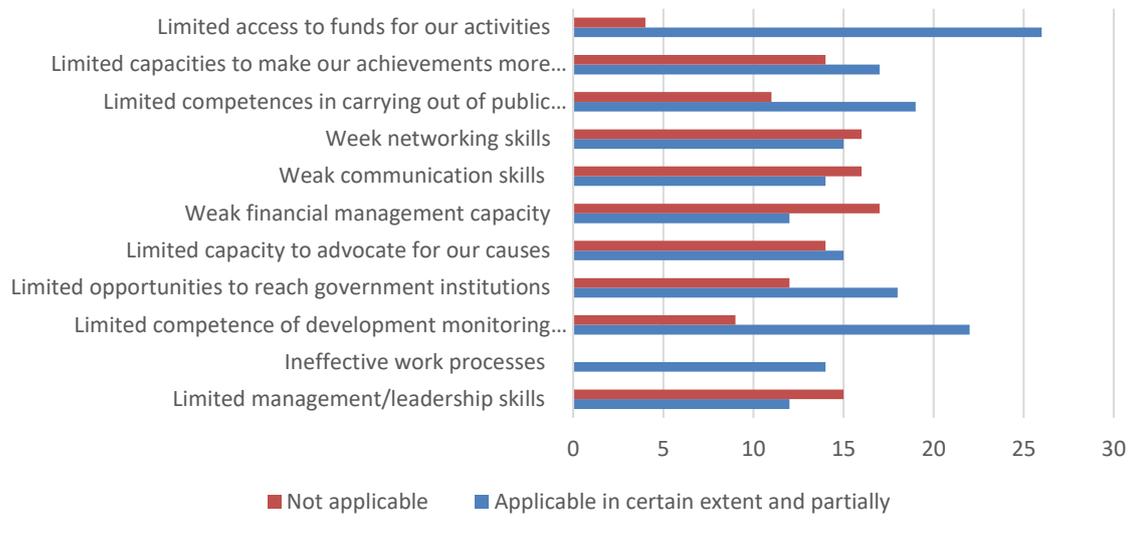


Figure 4: CSOs constrains in AA monitoring process

As a priority, respondents pointed out the limited opportunities for making their achievements more visible and for channeling their messages for EU integration and AA implementation.

The self-assessment of CSOs - members of Platforms, also, refers to limited capacities to advocate through a larger audience for their causes and to cooperate with governmental structures for making them attainable.

Another serious deficit highlighted was the limited competence of elaboration of monitoring indicators, which is a basic prerequisite in the context of monitoring AA.





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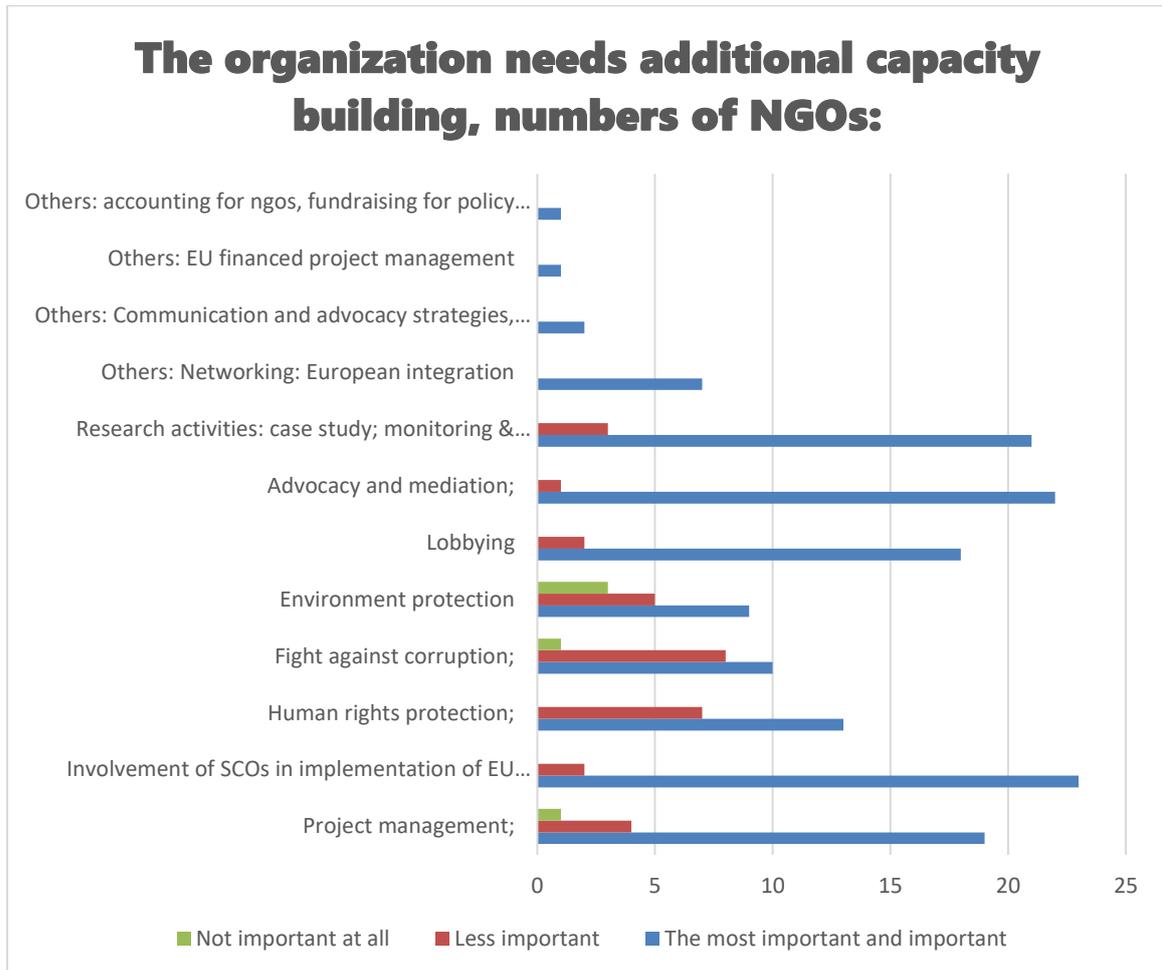


Figure 5: Further Capacity Building Needs of CSOs

Further capacity building as requested by CSOs – members refers to the topics listed below:

- Advocacy and lobbying;
- Research and drafting of evaluation reports;
- Fight against corruption;
- Project management;
- EU integration process and the role of CSOs.

The most frequent target groups of operational activities of targeted CSOs – members of Platforms can be seen in Figure 4.





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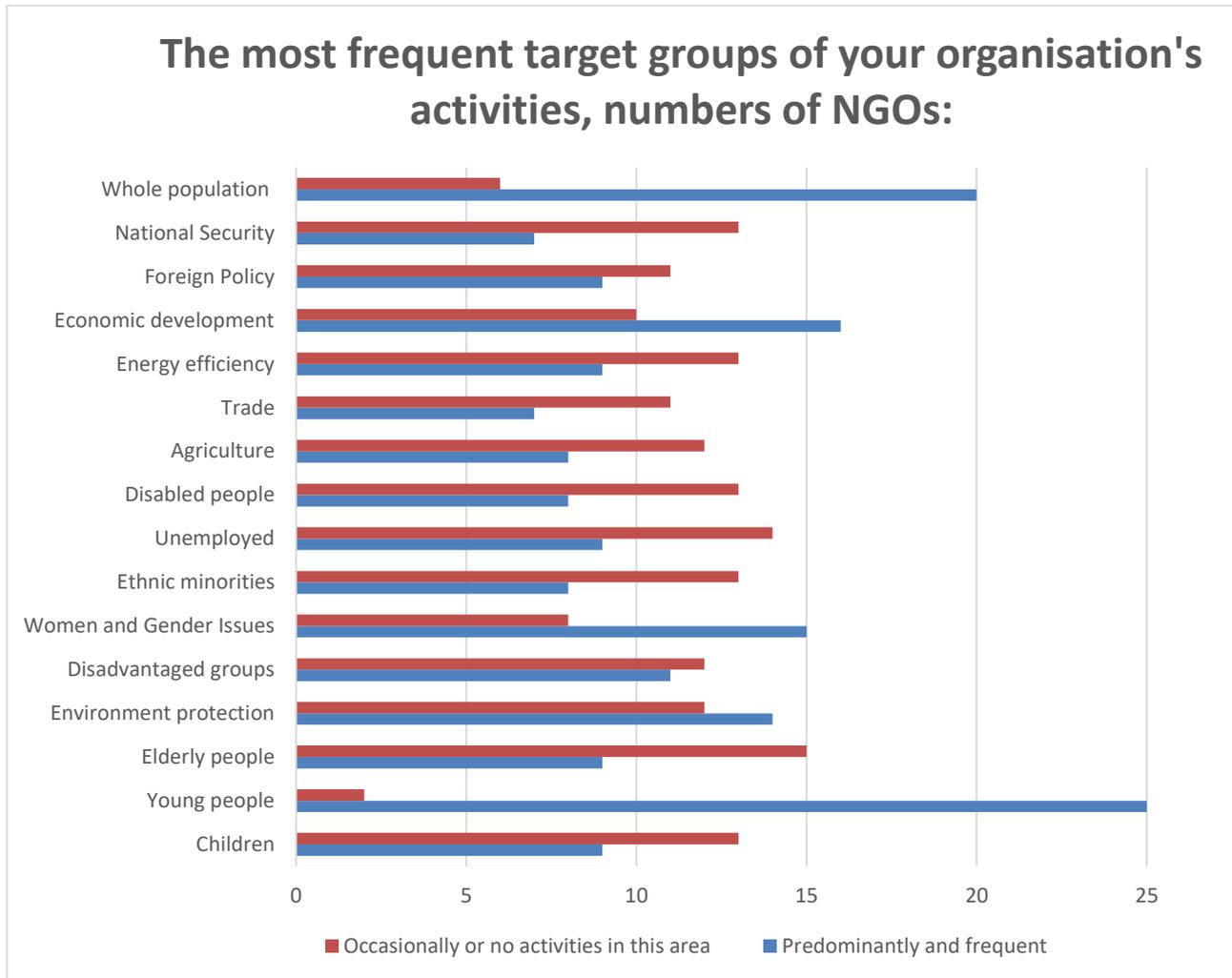


Figure 6: Frequent target groups of CSOs activities

The conclusion is that CSOs – members of Platforms have enough professional skills and knowledge to cover a large variety of topics and are well aligned to various chapters and articles treated in AA. Therefore, they could successfully respond to the request of society to act as agents of reforms and to be competent advocates of public interest.

The area of activities and competences of most of CSOs – members of Platforms in alignment with the EU integration policy makes them key players in EU approximation process.





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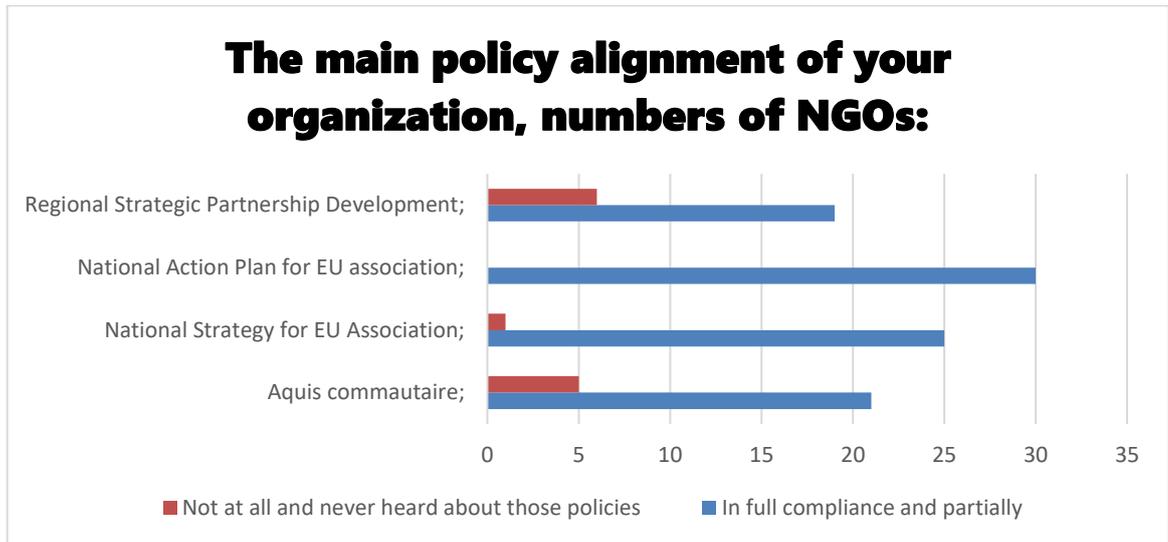


Figure 7: CSOs policy alignments

In addition to the domains of competences listed in the standardised questionnaire, respondents pointed out the following subjects, in which they are competent and knowledgeable:

- Energy Strategy;
- Environment;
- Gender;
- Youth sector development strategy 2020;
- Actions Plans for Roma population;
- Education 2020;
- 2017-2021 National Employment Strategy;
- National security strategy;
- The National Public Order and Security Strategy;
- 2017-2020 National Integrity and Anticorruption Strategy;
- Monitoring policies such as transparency, access to information, public procurement, decision-making, conflict of interest, declaration of income and property, quality of petition system, hotlines, information on web pages, internal control, Court of accounts decision implementation, transparency of state enterprises, etc;
- SME, Competition development;
- 2015-2020 Strategy on Biological diversity.

Finally, all CSOs – members of Platforms were asked to specify in which Chapter and corresponding articles of the EU- R Moldova Association Agreement their competences were expanded and their answers are provided below:





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- Article 371;
- Chapter 16;
- Chapter 11;
- Environment and climate change;
- Evaluation on the implementation of National Strategy for Agricultural and Rural Development for 2014-2020;
- Article 125;
- Chapter 23: Cooperation in the field of education, training, multilingualism, youth and sports; Chapter 26: Cooperation with Civil society;
- Title IV, Chapter 4 "Employment, Social Policy and Equal Opportunities";
- TITLE II-VI of the EU-Moldova Association Agreement;
- Chapter V, trade;
- During March 2017 - June 2018 period, API monitors the fulfillment of the commitments in the media file undertaken by the Republic of Moldova in the Moldova-EU Association Agreement. The quarterly reports are published and are publicly debated. Monitoring reports can be accessed in Romanian and English here: <http://api.md/page/ro-2017-311>;
- Public administration Reform;
- Energy and Environmental Protection.

*Once again, it becomes clear that the capacity of CSOs – members of Platforms covers the wide variety of competences and their capacity deficits refer more to financial restrictions and Platforms management related to networking, communication, visibility, advocacy, and lobbying for their causes, techniques for elaboration of monitoring indicators, project management.*





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### Bridging the gap

Following the identification of the gap and specific deficits described above, this section includes the proposal of a comprehensive set of planned interventions (in the form of a training programme) aiming at bridging this gap and bringing the current state closer to the desired one. The main objective of the training programme, which targets the local authorities and NGOs, is to pave the way towards their better cooperation with the main project beneficiaries: the CSO Platforms for monitoring AA implementation and line ministries in the field of their EU integration, which is an essential topic of the CSOs Platforms for monitoring AA implementation.

The expected result of these trainings is that participants will gain knowledge and skills on institutional and specific civil society policy related competences, on project cycle management and design of Logical Framework.

Bearing in mind the identified capacity gaps and training needs of CSOs – members of Platforms, the Project team, in consultation with both Platforms concluded to offer the following training topics within the project-training programme:

#### **1. Project Cycle Management in the context of EU Civil society, Culture, Education, Employment and Volunteering**

The objective of the training is to offer the trainees the competence to develop project ideas based on their operations and present them as project proposals, enabling them to apply for EU funded programmes, municipal /canton grants and other international donour-funded programmes as well. This is the first component of the PCM training (first session), in which special attention should be paid on: eligibility criteria, formulation of the project goal and objectives and development of specific project activities. Examples of well-elaborated project proposals and applications will be offered to trainees. Trainees will be asked to come back to the second training session with a draft project proposal selected by them, and in collaboration with institutions if possible.

#### **2. Fundraising opportunities, Project Financial Management and Logframe Design**

This is the second component of the PCM training session, having as main objective to develop trainees' practical skills for the elaboration of Logframe and detailed project budget and to put the new knowledge into practice by preparing an actual exercise – part of an application for funding. At the end of the training session, the current EU funding opportunities targeting civil society will be overviewed.





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### Training implementation strategy:

By identifying the above described training topics, the Project team took into account the on-going civil society capacity building projects and tried to establish synergies with capacity building activities offered by two EIDHR projects currently implemented by KULT “Civil society friendly municipalities in partnership between civil society and local authorities” and OKC “With volunteering legislative towards development of local communities”.

Since our major beneficiary is the CSOs from Platforms but also CSOs in the country side and grass-root organisations, the project team suggests that CSOs – members of Platforms participate in the training together with sub-grantees that are to be selected as beneficiaries of the Call for Proposals for Support to Civil Society for the Republic of Moldova grant scheme. The Project team considers it would be a good opportunity for networking of between Chisinau based CSOs with those acting in the country side and to get them acquainted with civil society implementation issues at grass-root level and in order to pave the way for better communication with lower administrative levels.

Since it is not feasible, given the resources needed, to reach out to all stakeholders in all municipalities countrywide, the Project team ended up identifying 10 training spots all over the Republic of Moldova, where the training sessions will take place. By selecting 10 towns as training spots, the project team estimates that the whole country will be covered in a balanced way and trainees will be able to easily access the training spots.

The total number of trainees per locality is expected to be 20 – 25, depending on the administrative structure of the training spot. The total number of training sessions will be 20. The number of participants in trainings in all 10 training spots will be approximately 500 (20 training sessions x 25 participants). Given the concept of synergy and sustainability, it is recommendable that in all three sessions the trainees are the same. Every training session will last one day. Between the first and the second training trainees are expected to work at their own municipalities and to come back for the second session with a drafted project proposal.





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## Annexes

### Questionnaire on capacity assessment of NGOs - members of Platforms for EU – R Moldova Association Agreement

Dear respondent,

Within the framework of the EU-funded Project "Technical Assistance to support CSO development in Moldova" we are seeking your expert opinion as regards the capacity assessment of Eastern Partnership Platform for R Moldova and EU – R Moldova Platform for monitoring the EU – R Moldova Association Agreement.

You are kindly asked to fill in the following questionnaire.

The results of this survey are expected to provide us with vital information, which will improve our performance and will also allow us to make in-depth needs assessment in the context of further capacity development of both Platforms.

**We would highly appreciate the submission of this questionnaire by 17<sup>th</sup> January to the following e-mail address: [balan.a@kmop.gr](mailto:balan.a@kmop.gr)**

Thank you in advance for your kind assistance and commitment.

On behalf of the Technical Assistance Team

**Name of the organisation:**

\_\_\_\_\_

**Address:** \_\_\_\_\_

**Contact person:**

\_\_\_\_\_

*Name and position*

\_\_\_\_\_

*Phone number, e-mail*





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**1. Status of your organisation** (Please mark the right answer; possibly, more than one.)

NGO	Yes	No
Public utility company	Yes	No
Company dealing with social entrepreneur activities	Yes	No
Other, please, specify		

**2. How long has the organisation been in operation?** (Please, underline the right answer)

1-2 years      3-5 years      5-10 years      More than 10 years

**3. What is the mission statement of your organisation as per aims of the organisation?**  
(Please, specify in three lines.)

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**4. How many people work in your organisation?** (Please, indicate the numbers.)

1. Full-time employees \_\_\_\_\_
2. Part-time employees \_\_\_\_\_
3. Long-term consultants \_\_\_\_\_
4. Short-term consultants \_\_\_\_\_
5. Volunteers \_\_\_\_\_

**5. What is the main area of activity of your organisation?** (Please mark the right answer; possibly, more than one.)

Service provision	Yes	No
Advocacy type activities	Yes	No
Self-help	Yes	No





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**6. What is the sector of your monitoring of EU – Moldova Association Agreement operation?** (Please, select 3 to 5 sectors of operation.)

Sector	Main sector of activity	Frequent	Occasional	No activities in this sector
1. Good governance at central level				
2. Good governance at local level				
3. Transparent civil service delivery				
4. Transparent financial management				
5. Respect of human rights				
6. Legislation				
7. Energy, including renewable energy				
8. National security				
9. Ethnic tolerance/reconciliation/conflict resolution				
10. Gender mainstreaming				
11. Media and strengthening the right to information				



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12. Capacity to monitor and actively participate in elections process: voters registration; elections monitoring etc.				
13. Youth and sport				
14. Fighting against corruption				
15. Economic development and trade				
16. Environment protection				
17. Consumer protection				
18. Social service provider				
19. Health care				
20. Education				
21. Child protection				
22. Others, please specify:				

7. In case of a NGO or a non-profit organisation, who are the main funders of your organisation?



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<b>2.1. Funder</b> (name of the organisation; institution)	<b>Duration of funding commitment</b> (years)	<b>Total amount</b>	<b>Project/activity subject</b>
<b>2.2. Other sources of Income:</b>	<b>Membership fees</b>	<b>Private donations</b>	<b>Others</b> (please, specify)





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8. **What is the main geographical area of your organisation's activities?** (Please mark no more than three areas.)

<b>Geographical area</b>	<b>Predominantly</b>	<b>Frequently</b>	<b>Occasionally</b>	<b>No activities in this area</b>
1. Region-wide				
2. Capital city				
3. Country-wide				
4. Countryside (municipalities)				
5. Grass-roots operations				
6. Others please specify:				





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9. ~~To what extent the constraints listed below are applicable to your subgroup, as a member of Eastern Partnership Platform Moldova for Monitoring EU-Moldova Association Agreement?~~ (Please rank every statement.)

<b>Constraint</b>	<b>Applicable to certain extent</b>	<b>Partially applicable</b>	<b>Not applicable</b>
Limited management/leadership skills			
Ineffective work processes			
Limited competence of development monitoring indicators			
Limited opportunities to reach government institutions			
Limited capacity to advocate for our causes			
Weak financial management capacity			
Weak communication skills			
Weak networking skills			
Limited competences in carrying out public campaigns			
Limited capacities to make our achievements more visible			
Limited access to funds for our activities			
Other, please specify.....			





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#### 10. Does the organisation require the additional capacity building?

Yes

No





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**11. If the organisation needs additional capacity building, please specify in which domain:** (Please, select up to five areas, from those listed below and rank them depending on their importance to your NGO.)

Core needs to be met	Extent of importance			
	The most important	Important	Less important	Not important at all
<b>Training in:</b>				
1. Project management				
2. Involvement of SCOs in implementation of EU Instruments for association				
3. Human rights protection				
4. Fight against corruption				
5. Environment protection				
6. Lobbying				
7. Advocacy and mediation				
8. Research activities: case study; monitoring & evaluation				





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reports; needs assessment; community based research				
9. Other, please specify				
<b>Networking:</b> please specify at which level (national; regional; European integration; worldwide; sectoral)				

12. Please, indicate the most frequent target groups of your organisation’s activities: (Please, mark no more than three target groups).





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<b>Target group</b>	<b>Predominantly</b>	<b>Frequent</b>	<b>Occasionally</b>	<b>No activities in this area</b>
1. Children				
2. Young people				
3. Elderly people				
4. Environment protection				
5. Disadvantaged groups				
6. Women and Gender Issues				
7. Ethnic minorities				
8. Unemployed				
9. Disabled people				
10. Agriculture				
11. Trade				
12. Energy efficiency				
13. Economic development				
14. Foreign Policy				





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15. National Security				
16. Whole population				
17. Other, please specify.				
18.				
19.				
20.				





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13. What is the main policy alignment of your organisation? (Please, write "Yes" or "No" in every line.)

Policy	In full compliance	Partially	Not at all	Never heard about those policies
1. Acquis communautaire				
2. National Strategy for EU Association				
3. National Action Plan for EU association				
4. Regional Strategic Partnership Development				
5. National Sectorial Strategy: please specify.				
6. Other, please specify.				

14. In case your organisation is monitoring the EU- R Moldova Association Agreement, please, define the Chapter of the AA and if possible, the respective article.

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### List of vis-a-vis interviews performed

1. Interview with Mr. Petru Macovei, Independent Press Association (API) – Facilitator of Eastern Partnership for Moldova Platform;
2. Interview with Mr. Victor Cotruta, REC Moldova – Former Facilitator of Eastern Partnership for Moldova Platform
3. Interview with Mr. Ion Guzun, Legal Resources Centre from Moldova – Former Facilitator of Eastern Partnership for Moldova Platform
4. Interview with Ms. Liliana Carasciuc, Transparency International Moldova – Former facilitator – currently: WG1 coordinator, Eastern Partnership for Moldova Platform
5. Interview with Mr. Viorel Chivriga, IDIS Viitorul – Coordinator of the WG nr 2, Eastern Partnership for Moldova Platform
6. Interview with Ms. Natalia Gurandă, EcoContact – Coordinator WG 3, Ms. Ina Coșeru, Centrului Național de Mediu - Coordinator Regional WG 3, Eastern Partnership for Moldova Platform
7. Interview with Mr. Mereacre Sorin, East European Foundation, Former facilitator – WG 4, Eastern Partnership for Moldova Platform
8. Interview with Mr. Ms. Ana Indoitu, National Youth Council of Moldova, Coordinator – WG 4, Eastern Partnership for Moldova Platform
9. Interview with Mr. Ms Rodica Popescu, National Trade Union Confederation of Moldova, WG 5 Leader, Eastern Partnership for Moldova Platform
10. Interview with Mr. Mr. Alexei Buzu, Centre “Partnership for Development”, Coordinator MD-EU Platform
11. Meeting with State Secretary - Daniela Morari, in charge with European integration and responsible for AA implementation monitoring and Anton Lungu, Counsellor, Unit for Political Cooperation with the EU, Directorate for European Integration, Ministry of Foreign Affairs and European Integration
12. Meeting with Mihai Godea - Senior Adviser to the Prime-Minister, in charge of collaboration with civil society organisations, Government of Republic of Moldova





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