



Research. Advocacy. Empowerment

Institutional Development Strategy 2017 – 2019

IPRE's Mission:

Accelerate the European integration of the Republic of Moldova by promoting the implementation of systemic reforms, increasing participatory democracy and strengthening the role of citizens in decision-making processes at the national and local levels

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IPRE's OVERVIEW

The Institute for European Policies and Reforms (hereinafter IPRE) was established in March 2015 as an independent, non-partisan, and non-profit action center for research and analysis, founded by a team of national and international experts, former governmental officials, civil servants and career diplomats.

Since 2016, IPRE is a member of the Eastern Partnership Civil Society Forum (www.eap-csf.eu) and contributes with expertise to the EU-Moldova Civil Society Platform. In 2017 IPRE joined the Southeast European Leadership for Development and Integrity (www.seldi.net) as Associate Partner and became member of www.WeBuildEurope.eu THINK Network.

IPRE's mission is to accelerate the European integration of the Republic of Moldova by promoting the implementation of systemic reforms, increasing participatory democracy and strengthening the role of citizens in decision-making processes on the national and local levels.

IPRE's philosophy is that European integration of the Republic of Moldova, shall not be the ultimate goal of internal agenda of reforms, but rather an instrument to ensure a sustainable transformation of the country. The full implementation of the EU-Moldova Association Agreement is a cornerstone in this regard.

IPRE activities and expertise are covering the following **7 thematic areas of intervention**:

- European Integration and Eastern Partnership;
- Foreign and Security Policies;
- Justice Sector and Anti-Corruption;
- Public Administration Reform;
- Trade, Economic development and sustainable energy;
- Social inclusion and minorities integration;
- Youth development.

In order to implement its Mission, IPRE has the following **core activity objectives**:

- (1) Conduct research, public policy development and monitoring of the key areas of transformation as provided by the EU-Moldova Association Agreement;
- (2) Promote research and public policy products on the local, national and European levels, including through advocacy actions, building and participating in thematic non-governmental coalitions;
- (3) Empower youth and local media aiming to promote civic engagement and participatory democracy.

Governance and Management

The general governance of the IPRE is ensured by the **General Assembly** formed by 23 members (January 2017) that elects the President of the Board and appoints the Executive Director upon the proposal of the Board.

The Board is the body which approves and ensures the general oversight of IPRE's main strategic directions and objectives that must be followed by IPRE's Executive and Management Team, which operates in an environment of full autonomy. The Board currently comprises 4 full-members, including 3 founding members¹, and IPRE's Executive Director (Iulian Groza). In April 2016 IPRE's General Assembly invited 6 new designate-members of the Board² and 3 honorary members³ of the Board with observatory status. The Board is chaired by a President (Vladislav Kulminski) elected by IPRE's General Assembly for a term of three years (2015-2018).

The Executive Director is representing IPRE and leads the **Executive and Management Team**, that currently consists of 11 staff members: **8 Full-time** (the Executive Director, the Communication Officer, 4 Project managers, a Project Assistant, the Chief Accountant and **3 part-time** Team Leaders/Policy Moderators (Justice Sector and Anticorruption, Social inclusion and minorities

¹ **IPRE's founding members:** Vladislav Kulminski, Executive Director of the Institute for Strategic Studies (IPIS), Victor Lutenco, former head of Bureau for Relations of Diaspora and Eugen Sturza, Former head of the cabinet of the Prime-Minister

² **New designate-members of IPRE's Board:** Igor Boțan, Executive Director of ADEPT; Eugen Carpov, Former Deputy Prime-Minister for Reintegration; Valentina Ursu, journalist Radio Europalibera.org; Iurie Leancă, Former Prime-minister of Moldova; Victor Chirilă, President of APE; Marin Ciobanu, President of the Manufacturing Industry Employers' Association (APIP)

³ **Honorary Members of the Board:** Carl Bildt, Former Minister of Foreign Affairs of Sweden; Radoslaw Sikorski, Former Minister of Foreign Affairs of Poland and Mirslaov Lajcak, Deputy Prime-Minister, Minister of Foreign Affairs of Slovakia

integration, Public Administration Reform). IPRE also has a pool of **8 Associate researchers/experts**.

All members of the Executive and Management Team, as well as the Associate Experts are paid from IPRE's organisational budget formed by projects' budgets developed and managed by IPRE, membership fees, donations and overheads from implemented projects. The administrative and financial decisions related to the implementation of IPRE's budget and projects are taken by the Executive Director in coordination with IPRE's Chief-Accountant, Team Leaders and Project Managers.

In April 2016, the Board adopted (1) IPREs' Operational Policies Manual that provides in addition to the Statute more detailed rules and in-house policies of organizational operation and (2) IPRE's Communication and Visibility Strategy.

Achievements

IPRE has become one of the leading Moldovan non-governmental organization specialised on issues of European integration, foreign policy and good governance, affirming itself as a credible reference center for research, policy development and empowerment. At the same time, IPRE managed to go beyond traditional research-based think-tank, contributing to citizens' participation in assessment and promoting public policies.

Since its foundation, IPRE has implemented **21 projects** (including ongoing) that further developed and improved the Institute's expertise in contributing to the Europeanisation process of the Republic of Moldova, namely by:

- Independent monitoring and evaluation of the implementation of the EU-Moldova Association Agreement;
- Research and public policies development in the field of European integration;
- Networking and building bridges with Think-Tanks;
- Building and participating in national non-governmental advocacy initiatives;
- Promoting citizens' participation and engagement in decision making-process at the local level;
- Youth empowerment;
- Empowerment of regional and local media.

Thus, IPRE managed to:

- Organize over 50 seminars, conferences and thematic workshops at the national, regional (Ukraine) and European levels (Brussels, Berlin);
- Develop and publish over 50 publications, studies, reports, policy papers (thematic analysis), policy briefs and memos (analytical notes);
- Promote its activities through over 900 media news at national and regional level;
- Become one of the most followed Think Tank from Moldova on Facebook, with over 4000 followers.

IPRE succeeded to establish strong cooperation and partnership links with other Moldovan, regional and European civil society organizations and think-tanks, including with IDIS-Viitorul, Promo-Lex, ADEPT, IPP, APE, CRJM, Expert-Group, Center "Partnership for Development", Institute for Strategic Studies (IPIS), Debates Club, Anticorruption Alliance, Institute for European Politics (Berlin), European Integration Society Association (Berlin), National Center for Strategic Studies (Warsaw), European Policy Center (Brussels), Romanian Center for European Policies (Bucharest), Institute for World Policies (Kiev), Transparency International – Estonia, Georgian Institute for Strategic Studies (Tbilisi).

As a result of its activities, IPRE managed to implement its Mission and activity objectives through projects implemented in partnership and support of the following development partners and donors: European Endowment for Democracy (EED), Konrad Adenauer Foundation (KAS), Hanns Seidel Foundation, KAS Rule of Law Program for South Eastern Europe, East European Foundation, Foundation of the Open Society Institute, German Federal Foreign Office, the Government of Netherlands (MATRA Programme), the Ministry of Foreign Affairs of Estonia, the UK Good Governance Fund Programme, SlovakAID, Eastern Partnership Civil Society Forum Re-Granting Program.

IPRE's STRATEGIC PRIORITIES 2017-2019

I. PROMOTE THE EUROPEANISATION PROCESS OF THE REPUBLIC OF MOLDOVA

European integration is one of the key strategic objectives of the Republic of Moldova. In June 2014 the EU-Moldova Association Agreement (AA/DCFTA) was signed and provisionally applied since September 1st 2014. As of July 1st 2016 the Agreement has fully entered into force. AA/DCFTA is aiming at political association and economic integration with the EU, as provided by the EU's Eastern Partnership policy.

Despite concluding the AA/DCFTA and the visa liberalization being granted to Moldovan citizens, the real results of transformation as perceived by the Moldovan society, continues to be long awaited. The poor practical implementation of reforms provided by the AA/DCFTA remains to be the main problem for Moldova. In this regard, the main obstacles to a sustainable Europeanisation process of Moldova are the veto powers of the vested interests, systemic corruption, and poorly functioning state institutions. The culture of impunity prevails among politicians and oligarchs.

Thus, unless Moldova improves its governance, modernises its economy and becomes more attractive to investors, it will remain economically and politically fragile to external and internal challenges.

Even though the AA/DCFTA does not provide for a clear European perspective, its implementation will pave the way towards preparing Moldova for possible talks in line with the provisions of the Article 49 of the Treaty of the EU. Thus, Moldova should work in an inclusive manner towards building a national consensus to unite society over the narrative that the ultimate goal of the implementation of the AA/DCFTAs is to transform the country into a functioning modern and prosperous democracy.

The European integration or the prospect for the accession to the EU should not be a goal in itself, but rather a vehicle to secure the sustainability of the Europeanisation process in Moldova. Excessive politisation or even the geo-politisation of the rapprochement with the EU by local elites without real implementation results on the ground tends to increase the polarisation in society over geopolitical agendas and decrease popular support for the EU integration process itself.

It is crucially important that any EU engagement with Moldova should not compromise on values and should focus as well on discouraging any actions of the vested interests directed against these values. Hence, the EU must apply strict conditionality on the respective governments to deliver on real reforms in strengthening the rule of law and democratic institutions, as well as in fighting both high-level and petty (low-level) corruption. Graft will continue to damage our economy and the country needs to get serious about dealing with it. Solving high-level corruption without touching the low level will not bring about the desired prosperity. It is equally important that the EU uses more public diplomacy and is more outspoken on concrete reform priorities as well as on any resistance from the respective governments. While engaging with the current Moldovan government, EU shall seek stronger cooperation with reform-minded opposition elites and agents of change from within the state institutions, law enforcement and regulatory bodies to increase their independence from the vested interests.

Against this background, IPRE will continue to focus on permanent monitoring of the AA/DCFTA implementation, with a particular attention on the EU-Moldova political dialogue in the area of foreign and security policy, implementation of key systemic reforms in the area of good governance, justice, integrity, economic and sector cooperation. Communication and raising awareness about the implementation of the AA/DCFTA is also important. Finally, IPRE will continue to make full use of its monitoring, research and policy proposals of the implementation of the AA/DCFTA in its relations and advocacy activities with Moldovan authorities, EU institutions and EU Member States. These activities became and will remain the niche area of IPRE's activities, as we believe that proper implementation of the AA/DCFTA will have a spill-over effect on the internal transformation and Moldova's potential European perspective.

The objectives and activities under this priority will further focus on monitoring and evaluation of AA/DCFTA, research and formulation of policy proposals aiming to better connect local, regional and European perspectives related to 4 key thematic areas: (1) European Integration and Eastern Partnership; (2) Justice Sector and Anticorruption (rule of law); (3) Trade, Economic development and sustainable energy; (4) Public administration Reform (good governance).

II. CONTRIBUTE TO COMMUNITY DEVELOPMENT, CIVIC ACTIVISM AND PARTICIPATORY DEMOCRACY

In order to create a proper environment in the Republic of Moldova to secure sustainable transformation it is crucial to foster civic participation in the process of policy development and to raise the level of involvement of the citizens in solving issues that they are confronted with in their local communities. Therefore, IPRE has been actively involved in supporting community development, civic engagement and participatory democracy on the national and local levels.

Thus, IPRE facilitated the creation of Local Participatory Councils in 14 localities from Moldova, encouraging and supporting implementation of local projects, developed public policy proposals in close consultation with citizens on the local level and key national stakeholders, created networks of volunteers.

At the same time, IPRE has supported through its projects youth empowerment via thematic Summer Schools, reanimation of the Debating culture in local schools, promoting critical thinking among youth via participatory democracy programmes. IPRE is also active in empowering and training of journalists in particular from local and regional media.

Thus, in order to support the implementation of the first IPRE strategic priority, during the next 3 years IPRE will continue to focus on programmes of empowerment of youth, local and grassroots CSOs, local and regional mass-media.

III. STRENGTHEN IPRE'S THINK-TANK CAPACITIES

One of the strongest areas of IPRE's expertise is the European integration of the Republic of Moldova. The expertise comes from the academic and governmental background of IPRE's members and experts. The expertise is further strengthened by a broader perspective on European integration that goes beyond the policy level to a practical level, implementing special training programmes and campaigns for local CSO's, national minorities, youth and media.

Since April 2016, IPRE aimed to strengthen its research and policy development capacities to gradually move from a "policy hybrid" NGO into a Think-Tank organisation, capable to effectively promote its perspectives on the national, regional and European levels, and thus be part of wider European debate. This, shall remain one IPRE's key mid-term strategic priorities with the view to ensure proper transition in becoming a well-established Think-Tank. From this perspective, the following challenges have to be addressed in a systemic manner:

- Limited experience in promoting IPRE's products that brings local, Moldovan perspectives to the EU Member States. So far IPRE managed to build bridges and promote its expertise only in Romania, Germany and on few occasions in Belgium (Brussels). Even though IPRE experts are invited to participate in regional and European events (ex. GLOBSEC, Bucharest Forum, Riga Conference, etc.) this is done mainly on ad-hoc basis and largely due to their previous connections and background. Thus, more should be done to reach out to EU partners and key stakeholders in other EU capitals. This shall lead to building opportunities for both sharing more actively IPRE's analysis about Moldova and the EaP in the EU Member States and bring the current EU debates and perspectives to Moldova.
- While noting the wide range of expertise in the public policy development in particular in areas related to European integration, IPRE products require improved quality control and methodological standards to become more research oriented. At the same time, more inputs borrowed from EU partners are necessary to enhance comparative analysis capacities on the Europeanisation process beyond the Republic of Moldova, taking into account tailored and realistic perspectives from the EU Member States and other European states from the EaP and Western Balkans.

To tackle these challenges, IPRE started in 2016 to reflect and undertake actions to build stronger ties with European civil society organizations, including think-tanks in particular from EaP (mainly with organisations from Ukraine and Georgia – EU Associated partners), EU and Western Balkans countries. As a result of the implemented activities, IPRE managed to build-up project partnerships with 8 Think-Tanks and other non-governmental organisations from Ukraine, Georgia, Romania, Germany, as well as from Belgium (Brussels). Another result in 2016 was to join the National Platform of the EaP Civil Society Forum. In addition, aiming to connect to a broader network of European practitioners, policy-makers, students, academia, civil society organisations, guided by common vision and discuss novel ideas for the European Union and its neighbourhood, in May 2017 IPRE joined the WeBuildEurope.eu THINK Network and SELDI network. The most recent IPRE initiative developed in partnership with the Institute for World Policy (Kiev) and Georgian Institute for Strategic Studies (Tbilisi) is to contribute to the establishment of an EaP Think-Tank Network, connecting think-tanks from the EaP and EU countries.

Below is a SWOT analysis of IPRE's current capacities:

Strengths:

- Credible reference centre for journalists, local and international experts, government and local officials, ambassadors and international development partners, as well as EU institutions on issues related to Moldova's internal developments;
- One of the leading non-government organisations with evidence-based opinions and expertise related to issues of European integration, Foreign Policy and internal transformation in Moldova;
- IPRE is an active member of CSO's platforms on the national, EaP and EU levels;
- Experts with strong academic profile in public administration, national and EU law, international relations;
- Experts with strong professional experience in government, international organisations, national and international consultancy;
- IPRE has managed to become a brand in itself;

Weakness:

- Think-tank research work component is not the main type of IPRE's activity;
- Internal and external review and editing of IPRE's paper is done on ad-hoc basis;
- Majority of IPRE's publications are done in Romanian, over 10% in English and no publication in Russian language. This limits the outreach capacity of IPRE products to Russian speaking experts and general public from Moldova and EaP region. More IPRE publications should be done in ENG to improve IPRE's advocacy capacity on the European level;
- Lack of a sustainable HR development strategy. There is a need for a well-structured retention and skills development policy.
- High dependency on donor support to implement IPRE's objectives. Short-term funds availability. Majority of the grants implemented by IPRE are not exceeding 12 months.
- IPRE did not perform since its foundation an external audit, that may affect IPRE's fundraising capacity for medium to long-term contracts and grants.
- Insufficient interaction with all Board members in planning and defining IPRE's strategic priorities.

Opportunities:

- Bridging with partner think-tanks from Moldova, EaP, EU and Western Balkans countries on issues related to Europeanisations process;
- Availability of funding from the EU, EU Member States and other donor community representatives to develop NGO and think-capacities;
- Implementation of the Association Agreement and key systemic reform will remain one of the main priorities of EU-Moldova relations.

Threats:

- Worsening environment of cooperation between non-governmental organisation and public authorities;
- Lack of availability of funding for medium to long-term budgeting;
- Migration of distinct members of IPRE team;

ACTION PLAN 2017 – 2019

I. PROMOTE THE EUROPEANISATION PROCESS IN THE REPUBLIC OF MOLDOVA

Objectives:

1. Monitoring and evaluation of the implementation of the AA/DCFTA;
2. Address the need for implementation by Moldovan authorities of key systemic reforms provided in the AA/DCFTA by research, policy proposals and advocacy efforts in Moldova and EU Member States
3. Contribute to the implementation of Eastern Partnership objectives on political association and economic integration in the Republic of Moldova and promote Moldova's European perspectives in relations with EU institutions, EU Member States and EaP countries;
4. Raise awareness in Moldovan society on the importance of AA/DCFTA implementation, internal and external challenges to sustainable transformation of the Republic of Moldova;

Activities 2017 – 2019

The abovementioned objectives shall be implemented through projects designed to further develop research, analytical, advocacy capacities of IPRE executive and management team and IPRE's associated experts, focusing in particular on:

- Monitoring and evaluation of the implementation of the EU-Moldova Association Agreement as provided by the EU-Moldova Association Agenda and National Plan for the Implementation of the AA/DCFTA approved by the Government.
- Conducting research and policy analysis on key reform areas as provided by the EU – Moldova Association Agreement in particular on issues of public administration reform, justice and anticorruption, trade and trade-related aspects (including energy cooperation, SPS measures, implementation of EU standards).
- Organising public events, seminars and conferences in the Republic of Moldova, in particular outside Chisinau about the state of play of implementation of the EU-Moldova AA/DCFTA and Eastern Partnership objectives;
- Developing advocacy and policy partnerships on the Europeanisation processes within and beyond the EU's Eastern Partnership with Think-Tanks from Moldova, EU and EaP countries;
- Conducting advocacy visits and organising events in Brussels and other EU capitals (i.e. Berlin, Paris, Rome and Hague) about Moldova's and other EaP Associated countries' (Ukraine and Georgia) perspectives on implementation of AA/DCFTAs and EaP objectives;
- Supporting Moldovan CSOs and public authorities in promoting the implementation of AA/DCFTA in key areas, and providing policy advice;
- Organising workshops and trainings for Youth, local CSOs and local Media about the EU-Moldova relations, Eastern Partnership and the importance of the AA/DCFTA implementation;
- Participating and contributing with research and policy analysis in national, regional and European CSO and think-tank platforms and coalitions, such as for example EU-Moldova Civil Society Platform and EaP Civil Society Forum;
- Participating with contributions/interviews in Moldovan, regional and European mass-media about EU-Moldova relations, the process of European integration and the associated EaP processes;

Expected results:

- Continued IPRE's contribution to an independent/alternative monitoring and evaluation of AA/DCFTA implementation that shall improve government's accountability with respect to Moldova's commitments in promoting the reform agenda;
- Advocacy and policy partnerships created with think-tanks from Moldova, EU and EaP countries on the Europeanisation process within and beyond EU's EaP policy;
- Better informed public opinion, mass-media and international development partners about state of play and key priorities in implementation of Eastern Partnership and AA/DCFTA objectives in the Republic of Moldova;
- Increased IPRE's analytical support and advice provided to Moldova's CSOs and public authorities in the implementation of key areas of the AA/DCFTA;
- Improved level of understanding of youth, local CSOs and local media about the Eastern Partnership and AA/DCFTA;
- Improved IPRE's perspectives with regional and European expertise on the Europeanisation process in the Republic of Moldova;
- Increased outreach of IPRE's analysis on Moldova's perspectives for European integration process in the EU and the EaP countries.

Indicators

- Two Shadow Progress Reports per year on the implementation of EU-Moldova AA/DCFTA issued;
- One study per year on EU's EaP policy objectives prepared;
- Six policy papers on Eastern Partnership, EU assistance to support implementation of AA/DCFTA and on key areas of reform i.e. public administration reform, justice and anticorruption, migration and border management, DCFTA implementation and energy cooperation issued;
- Four policy papers prepared as a result of policy partnerships with EU and EaP think-tanks that would bring regional and European think-tanks perspectives on the Europeanisation process and Eastern partnership;
- EaP Think Tank Forum to better connect EU and EaP think-tanks in improving perspectives on Eastern Partnership organised and supported;
- Six policy briefs/memos per year on key areas of implementation of the reform agenda of the Government in the context of EU-Moldova AA/DCFTA prepared and distributed to key stakeholders from Moldova and EU institutions;
- Four advocacy visits on Moldova and EaP on the state of play and objectives organised in EU capitals by IPRE and partner Think-tanks from the EU;
- Two return advocacy visit and events in Moldova organised for experts representing EU think-tanks;
- Eight public events on the implementation of EU-Moldova AA/DCFTA organised in Moldova;
- One Youth Summer School per year on EU-Moldova relations and/or Eastern Partnership organised in Moldova;
- Two press-club meetings per year on AA/DCFTA and/or Eastern Partnership organised for Moldovan mass-media, including from the local level;
- Two workshops for Moldovan local CSOs and local media on Europeanisation process of the Republic of Moldova organised;

II. CONTRIBUTE TO COMMUNITY DEVELOPMENT, CIVIC ENGAGEMENT AND PARTICIPATORY DEMOCRACY

Objectives

1. Contribute to the development of civic engagement and of grass root civil society actively involved in policy and decision making which promotes and monitors transparency and accountability of public institutions on local and national levels;
2. Empower youth to become better informed and more active in community development and participative democracy both on the local and national levels;
3. Contribute to the strengthening of civic identity by fostering an inclusive dialogue between citizens, ethnic communities, local and national public authorities on common local and national issues of key importance for the sustainable development of the Republic of Moldova.

Activities 2017 – 2019

Since its foundation, IPRE has paid particular attention to supporting community development, citizens' empowerment, youth and local media development. The abovementioned objectives are aiming to build-on the existing activities and complementing the realisation of IPRE's first strategic priority by creating medium to long term conditions for the sustainability of the Europeanisation process in Moldova. In this regards IPRE will undertake the following actions:

- Increase the number of youth initiatives by creating a community of proactive young leaders from small towns of Moldova, actively participating in the life of their communities and decision making processes on the local, regional and national levels.
- Enlarge the network of Youth Debate Clubs in other places of Moldova and facilitate them in becoming well-established local/grass-roots CSOs.
- Train young members of the society, in particular on the local level, by empowering them in critical and judgmental thinking in order to become more active and better informed about the reform agenda, social and political life in the Republic of Moldova.
- Empower local media to become more efficient, independent and sustainable players on the national mass-media market of the Republic of Moldova, by strengthening their institutional, professional and marketing capacities, as well as by bridging them with other regional and national broadcasters in development and broadcast of local media content that addresses outstanding issues of local relevance on the national level.
- Support the creation of an efficient platform of cooperation and partnership between citizens, CSOs and local public administration authorities in Chişinău Municipality, aiming to improve accountability of local authorities on one hand, and civic participation in policy development and decision-making process on the local level, on the other.
- Promote a societal dialogue among the members of ethnic communities, linguistic minorities, local CSO's, academic and expert community, local and national public authorities to discuss elements and solutions that could contribute to an increased social cohesion, national unity and strengthened civic identity in the Republic of Moldova.

Expected results

- Increased number of youth civic initiatives on the local and national levels;
- Enhanced capacities of young members of the society on the local level involved in the community development, civic engagement and participation in social and political life in Moldova on the local level;
- Strengthened proactive cooperation and dialogue between citizens, CSOs, local public authorities of Chisinau municipality, stimulating the creation of efficient partnerships;
- Improved quality and impact on decisions and policies adopted by the Chisinau City hall;
- Strengthened capacities of local and grass-roots CSOs actively involved in policy and decision making, which promotes and monitors transparency and accountability of local and national public authorities;
- Improved capacities of local media to produce local media content and interact with other national TV broadcasters;
- Increased relevance of IPRE in promoting open discussions and policy recommendations to national and international stakeholders in solving outstanding issues related to the social cohesion, diversity and identity in the context of Europeanisations process of the Republic of Moldova.

Indicators

- A network of Youth Debate Clubs created and enlarged (to 16 Clubs);
- Three National Youth Debate Contests organised;
- Nine Workshops for young members from the local level on community development, civic engagement and participatory democracy organised;
- Six Workshops for strengthening grass-roots and local CSOs capacities organised;
- Fifteen local TV stations empowered to produce local media content and connected with national independent TV broadcasters;
- Nine local civic initiatives facilitated to solve issues identified at the local level;
- Twelve local public policy initiatives developed in consultation with citizens, CSOs, local public authorities of Chisinau municipality, as well as other relevant stakeholders (i.e. business community, ethnic communities);
- Twelve local public hearings organised with the participation of active citizens, CSOs, local public authorities and other relevant stakeholders;
- Two Policy Papers on issues related to social cohesion, integration of ethnic communities and identity of the Republic of Moldova prepared;
- One Study on strengthening civic identity in the Republic of Moldova prepared;
- 4 press-club meetings on integration of ethnic communities in the broader society of the Republic of Moldova organised;
- 2 Conferences on community development, civic participation, ethnic communities and civic identity issues of the Republic of Moldova organised.

III. STRENGTHEN IPRE'S THINK-TANK CAPACITIES

Objectives

1. Strengthen IPRE's organisational and institutional capacities
2. Improve IPRE's research, policy development and advocacy capacities to move gradually from a 'policy hybrid' non-government organisation to a well-established think-tank;
3. Develop policy and advocacy partnerships with partner EU and EaP think-tanks;
4. Enhance research, policy development and advocacy capacities of IPRE's experts and researchers;
5. Increase the outreach and advocacy of IPRE's research and policy documents to the national and regional levels, as well as to EU institutions and targeted EU member states

Activities

- Implement IPRE's Operational Policies Manual;
- Employ IPRE's Co-Executive Director for research and advocacy and a Project Director;
- Develop and implement an updated Human Resources IPRE's policy, including by implementing a basic organisational salary scheme based on performance and volume of work within IPRE's Executive and Management team;
- Perform a full external audit of IPRE executive and financial management for the year 2015 – 2017;
- Perform an external needs assessment and capacities review of IPRE, including in research, policy development, advocacy and fundraising activities;
- Review and update IPRE organisational structure to put more focus on research and policy development programmes;
- Enhance the role of IPRE Board in strategic development and oversight over IPRE management and activities, and improve interaction between the Board and IPRE management and executive team;
- Improve project management, fundraising and communication skills of IPRE's Executive and management team;
- Enlarge the network of IPRE associate experts and researchers;
- Develop sustainable cooperation policy and advocacy partnerships with EU based think tanks (ex. Brussels, Berlin, Paris, Hague, Rome, Bucharest, Warsaw), Western Balkans and EaP Countries (in particular Ukraine and Georgia);
- Develop and implement exchange internships, fellowships and research partnerships between IPRE, EU and EaP think-tanks focused on research, policy development and advocacy activities;
- Organise regular advocacy visits by IPRE experts to the EU institutions and targeted EU Member States, as well as return advocacy visits and events in Moldova for EU and EaP experts and researchers;
- Develop and adopt an internal Methodological Manual for development of research and policy documents;
- Improve quality control and peer-review of IPRE's research and policy documents;
- Implement and update IPRE's Communication Strategy adopted in 2016;
- Create IPRE's Digital Library by acquiring new books, analytical studies and subscription to periodicals related to international affairs, EU affairs, EU law, diplomacy economics and development;
- Extend software license (Microsoft Office, internet and network security);

Expected results

- Improved IPRE's Operational Policies;
- Increased research advocacy and project management activities of IPRE;
- Improved and regularised external auditing process;
- Institutional and Organisational needs and capacities assessment of IPRE reviewed and improved;
- Improved IPRE's organisational Structure focused on project coordination, research, policy development and advocacy;
- Trained personnel on project management and fundraising, communications and presentation, research and policy development skills;
- Improved interaction between IPRE board members and IPRE executive and management team;
- Improved methodology on research and policy development;

- Enhanced peer-review mechanism to improve quality control of IPRE documents;
- Updated IPRE's Communication Strategy;
- Created IPRE's Digital Library;
- Establishing policy and advocacy partnerships with EU and EaP think-tanks;
- Implemented exchange internships, fellowships and research partnerships with EU-based think-tanks;
- Increased relevance of IPRE's research and policy proposals to the decisions of the national authorities (Parliament, Government) and policy makers from Moldova and EU capitals.

Indicators

- IPRE's Operational Policies Manual implemented and updated as a result of the external audit report and IPRE's needs and capacities assessment if and where necessary;
- IPRE's new co-Executive Director for Research and Advocacy, and a new Project Director employed;
- External Audit of IPRE performed;
- Needs and capacities assessment of IPRE performed and IPRE's Development Strategy reviewed and updated by the end of the year 2019;
- New IPRE organisational Structure developed and approved;
- New extended IPRE board formalised;
- An internal Methodological Manual for development of research and policy documents developed and adopted;
- New peer-review mechanism of research and policy documents established;
- Six research and advocacy partnerships created with think-tanks from the EU and EaP countries created;
- IPRE experts participated in at least 4 exchange internship, fellowship and research partnerships;
- IPRE's Digital Library created;
- IPRE's Communication Strategy updated.

POTENTIAL RISKS AND MITIGATION

The following risks may have a negative impact on the implementation of IPRE's Development Strategy:

- Increasing control of political and economic groups over state institutions and media, thus endangering the Europeanisation process in Moldova;
- Decreasing interest from the main development partners to further support an ambitious transformation agenda in the Republic of Moldova;
- Worsening environment for CSO's and Think-tanks in Moldova;

IPRE's risk mitigations strategy will be aimed to:

- Strengthen partnerships with other Moldovan, regional and European think-tanks to enhance advocacy, research and policy development capacities;
- Further develop contacts and cooperation with EU and other development partners;
- Ensure communication and open networking links with all political parties and associations of ethnic communities from Moldova;
- Strengthen IPRE's profile as an independent, evidence-based, unbiased and non-partisan policy contributor.