



IPRE
Institutul pentru Politici
și Reforme Europene
ipre.md

Research. Empowerment. Advocacy.
THE ACTION TANK



Institutional Development Strategy

2020 – 2025

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

TABLE OF CONTENTS:

IPRE'S OVERVIEW	3
IPRE'S STRATEGIC PRIORITIES 2020-2025	7
I. PROMOTE THE EUROPEANISATION PROCESS OF THE REPUBLIC OF MOLDOVA	7
II. CONTRIBUTE TO COMMUNITY DEVELOPMENT, CIVIC ACTIVISM AND PARTICIPATORY DEMOCRACY	8
III. STRENGTHEN IPRE'S THINK-TANK CAPACITIES TO CONTRIBUTE TO POLICY BRIDGING, ON THE NATIONAL, REGIONAL AND EUROPEAN LEVELS.	8
SWOT ANALYSIS OF IPRE'S CURRENT CAPACITIES:	9
ACTION PLAN 2020 – 2025	10
I. PROMOTE THE EUROPEANISATION PROCESS IN THE REPUBLIC OF MOLDOVA	10
II. CONTRIBUTE TO COMMUNITY DEVELOPMENT, CIVIC ENGAGEMENT AND PARTICIPATORY DEMOCRACY	11
III. STRENGTHEN IPRE'S THINK-TANK CAPACITIES TO CONTRIBUTE TO POLICY BRIDGING, ON THE NATIONAL, REGIONAL AND EUROPEAN LEVELS.	12
POTENTIAL RISKS AND MITIGATION	14

IPRE'S OVERVIEW

The Institute for European Policies and Reforms (IPRE) was established in March 2015 as an independent, non-profit and non-partisan think-tank.

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

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.

IPRE operates based on the following strategic policy planning document: (1) IPRE's Development Strategy, (2) IPRE's Communication and Visibility Strategy and the (3) Operational Policies Manual that provides in addition to the Statute more detailed rules and in-house policies of organizational operation.

Achievements

IPRE has implemented over 50 projects (including ongoing) in the Republic of Moldova, Georgia, Ukraine, Armenia and EU, which further developed and improved the Institute's expertise in contributing to the Europeanisation process of the Republic of Moldova and beyond namely by:

- independent monitoring and evaluation of the implementation of the EU-Moldova Association Agreement and EaP objectives.
- research and public policies development in the field of European integration;
- networking and building bridges with European 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.






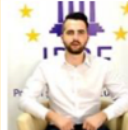



OUR BOARD

Sorina Ștefiță Chairwoman of the IPRE Board Communication expert, journalist	Victor Chirilă Member of the IPRE Board Executive Director of the Association for Foreign Policy (APE)
Victor Lutenco Vice-chair of the IPRE Board Founding member of IPRE	Eugen Sturza Member of the IPRE Board Founding member of IPRE Former Minister of Defence
Marin Ciobanu Vice-chair of the IPRE Board Director of the Free Economic Area "Balti" Chairman of the al Association of Employers from Manufacturing Industry (APIP)	Igor Boțan Member of the IPRE Board Executive Director, ADEPT
Eugen Carpov Vice-chair of the IPRE Board Director of the National Energy Regulatory Agency Former Deputy Prime Minister of the Republic of Moldova	Iurie Leancă Member of the IPRE Board Former Prime minister of the Republic of Moldova Former Deputy Prime minister for European Integration Former Minister of Foreign Affairs and European Integration
Valentina Ursu Member of the IPRE Board journalist, Radio Free Europe	Vladislav Kulminski Member of the IPRE Board Founding member of IPRE

HONORARY MEMBERS OF THE BOARD

Carl Bildt Chairman of the Global Commission for Internet Governance (GCIG), former Minister of Foreign Affairs of Sweden.	Miroslav Lajčák Former Minister of Foreign and European Affairs of Slovakia	Radosław Sikorski Leading Researcher, Center for European Studies, Harvard University, Former Minister of Foreign Affairs of Poland, Member of the European Parliament
--	---	--

OUR TEAM

 Iulian Groza Executive Director, Member of the Board	 Iulian Rusu Deputy Executive Director, Team Leader, Justice & RoL Program	 Stanislav Ghilețchi Deputy Executive Director (Research)
 Ecaterina Balaban Chief Accountant, Financial manager	 Simion Ciocină Communication Officer, Communication expert/Journalist	 Mihai Mogîldea Team Leader, Europeanisation Program Project Coordinator
 Victoria Nemerenco Project coordinator	 Mariana Platon Project coordinator	 Ecaterina Popșoi Project assistant, legal analyst

ASSOCIATE ANALYSTS

 Dr. Dumitru Minzărari Security Associate Analyst	 Dumitru Vicol Financial-banking Associate Analyst
--	---

MEMBERSHIPS AND NETWORKS

NETWORK OF THINK TANKS ON EASTERN PARTNERSHIP



The Network of Think Tanks on Eastern Partnership was established in 2020 aiming to engage leading think tanks, policy experts, and policymakers from the 27 EU member states and the 6 Eastern Partners and beyond in an ongoing inclusive, coordinated, and systematic dialogue on the EU's post-2020 eastern policy. The network supports structured dialogue among stakeholders with interest in the development of EU policy in relation to the Eastern Partnership. IPRE joined the network in November 2020.



The EaP Think Tank Forum was established in 2017 as a non-institutional policy bridging framework to better connect Think Tanks across Europe for a maximum impact on their research, policy making and advocacy effort in promoting Europeanisation. Since 2017 IPRE in cooperation with partners of the Forum facilitated forums and policy dialogues reflecting on the state of play, deliverables and future of the Eastern Partnership.



Eastern Partnership Civil Society Forum is the largest umbrella organisation of NGOs from the Eastern Partnership region and the EU, working together with +1000 organisations to promote European integration, facilitate reforms and democratic transformations in the six Eastern Partnership countries – Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine. EaP CSF Mission is to ensure effective participation of civil societies of Eastern Partnership and the EU in the process of planning, monitoring and implementation of the Eastern Partnership policy in constructive dialogue with the EU and EaP decision-makers. IPRE is a member of the National Platform of the EaP CSF since 2016.



Southeast Europe Leadership for Development and Integrity (SELDI) is an anti-corruption and good governance coalition created in November 2012 with the aim to contribute to a dynamic civil society in the region, capable of participating in public debate and influencing policy and decision-making process in the area of anti-corruption and good governance. IPRE is an associated partner since 2017.

OUR PARTNERS IN 2020

DEVELOPMENT PARTNERS



IMPLEMENTING PARTNERS



IPRE'S STRATEGIC PRIORITIES 2020-2025

I. PROMOTE THE EUROPEANISATION PROCESS OF THE REPUBLIC OF MOLDOVA

With the signature of the Association Agreement, the Republic of Moldova was set on the European path by tighter political association and deeper economic convergence with the EU. Moldova was no longer alone in the face of internal and external challenges, anchoring itself to the common values with the European Union, such as democracy and the rule of law, respect for human rights, good governance, market economy and sustainable development.

Today, we realize that only some of the goals and expectations have been met. Moldova failed to make full progress in implementing the value part of the Association Agreement. Democratic institutions are fragile and continue to be mutilated by narrow political and economic interests. Political elites continue to polarize society and divert attention from real problems of the country. The rule of law remains weak and judiciary unreformed. This is also confirmed by IPRE's most recent Shadow Report on the implementation of the EU-Moldova Association Agreement. Another key conclusion was that over the last year progress has been observed mostly in those areas and sectors which have been conditioned by the EU's budget support and macro-financial assistance programmes.

On the other hand, the EU is much closer today. The EU is the main trading partner of Moldova. Over 63 per cent of Moldovan exports are going to the EU market and almost 50 per cent of imports are coming from the EU. To date, more than 45 per cent of the EU's acquis has been transposed into the Moldovan normative framework. Moldova has become more competitive on the EU's market. The main beneficiary of the DCFTA is the agri-food sector, which is where we have seen the strongest export growth. The Association Agreement has a much stronger impact on the industrial sector, which was liberalised. Thus, the Agreement has been of great benefit to the national economy. After six years, the figures are impressive. Moldova's exports to the EU have increased by USD 3.5 billion. Seven years after the introduction of the visa free regime with the EU, over 2.4 million Moldovan citizens travelled at least 3 times to the EU and other European countries. At present, the movement has limited due to COVID-19. The cooperation in the field of foreign policy and security has deepened but requires a new impetus and cooperation.

The EU is the main development partner of Moldova, providing in the recent decade, over EUR 2 billion as financial support. Over 20,000 small and medium-sized enterprises benefited from EU funding. More than 700 km of roads have been or will be rehabilitated thanks to EU support. Moldova is gradually connecting its energy infrastructure to that of the European Union. The EU has also diversified and recalibrated its support to other agents of change, in particular, local authorities, SMEs, local communities, civil society and independent media.

At the same time, the EU has become much more critical of the lack of progress in systemic reforms, clearly disapproving of the internal drawbacks and strictly conditioning its assistance. The EU has also increased pressure on the Moldovan authorities to comply with and implement the commitments set out in the Association Agreement.

All this helped to improve the positive image and trust among the Moldovan citizens towards the EU. Over 63 per cent of Moldovans say they trust the European Union, according to a recent survey conducted in the Republic of Moldova and other Eastern Partnership countries. This has also been confirmed by the most recent Public Opinion Barometer published by the Public Policy Institute (IPP) – 58 per cent would vote in a referendum to join the EU and 39.5 per cent would opt for joining the Eurasian Economic Union.

On the negative side, the inefficient and selective justice exposed to political interference remains the biggest challenge of the Republic of Moldova, which hinders the sustainable development of the country. Though the ruling parties recognise this problem and regularly declare their support for justice sector reform and anti-corruption actions, in reality, they admit and promote policies and actions that practically contradict those statements.

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. IPRE contributes to empowerment of local CSOs and LPAs from 25 localities in ensuring more transparent, inclusive and sustainable budgetary processes at the local level.

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 programs. IPRE is also active in empowering and training of journalists in particular from local and regional media. IPRE has launched two youth development programs (Internship and Fellowship). Thus, in order to support the implementation of the first IPRE strategic priority, during the next 5 years IPRE will continue to focus further expanding the programs of empowerment of youth, local and grassroots CSOs, local and regional mass-media.

III. STRENGTHEN IPRE'S THINK-TANK CAPACITIES TO CONTRIBUTE TO POLICY BRIDGING, ON THE NATIONAL, REGIONAL AND EUROPEAN LEVELS.

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.

IPRE has become one of the leading Moldovan and Eastern Partnership think-tanks, specialised on issues of European integration, foreign policy and good governance, affirming itself as a credible reference centre 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.

IPRE is a member of the National Platform of the Civil Society Forum of the Eastern Partnership (www.eap-csf.eu), co-initiator of the Eastern Partnership Think-Tank Forum launched in 2017 in Chisinau, member of the EaP Reflections Forum, member of the Network of Think Tanks on the Eastern Partnership launched in 2020, member of the OSCE Network of Think Tanks and

Academic Institutions (<https://osce-network.net/>) and associate member of the Southeast European Leadership for Development and Integrity - www.seldi.net).

IPRE's received funding from various international development partners and private foundations, such as European Endowment for Democracy (EED), Konrad Adenauer Foundation (KAS), Hanns Seidel Foundation, East European Foundation, Open Society Foundations, German Federal Foreign Office, the Government of Netherlands (MATRA Programme), the Ministry of Foreign Affairs of Estonia, the UK Good Governance Fund Programme, SlovakAID, Swiss Agency for Development and Cooperation, Canada Fund for Local Initiatives, European Union, NATO Public Diplomacy Programme, OSCE/HCNM.

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;
- 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.
- 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;

ACTION PLAN 2020 – 2025

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 2020 – 2025

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

- One 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;
- Twelve 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;
- Eight 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;
- Twelve 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;
- Eight advocacy visits on Moldova and EaP on the state of play and objectives organized in EU capitals by IPRE and partner Think-tanks from the EU;
- Two return advocacy visit and events in Moldova organized for experts representing EU think-tanks;
- Eight public events on the implementation of EU-Moldova AA/DCFTA organized in Moldova;
- Two press-club meetings per year on AA/DCFTA and/or Eastern Partnership organized for Moldovan mass-media, including from the local level;
- Twelve We and Europe Podcasts per year;

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 2020 – 2025

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

- Internship and Fellowship Programs implemented yearly by IPRE (12 young professionals per year part of IPRE programs)
- Eight #BeTheChange Workshops per year for young members from the local level on community development, civic engagement and participatory democracy organised;
- Twelve local public policy initiatives developed in consultation with citizens, CSOs, local public authorities.
- Twelve local public hearings organised with the participation of active citizens, CSOs, local public authorities and other relevant stakeholders;
- One Forum on community development and civic participation issues of the Republic of Moldova organised.

III. STRENGTHEN IPRE'S THINK-TANK CAPACITIES TO CONTRIBUTE TO POLICY BRIDGING, ON THE NATIONAL, REGIONAL AND EUROPEAN LEVELS.

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;
- 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 at least once in two years.
- Perform an external needs assessment and capacities review of IPRE, including in research, policy development, advocacy and fundraising activities;
- 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 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 2020-2025;
- 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;
- 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;
- Enhanced peer-review mechanism to improve quality control of IPRE documents;
- 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;
- At least two external Audit of IPRE performed;
- Research and advocacy partnerships extended with think-tanks from the EU and EaP countries created;

- IPRE experts participated in at least 4 exchange internship, fellowship and research partnerships;

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.