



2016-2018 IDIS publications



Foreword

By signing the Association Agreement with the European Union (EU) in 2014, the Republic of Moldova committed itself to respect the democratic values promoted by the EU. Recently, the events that occurred in our country (the theft of the bill, mimicking the investigation process of this extraordinary case by the competent courts and the remaining unpunished perpetrators, the annulment of the results of the mayoral elections in Chisinau, corruption in the judiciary system, ignoring the recommendations of the Commission by Venice and changing the voting system, etc.) denotes that the democratic principles don't work in Moldova, and the state institutions are weak the citizens don't trust them.

As a result, the European Union has suspended macro-financing and economic growth is slowing down considerably. The resumption of financing, according to the EU, will only be done when the Republic of Moldova will re-launch the mechanisms of democracy and will not just sweep away democratic reforms which, regretfully, lead to the loss of citizens' confidence in the future of our country and record a massive exodus of the population in the country, especially young people.

According to IDIS experts "Viitorul", the long-term problems of economic growth in Moldova include population aging, expanding net migration and an unsustainable growth model characterized by remittance consumption and low productivity. Moldova's GDP in 2018, according to preliminary data, amounted to 190 billion lei and increased by 4% compared to 2017. Even the Moldovan Government

does not make optimistic prognoses regarding GDP growth in 2019, which will be just 4%, and in the next 2 years, it will fall to 3.8%. The focus of international public opinion on the tense developments in eastern Ukraine, the refusal of Western prime ministers to visit our country in the present conditions have made Moldova no longer the focus of Western chancelleries.

All these accelerated changes and the promotion of different points of view in relation to the future of the Republic of Moldova generated and generate the interest of both the citizens of our country and those from abroad. Citizens can not only be overwhelmed by unexpected and confusing evolutions in our country, but also confused by the flow of topics, analyzes, and the huge amount of information in socio-political and economic fields, manipulative messages, truncated information.

In this context, this publication aims to guide the reader by disseminating and putting into circulation the results of the researches, analyzes, investigations, as well as various studies, guides and papers elaborated by IDIS "Viitorul" experts in various fields such as political analysis, public administration, social sphere, market economy, public policy, etc.

The results of the IDIS "Viitorul" team come to support the reader's fair and balanced information, to support the European integration process of our country, which has slowed down the speed and to promote European values and standards. In this way, we believe, the process

of European integration is, first and foremost, an instrument of civil society that can control and positively influence the power.

IDIS "Viitorul" for the achievement of the proposed objectives collaborates efficiently with a number of donor and donor organizations: UNDP Moldova, SO-ROS Moldova, CIPE, NED, INEKO Slovakia, Friedrich Ebert Foundation, German Marshall Fund, PASOS, AGORA, IDEA, KAS, US Embassy, Embassy of Lithuania, Embassy of the United Kingdom, Slovak AID, etc.

At the same time, we would like to mention the considerable effort of the departments that have provided, within the various projects implemented, an advanced level of specific concerns for the areas addressed: foreign policy, economy, public finances, regional development, local public administration, strategic planning, energy efficiency, etc. In the same way, I am particularly grateful to Ana-Maria Veverița, who, due to her motivation, perseverance and responsibility have made it possible for this publication to appear.

Thus, IDIS "Viitorul", through its publications and the implemented projects, promotes visions, new ideas, paradigms, sensitive subjects to debates, and thus we want to believe, contribute to the democratization of Moldovan society and to promote the European path of the Republic Moldova.

Liubomir Chiriac,
Executive director,
IDIS "Viitorul"

List of authors

Adrian Lungu	Ion Leahu	Sergiu Tofilat
Ana-Maria Veverița	Ion Muntean	Tatiana Djamanov
Ana Znaceni	Ion Tăbărtă	Tatiana Lariușin
Anatol Moldovan	Ion Tornea	Tatiana Pîrvan
Angela Boguș	Iurie Gotișan	Tudor Șoitu
Angela Secrieru	Liliana Agarcova	Vadim Țurcan
Aurelia Botica	Liubomir Chiriac	Valentin Lozovanu
Carolina Ungureanu	Maria Cojocaru-Toma	Valeriu Rusu
Corina Gaibu	Maria Vremiș	Valeriu Sainsus
Cornel Ciurea	Mariana Gurghiș	Valeriu Musteață
Cristian Cainarian	Mariana Iațco	Vasile Cantarji
Cristina Avornic	Marin Gurin	Veaceslav Berbeca
Daniela Panuș	Marselina Ignat	Veaceslav Ioniță
Diana Enachi	Mihaela Croitor	Victor Mocanu
Diana Grosu	Nadejda Tanasov	Victor Parlicov
Dorin Vaculovschi	Natalia Albu	Victor Ursu
Dumitru Alaiba	Natalia Vlădicescu	Viorel Chivriga
Erica Zucec	Peter Golias	Viorel Pîrvan
Georgeta Mincu	Rodica Gramma	Viorica Antonov
Igor Munteanu	Rosian Vasiloii	Viorica Goraș-Postică
Inna Butucel	Sergiu Gaibu	Vitalie Pîrțu
Ion Butmalai	Sergiu Lipcean	Vlad Catlabuga

Coordinators of edition: **Ana-Maria Veverița**

IDIS PUBLICATIONS 2016–2018



Title	Language (s)	Author (s)	Cover Page	Description
PUBLIC POLICY STUDIES				
Policies for cluster development in Moldova (<i>Politici pentru dezvoltarea clusterelor în Moldova</i>)	RO	Ion Tornea		In the study, the author describes the role of the clusters for the Republic of Moldova. According to Ion Tornea, the process should start by identifying basic priorities and clearly setting the objectives of the clustering process.
Is it possible to re-industrialize the Republic of Moldova? (<i>Este oare posibilă o reindustrializare a R. Moldova?</i>)	RO	Ion Tornea		The publication analyzes the deindustrialisation process, accompanied by a drastic reduction in the number of employees in the sector and its importance for the country's economy.

Title	Language (s)	Author (s)	Cover Page	Description
<p>The oil products market: the old problems regulated by the new law (<i>Piața produselor petroliere: vechile probleme legiferate prin noua lege</i>)</p>	RO	Victor Parlicov		The author approaches the oil market in the Republic of Moldova, which is in the center of public attention and political speeches.
<p>Foreign aid potential: Can the conditioning mechanism promote reforms in Moldova? (<i>Potențialul asistenței externe: mai poate mecanismul de condiționare promova reformele în Republica Moldova?</i>)</p>	RO	Valentin Lozovanu		The study highlights the external assistance that the Republic of Moldova received after independence and which were the conditions of the donors.
<p>State-owned enterprises and their role in the national economy (<i>Întreprinderile gestionate de stat și rolul lor în economia națională</i>)</p>	RO	Veaceslav Ioniță		The author describes the situation of state-owned enterprises, why more than half are at a loss and what authorities should do to improve the situation.
<p>Subsidizing agriculture in the Republic of Moldova - reforms and failures (<i>Subvenționarea agriculturii în Republica Moldova – reforme și eșecuri</i>)</p>	RO	Diana Enachi, Viorel Chivriga		Authors of the policy brief describe the main challenges in the field of subsidizing agriculture and why the subsidies are not increased.

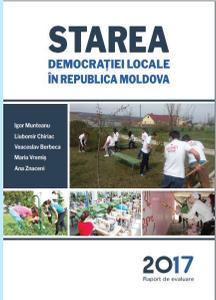
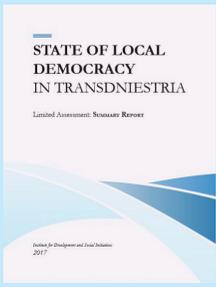
Title	Language (s)	Author (s)	Cover Page	Description
<p>Why are investments in the energy efficiency sector inefficient and how do we change the situation? <i>(De ce sunt ineficiente investițiile în sectorul eficienței energetice și cum schimbăm situația?)</i></p>	RO	Ion Muntean		<p>According to Ion Muntean, energy efficiency is one of the political priorities of the Republic of Moldova regarded as a solution to reduce the energy intensity of the national economy, but also to reduce the expenses supported by households for energy.</p>
<p>Food security through a common information system <i>(Securitatea alimentară prin prisma unui sistem informațional comun)</i></p>	RO	Iurie Gotișan		<p>Food security remains one of the problems faced by poor populations in the Republic of Moldova, believes the author of the study.</p>
<p>Regional development policy: achievements and prospects <i>(Politica de dezvoltare regională: realizări și perspective)</i></p>	RO	Veaceslav Berbeca		<p>According to the author, regional development policy is a relatively new field of regulation and implementation of development policies in the Republic of Moldova. However, because decentralization has not only allies, but also a lot of resistance, the country's regional policy is a top priority of ambiguities, unhindered political interests and legislative arrears.</p>
<p>Passive representation of consumers in the decision-making process of ANRE <i>(Reprezentarea pasivă a consumatorilor în procesul decizional din cadrul ANRE)</i></p>	RO	Ion Muntean		<p>The purpose of this study is to highlight the vulnerable aspects that do not allow the full representation of the interests of energy consumers in the administrative process within ANRE and to identify solutions to increase the role of consumers in the decision-making process.</p>

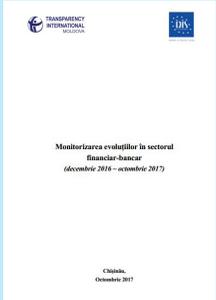
Title	Language (s)	Author (s)	Cover Page	Description
<p>Regional economic disparities in the Republic of Moldova <i>(Disparități economice regionale în Republica Moldova)</i></p>	RO	Iurie Gotișan		<p>The study proposes a brief analysis of regional development differences, particularly from a statistical point of view. The publication aims to highlight the main regional indicators such as Regional GDP and Regional Gross Value Added Value, as well as the analysis of major territorial disparities in Moldova based on these indicators.</p>
<p>The liabilities to Termoelectrica - a barrier for the registration of old blocks in Associations of Co-owners <i>(Datoriile față de Termoelectrica - barieră pentru înregistrarea blocurilor vechi în Asociații de Coproprietari)</i></p>	RO	Corina Gaibu		<p>The author describes the thermal energy debt to Termoelectrica, a problem which requires a considerable effort from the residents from old residential blocks.</p>
<p>Accountability of state institutions in the implementation of the Association Agreement <i>(Responsabilizarea instituțiilor statului în implementarea Acordului de asociere)</i></p>	RO	Ion Tăbîrță		<p>According to Ion Tăbîrță, the implementation of the Association Agreement is interdependent with the trilateral government-European Union-civil society. Since the signing of the Association Agreement in 2014, the Government has understood differently from the European Union partners and civil society representatives as it should practical, real, implementation of the assumed and committed the document by the Republic of Moldova.</p>
<p>How does the Republic of Moldova succeed in promoting its external economic interests <i>(În ce mod reușește Republica Moldova să-și promoveze interesele economice pe extern)</i></p>	RO	Valentin Lozovanu		<p>Moldovan diplomacy is based on an outdated concept of representing external interests and does not have a single policy framework that would include the more active promotion of its economic interests (economic diplomacy), believes Valentin Lozovanu in the policy document.</p>

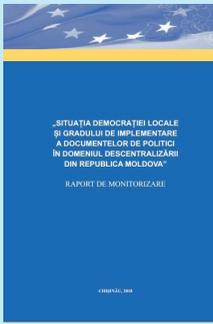
Title	Language (s)	Author (s)	Cover Page	Description
<p>The electronic communications market: from fixed to mobile internet and content sales (<i>Piața comunicațiilor electronice: de la telefonia fixă la internet mobil și vânzări de conținut</i>)</p>	RO	Veaceslav Ioniță		<p>The study reveals how the Government's intentions to submit Moldtelecom to a special privatization process, choosing the option of attracting foreign capital and names of strategic investors, has turned into a project without purpose and isolated from the transformations on the global market.</p>
<p>The media situation and narratives of the Transnistrian press (<i>Peisajul mediatic și narativele presei transnistrene</i>)</p>	RO	Victor Ursu		<p>According to the author, media analysis provides answers to the image of the Republic of Moldova, Romania, the European Union and the Eurasian Union. The press in Transnistria is mostly biased with a tendentious language and the tone of the materials about the Republic of Moldova and the EU is negative. Ordinary people in the press are missing. The main actors are the officials from Tiraspol and the authorities in the region, which serve them as channels to promote their image and successes.</p>
<p>Transnistrian issue: developments in security (<i>Problematika transnistreană: evoluțiile situației în domeniul securității</i>)</p>	RO	Ion Leahu		<p>The phenomenon of the kidnapping of persons of the Republic of Moldova by the exponents of security structures in the Transnistrian region is an element of insecurity for the citizens of this state. Unfortunately, no matter how serious this phenomenon is, we must note that the problem of abduction of people was not a topic that would have prompted heated discussions in society or a tough campaign in the press, believes Ion Leahu.</p>
<p>The administrative border and how we manage it (<i>Frontiera administrativă și cum o administrăm</i>)</p>	RO	Rosian Vasilo		<p>According to Rosian Vasilo, the settlement of the Transnistrian conflict and the reintegration of the country are strategic priorities of the Republic of Moldova. Even today, at the national level, there is no clear vision of the Transnistrian conflict settlement process as a result of a common process of all political forces, international partners, and last but not least of society as a whole.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Security and defense risks in the context of the Transnistrian conflict settlement (<i>Riscuri de securitate și apărare în contextul reglementării transnistrene</i>)</p>	<p>RO EN</p>	<p>Rosian Vasiloi</p>		<p>The defence, security and public order sector is one of the most complicated ones in the context of reintegration policies along with the field of public order and obviously that of assuring human rights. The functionality-related aspects of the so-called security structures will be ones of the most sensitive issues in the context of the reintegration policies within a common space of defence, security and public order.</p>
<p>Prerequisites for the reintegration of the economic-financial systems on both sides of the Dniester (<i>Premisele privind reintegrarea sistemelor economic-financiare de pe ambele maluri ale Nistrului</i>)</p>	<p>RO</p>	<p>Veaceslav Ioniță</p>		<p>According to Veaceslav Ioniță, the final settlement of the Transnistrian conflict will produce security at regional and international level by eliminating outbreaks of organized crime and insecurity, creating favorable conditions for promoting foreign trade, attracting foreign investment, developing transport and communications infrastructure. Among the most complex problems are related to the economic and financial-banking structures of the separatist region, which must be adapted and integrated in the case of a political reintegration.</p>
<p>EUBAM's mission - from border assistance to reintegration of the country (<i>Misiunea EUBAM – de la asistența la frontieră la cea de reintegrare a țării</i>)</p>	<p>RO</p>	<p>Rosian Vasiloi</p>		<p>According to the study, the establishment of the EU Border Assistance Mission to the Republic of Moldova and Ukraine EUBAM in December 2005 was an important step in ensuring an integrated management of the Moldova-Ukraine state border more efficiently, but also contributed tremendously to the development of the institutional capacities of the partners The Republic of Moldova and Ukraine. Through this mission, the EU plays a decisive role in ensuring effective, transparent border control of the state border, which contributes to strengthening regional security.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Deficiencies in the application of mixed-mode voting in the Republic of Moldova: The case of Transnistria (<i>Deficiențe în aplicarea modului de scrutin mixt în Republica Moldova: Cazul Transnistriei</i>)</p>	RO	Ion Tăbîrță		<p>According to Ion Tăbîrță, the application will be flawed, at least from the perspective of its implementation in the Transnistrian region. The changes made to the main constituent elements of the electoral system through this initiative are likely to induce multiple deficiencies in the implementation of the new legislative measures.</p>
<p>Evaluate and monitor the initiatives of the Government of the Republic of Moldova to improve the business climate in 2017 (<i>Evaluarea și monitorizarea inițiativelor Guvernului Republicii Moldova pentru a îmbunătăți climatul de afaceri în anul 2017</i>)</p>	RO	Ion Tăbîrță, Veaceslav Ioniță		<p>After a brief radiography of the business climate in the Republic of Moldova, the policy monitoring report presents the government's actions for the implementation of the Roadmap on the Priority Reform Agenda and the implementation of the Association Agreement, as well as some executive actions that have not been agreed with the EU, have provoked controversy in the Moldovan society and stupor among the development partners of the Republic of Moldova.</p>
<p>Assessment of economic incentives for SME development (<i>Evaluarea stimulentei economice pentru dezvoltarea IMM-urilor</i>)</p>	RO EN	Georgeta Mincu		<p>The study lists and analyzes trends, facts and statistics on certain economic incentives provided by the Government of the Republic of Moldova from the budget and foreign sources. The study familiarizes the broad public with the inventory of fiscal incentives, customs facilities, soft loans, bank guarantees, grants and subsidies provided to economic entities, particularly to SMEs, which are aimed at encouraging their business development and growth with the view to create the common good access to each citizen of the country.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>The political economy of reintegration (<i>Economia politică a reintegrării</i>)</p>	RO	Iurie Gotișan		<p>The purpose of this paper is to analyze and highlight alternative aspects from the point of view of the political economy, ie the great actors involved in the process of settling the Transnistrian dispute and reintegrating the country.</p>
<p>State of Local Democracy in Moldova (<i>Starea Democrației Locale în Moldova</i>)</p>	RO EN	Ana Znaceni, Igor Munteanu, Liubomir Chiriac, Maria Vremiș, Veaceslav Berbeca		<p>The report aims to provide useful insights for local democracy stakeholders and inspire further conversations about how Moldova's local democracy can be deepened and strengthened. Detailed findings and recommendations put forward by the authors of this assessment are included at the end of each section.</p>
<p>State of local democracy in Transdnistria (<i>Situația democrației locale în Transnistria</i>)</p>	EN	IDIS "Viitorul"		<p>The aim of the assessment was to gather information about citizens' perceptions of local government and key challenges they identify as facing in Transdnistria.</p>
<p>Information space in the midst of hybrid threats (<i>Spațiul informațional în mijlocul amenințărilor hibride</i>)</p>	RO	Igor Munteanu		<p>Manipulation is power abuse. When existing institutions and instruments do not protect the citizen, then we need to react to a measure that is timely, effective and create the opportunity to defend the citizen's right to be properly informed and have access to the right sources of information.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Guide of standards in social services (<i>Ghid de standarde în servicii sociale</i>)</p>	RO	Victor Mocanu		<p>Guide to standards in social services represents a reference tool in the process of modernizing and improving the quality of public services in the Republic of Moldova.</p>
<p>The most important risks and threats for the Republic of Moldova in 2017 (<i>Cele mai importante riscuri și amenințări pentru Republica Moldova în anul 2017</i>)</p>	RO	IDIS “Viitorul”		<p>According to the study, the following risks and threats have been identified in 2017. It is about political opportunism and sudden changes in political agenda, the reformation of political flanks, systemic adjustments in the interest of the oligarchic system, forecasts of mediocre economic growth, financial and banking crisis, mimicking economic reforms, politicizing economic decisions, increasing poverty and demographic decline, the risk of turbulent protests and the destabilization of the Republic of Moldova by the Russian Federation through political hacker powers.</p>
<p>Monitoring developments in the financial and banking sector in the period December 2016 - October 2017 (<i>Monitorizarea evoluțiilor în sectorul financiar-bancar în perioada decembrie 2016 – octombrie 2017</i>)</p>	RO	Transparen- cy Interna- tional Moldova, IDIS “Viitorul”		<p>The report includes the results of the monitoring of developments in the financial and banking sector as a result of the massive bank frauds in the Republic of Moldova and the results of the monitoring of the recovery of the fraudulent funds from the banking sector between December 2016 and October 2017.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Local democracy situation and the degree of implementation of policy documents in the field of decentralization in the Republic of Moldova <i>(Situția democrației locale și gradul de implementare a documentelor de politici în domeniul descentralizării din Republica Moldova)</i></p>	RO EN	CALM, IDIS “Viitorul”		One of the main objectives of the study, apart from a strictly technical assessment of the main policy documents in terms of their implementation, is to bring into question the main conceptual and strategic issues that are currently attested in the field of decentralization and local democracy.
POLICY BRIEFS				
<p>Draft law on meal vouchers: question marks <i>(Proiectul de lege cu privire la tichetele de masă: semne de întrebare)</i></p>	RO	Dorin Vaculovschi		This paper is an analytical synthesis on the legibility of the bill on meal tickets, raising a set of questions about the integrity and effectiveness of the prescribed rules. Analytical synthesis is done through a social approach that would mean that meal vouchers can be regarded as “investing in human capital” that can contribute to the welfare of employees. At the same time, the issue of mass meal issuance and delivery, as well as the monitoring of related expenses, awakens the public interest, as it essentially concerns not only social issues, but also fiscal, competition, transparency and consumer protection issues.
<p>Gagauz case: from confrontation to dialogue <i>(Dosarul găgăuz: de la confruntare la dialog)</i></p>	RO	Veaceslav Berbeca		According to Veaceslav Berbeca, the competencies of the Gagauzian autonomy and the economic problems in the Gagauz region constituted two important issues that created disagreements between the central and the regional authorities. Moldova’s rapprochement with the EU has amplified controversy between the parties. In this respect, it is necessary to create an expert working group to delimit the Gagauzia attributions in accordance with the Constitution of the Republic of Moldova, and this also requires the modification of the law of 1994 on the special legal status of the Gagauzian autonomy.

Title	Language (s)	Author (s)	Cover Page	Description
<p>Changing the electoral system of the Republic of Moldova: the impact on the Moldovan political system (<i>Schimbarea sistemului electoral al Republicii Moldova: impactul asupra sistemului politic moldovenesc</i>)</p>	RO	Ion Tăbîrță		<p>In the opinion of the author, changing the electoral system could cause serious disturbances in the functioning of the Moldovan political system, but not necessarily in the direction of its democratization.</p>
<p>Changing the Labour Code of the Republic of Moldova: impact and negative effects (<i>Modificarea Codului Muncii al Republicii Moldova: impact și efecte negative</i>)</p>	RO	Adrian Lungu		<p>According to Adrian Lungu, during the years 2016 - 2017 ten laws for amending and supplementing the Labor Code of the Republic of Moldova were adopted. The authors of the legislative initiatives argue the necessity of these changes by the rigid nature of the Labor Code, which generates inconveniences for the business environment, thus adversely affecting the investment climate in the country. Regrettably, the authors completely and unjustifiably neglected a very important mechanism to harmonize the interests of the social partners, avoiding practically all the recommendations proposed by trade unions, civil society and experts in the field.</p>
<p>Gaps and risks in the pharmaceutical care and drug field (<i>Lacune și riscuri în asistența farmaceutică și domeniul medicamentului</i>)</p>	RO	Maria Cojocaru-Toma		<p>The policy brief is an analysis of the situation in the field of medicines and pharmaceutical assistance, in the light of the draft law on medicines, which has caused several controversial discussions. By analyzing this project, the author aims to determine to what extent this assures the protection of the population's rights to pharmaceutical assistance from the state authorities and how the actions were undertaken contribute to the achievement of the state policy objectives and drug development strategies.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Salarizing the scientific and teaching personnel in the Moldovan university education: possible problems and solutions <i>(Salarizarea personalului științific și didactic din învățământul universitar din Moldova: problem și soluții posibile)</i></p>	RO	Mariana Iațco		<p>According to the author, creating a teacher motivation system should be a priority of national education policies. Policies to professionalize teachers and raise the prestige of the teaching profession, accompanied by an adequate remuneration of teachers, must form the basis of a quality education system in the Republic of Moldova.</p>
<p>Problems and challenges in financing parliamentary elections in the context of changing the electoral system <i>(Probleme și provocări în finanțarea scrutinului parlamentar în contextul schimbării sistemului electoral)</i></p>	RO	Sergiu Lipcean		<p>The mixed electoral system will stimulate the increase of campaign expenses by doubling the ceilings, because the law imposes two financial ceilings on the one hand and the majority candidates on the other, which could distort the electoral competition, leveraging competitors with access to resources.</p>
<p>Some problematic aspects of government reform <i>(Unele aspecte problematice ale reformei Guvernului)</i></p>	RO	Ion Tăbîrță		<p>This study has the basic aim, from the perspective of the political approach, to review and analyze the main issues of the executive reform at the concept level.</p>
<p>Impact of state control reform on security and health at the workplace <i>(Impactul reformei controlului de stat privind securitatea și sănătatea în muncă)</i></p>	RO	Mariana Iațco		<p>The study describes the current situation in the area of safety and health at work under the recent reform of the bodies with control functions, implemented by the Ministry of Economy and Infrastructure.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Budgets of administrative-territorial units of level two: size, structure and quality (<i>Bugetele unităților administrativ-teritoriale de nivelul doi: dimensiune, structură și calitate</i>)</p>	RO	Angela Secieru		<p>The present paper aims to assess on the basis of the financial and accounting documents, the size, structure and quality of the budgets of the 2nd level territorial administrative units, namely the budgets of the districts, the budget of the Chișinău municipality, the budget of Gagauzia and the budget of the Bălți municipality.</p>
<p>The case of license plates - a test for the sovereignty of the Republic of Moldova (<i>Dosarul plăcuțelor auto – un test pentru suveranitatea Republicii Moldova</i>)</p>	RO	Rosian Vasilo, Veaceslav Berbeca		<p>Negotiations on the issue of ensuring the participation of vehicles from the Transnistrian region in international road traffic are on the table for the negotiations for several years. The latest events show that a solution to this file is possible, believe the authors.</p>
<p>Keeping Russian troops occupied in the Transnistrian region: failure of the ‘caviar’ diplomacy and contempt for international law (<i>Menținerea trupelor Ruse de ocupație în regiunea transnistreană: eșec al diplomației de ‘caviar’ și dispreț față de dreptul internațional</i>)</p>	RO	Rosian Vasilo		<p>The policy brief analyzes the factors that contribute to financing the separatist regime. At the same time, the study also reflects the direct implications of the Russian Federation in the internal affairs of the Republic of Moldova.</p>
<p>The situation of the war veterans for the integrity and sovereignty of the Republic of Moldova in the Dubăsari district (<i>Situația veteranilor războiului pentru integritatea și suveranitatea Republicii Moldova din raionul Dubăsari</i>)</p>	RO	Rosian Vasilo		<p>This study puts into question the problems of the veterans in order to determine the state authorities to pay the attention of the persons who fought for the defense of the territorial integrity and the independence of the Republic of Moldova.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>The external waxes of secessionism: paradiplomation and insurgency (<i>Paravanele externe ale secesionismului: paradiplomație și insurgență</i>)</p>	RO	Igor Munteanu		<p>For over 26 years, Moldova faces a separatism movement on part of its sovereign territory. The Russian military intervention in the Dniester war and the freezing of the conflict in the form imposed by Russia immediately after the signing of the Ceasefire Agreement of July 21, 1992 allowed the separatist regime in Tiraspol to develop structures and assets generously funded by the main its sponsor, the Russian Federation. The Russian support included “subsistence” money for the maintenance of the separatist administration and military, economic support, and the organization of territorial structures consultations in what Russia called the “de facto state”, in other words, the copy of a state formation without international recognition.</p>
<p>Assessing the implementation of protocol decisions in education (<i>Evaluarea implementării deciziilor protocolare din educație</i>)</p>	RO	Ion Tăbîrță, Veaceslav Berbeca		<p>The study evaluates the content of the problems in education regarding the functioning of the functioning of the Moldovan schools with teaching in the Latin script and on the application of the apostille on the study papers issued in the Transnistrian region. The key part of the study is the evaluation of the implementation of the adopted decisions.</p>
<p>Diacronic evaluation of Chișinău signature documents in the Transnistrian problem process (<i>Evaluarea diacronică a deocumentelor semnate de Chișinău în procesul de reglementare a problematicii transnistrene</i>)</p>	RO	Ion Tăbîrță		<p>The study aims to contribute to the objective understanding of the signed acts - which favored or, on the contrary, disfavored the Republic of Moldova in the process of settling the Transnistrian problem.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>The development of the social economy in the Republic of Moldova through the promotion of gender equality (<i>Dezvoltarea economiei sociale din Republica Moldova prin prisma promovării egalității de gen</i>)</p>	RO	Dorin Vaculovschi, Viorica Antonov		<p>This study is designed to identify prospects for the development and expansion of the social economy in the Republic of Moldova, as well as to describe to which extent the development of the social economy sector takes into account the gender equality.</p>
POLICY PAPERS				
<p>Democratization and development of the Republic of Moldova: issues and achievements (<i>Democratizarea și dezvoltarea Republicii Moldova: probleme realizări și perspective</i>)</p>	RO	Cristina Avornic, Marin Gurin, Viorel Chivriga, Viorel Pîrvan		<p>This research includes five topics that have been discussed with local journalists on several topics related to the European integration process, namely the implementation of the DCFTA, external assistance for the Republic of Moldova, agriculture and rural development, legal protection of human rights and policies for prevention of corruption in the Republic of Moldova.</p>
<p>Assessment of social services and institutional mechanisms (<i>Evaluarea serviciilor sociale și a mecanismelor instituționale</i>)</p>	RO	Mariana Iațco		<p>The study aims to analyze the perception of social services in terms of their quality, both from the perspective of beneficiaries and social service providers. The results of the study are aimed at identifying problems in the evaluation of social services, which will contribute to the improvement of the quality of the national service system, taking into account the decentralization process.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Evaluation of state-owned enterprises in the Republic of Moldova (<i>Evaluarea întreprinderilor cu capital de stat din Republica Moldova</i>)</p>	RO	Angela Boguș. Marselina Ignat		<p>This report complements the effort made by affiliated experts of IDIS Viitorul to streamline and maximize public management of state-owned enterprises. Analyzing the issues related to management, regulatory framework, profitability, transparency and competitiveness, the authors of this report point to serious deficiencies in the management and functioning of the state-owned enterprises in Moldova.</p>
<p>Impunity and understanding of the country's energy sector (<i>Impunitate și înțelegeri rentiere în sectorul energetic al țării</i>)</p>	RO EN	Sergiu Tofilat, Tudor Șoitu, Victor Parlicov		<p>This study is an overview of the conditions, mechanisms and tools that have made these schemes. The study concludes with several recommendations for actions, policies, which must be taken by some responsible national authorities on their own, considering the public interest in compliance with the legislation.</p>
TREND HUNTER				
<p>Rankings of banks based on crediting data of individuals (<i>Clasamentul băncilor pe baza datelor de creditare a persoanelor fizice</i>)</p>	RO	Veaceslav Ioniță		<p>The trend hunter for banks is an analytical product for analyzing the credit performance of the main banks and banking institutions in the Republic of Moldova.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Caviar Politics, a dubious way to serve public interests in Moldova <i>(Politica de caviar - o modalitate dubioasă de a servi intereselor publice în Moldova)</i></p>	EN	Igor Munteanu		<p>In 2017, Moldova's dialogue with the EU was a discontinuous and unprecedented one, and major contradictions on internal policy issues caused inappropriate responses to the goal of regaining external credibility after the collapse of the proEU alliances and the 2015/2016 banking crisis. Moldova will not be able to unlock EU financial assistance without responding satisfactorily to reckless retaliation: the banking system, anticorruption and justice, the energy sector, the rule of law.</p>
<p>New sanctions in the address of Russia. How the Republic of Moldova is affected? <i>(Noi sancțiuni în adresa Rusiei. Cum este vizată Republica Moldova?)</i></p>	RO	Igor Munteanu		<p>A law recently adopted by the US Congress House of Representatives (S722 of July 25, 2017) (Iran's Countering Destabilizing Activities) aims to impose new sanctions on Iran and the Russian Federation. Meanwhile, the US Senate also voted for its law, which makes the law passed in the Congress a full law voted by an absolute majority of votes. There is very little chance for President D. Trump to veto this legislation.</p>
<h2>DISCUSSION PAPERS</h2>				
<p>Problems of transition to international standards and norms in the sanitary and phytosanitary field on both banks of the Dniester River <i>(Problemele de tranziție la standardele și normele internaționale în domeniul sanitar și fitosanitar pe ambele maluri ale râului Nistru)</i></p>	RO	Inna Butucel, Tatiana Lariușin		<p>According to the authors, the modernization of the sanitary and phytosanitary control is just one of the directions of the economic regulation measures along with the customs administration, the introduction of VAT, the technical regulations, the logistic support for trade that will shape the economic agenda of the negotiations between Tiraspol and Chisinau in the context of the implementation ZLSAC on the whole territory of Moldova.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Increasing the competitiveness of enterprises on both banks of the Dniester (<i>Creșterea competitivității întreprinderilor de pe ambele maluri ale Nistrului</i>)</p>	RO	Viorel Chivriga		<p>According to Viorel Chivriga, it is important that the economic agents from the Transnistrian region, registered on the right bank of the Dniester, take advantage of the opportunities offered by the existing business framework in Moldova. Also, the state institutions should pay more attention to projects, covering the Dnestr region, including the following areas: value chain management, the use of modern information and communication technology solutions in business dialogue; preparing and organizing visits to potential investors; project management; public relations in the field of foreign direct investment.</p>
<p>Rethinking the paradigm of economic-financial relations between Chișinău and Tiraspol (<i>Regândirea paradigmei relațiilor economice-financiare între Chișinău și Tiraspol</i>)</p>	RO	Diana Enachi, Veaceslav Ioniță		<p>The study reflects the relationship between the banking sectors on both banks of the Dniester river and their proximity through SME financing, the development of the credit infrastructure and the guarantee system that would facilitate the financing of SMEs.</p>
<p>Perspectives of the settlement of the Transnistrian conflict in the context of regional changes (<i>Perspectivile soluționării conflictului transnistrean în contextul schimbărilor regionale</i>)</p>	RO RU EN	Veaceslav Berbeca		<p>This study aims to make an assessment of the talks on the settlement of the Transnistrian conflict in 2016. The analysis addresses in particular the events related to the meeting of 2-3 June 2016 in Berlin in the “5 + 2” format and the reaction of the participants and of the Moldovan civil society towards the results.</p>

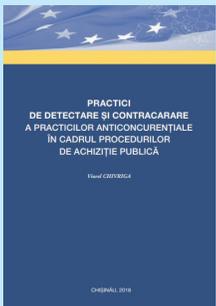
Title	Language (s)	Author (s)	Cover Page	Description
<p>Implementation of DCFTA in the Transnistrian region: progress or just rhetoric? (<i>Implementarea ZLSAC în regiunea transnistreană: progres sau doar retorică?</i>)</p>	RO RU EN	Valentin Lozovanu		<p>In the domestic political context characterized by many elections and complicated regional situation the present state of affairs could be described as “zugzwang” in which each actor is awaiting the move of the other side. It is highly likely that the roadmap is merely a temporary compromise seeking to unblock the situation in which Chisinau along with the EU and Tiraspol found them, following the signing of the AA.</p>
<p>Educational systems on both banks of the Dniester: differences and points of tangency (<i>Sistemele educaționale de pe ambele maluri ale Nistrului: diferențe și puncte de tangent</i>)</p>	RO	Ion Tăbîrță		<p>The purpose of this study is not to analyze the good or bad parts of the two educational systems on both banks of the Dniester river, but to highlight the differences between them and, at the same time, to find some points of tangency.</p>
<p>Reinvigorating the regional development between Chisinau and Tiraspol (<i>Relansarea dezvoltării regionale dintre Chișinău și Tiraspol</i>)</p>	RO	Liubomir Chiriac		<p>The publication was developed on the basis of discussions between experts from Chisinau and Tiraspol in the round table “Perspectives of regional cooperation between Chisinau and Tiraspol”, organized on July 8, 2016 by IDIS “Viitorul” within the project “Engaging regional stakeholders for conflict settlement through a thematic exchange of ideas. The objective of this round table is to clarify the legal, institutional and regional development policies on both banks of the Dniester, as well as to analyze the current situation in this area, identifying the problems and barriers to regional development, and also formulating conclusions and recommendations which would bring Chisinau and Tiraspol closer to regional cooperation.</p>

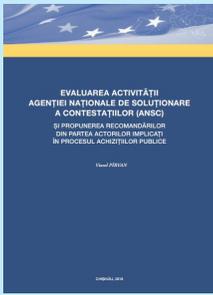
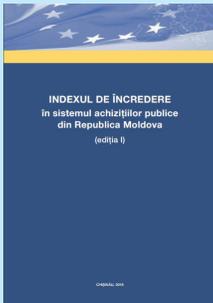
Title	Language (s)	Author (s)	Cover Page	Description
HYBRID POWER				
<p>Laundromat operation: analysis of actors and actions (<i>Operațiunea „Laundromat”: analiza actorilor și acțiunilor întreprinse</i>)</p>	RO	Ion Tăbîrță, Veaceslav Berbeca		<p>The study addresses the subject of Russian laundry. According to the study, state institutions have been blocked and inhibited by political power, and the political system has encouraged and supported this phenomenon of money laundering through Moldovan banks. The study also supports the idea that the current situation in the country is a consequence of what happened in the banking system, and the political actors who have gone through these scenarios have become aware of the risks of connecting the Republic of Moldova to international money laundering networks.</p>
<p>2007 fiscal amnesty and capital liberalization & 2016 fiscal stimulus: two acts of the same piece (<i>Amnistia fiscală din 2007 și liberalizarea capitalului & stimularea fiscală din 2016: două acte din aceeași piesă</i>)</p>	RO	Ion Tăbărță, Veaceslav Berbeca		<p>According to authors, the adoption of the initiative on the liberalization and fiscal stimulus promotes the interests of a small political group, which seeks to profit directly and through intermediaries by adopting decisions that can provide them with benefits.</p>
NATIONAL BUSINESS AGENDA				
<p>Business priorities at local level to create a competitive and attractive business environment (<i>Raport Agenda Locală de Business: Prioritățile businessului la nivel local pentru crearea unui mediu competitiv și atractiv de afaceri</i>)</p>	RO	National Business Agenda (NBA)		<p>The publication refers to economic growth that does not produce prosperity equally across a country. Market forces and available resources favor certain localities to the detriment of others.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Monitoring report on the priorities of the National Business Agenda, 4th edition (<i>Raportul de monitorizare a priorităților Agendei Naționale de Business, ediția a 4-a</i>)</p>	RO	National Business Agenda (NBA)		<p>This report monitors the progress of implementation of the priorities and solutions for improvement of the business conditions in the Republic of Moldova.</p>
<p>Transparency in Parliament's activity: clear and binding rules for all! (<i>Transparența în activitatea Parlamentului: reguli clare și obligatorii pentru toți!</i>)</p>	RO	Viorel Pîrvan		<p>The report answers the following questions: What is not working in Parliament to ensure real and effective decision-making transparency? 2. What steps should be taken to ensure that Parliament's activity and the legislative process to be transparent?</p>
<p>How the business community of Moldova can become part of the solution for fighting corruption (<i>Combaterea corupției în Moldova: ce poate face business-ul?</i>)</p>	RO EN	Veaceslav Ioniță, Viorel Pîrvan		<p>The role of this research is to radiograph the current situation and the trends of corruption and its impact over the business environment in the Republic of Moldova. This Report is aimed not only to elucidate the business integrity, its perception of and interaction with corruption, but also to support the private sector in its endeavour to be as upstanding as possible and to get involved as an active subject in identifying and implementing relevant solutions.</p>
<p>Business anti-corruption agenda of the Republic of Moldova 2017-2018 and the Analytical report: The fight against corruption: what can business do? (<i>Agenda anticorupție a businessului din Republica Moldova 2017-2018 și Raportul analitic: Combaterea corupției: ce poate face businessul?</i>)</p>	RO EN	NBA		<p>The analytical report comprises a summary of the surveys, focus-groups and meetings with entrepreneurs, having stated the risks of corruption for the business. One of the main aims of the report is to make available working anti-corruption tools for small and medium-sized Moldovan firms, such as integrity standards, corporate governance and anti-corruption compliance procedures.</p>

Title	Language (s)	Author (s)	Cover Page	Description
Impact of controls on business activity (<i>Impactul controalelor asupra activității agenților economici</i>)	RO	Mihaela Croitor, Veaceslav Ioniță, Viorel Pîrvan		<p>The conclusions of this study are based on in-depth interviews with managers of 35 companies from different regions of the country, different fields of activity, various legal forms of organization and different sizes of companies. The purpose of this interview was to see how the activity of the control bodies in the Republic of Moldova, which are the control bodies with a major impact on the business environment and how the control bodies influence the activity of economic agents is perceived.</p>
Report on mapping the Corruption Risks and Business Solutions for State Inspection in the Republic of Moldova (<i>Raport de cartografiere a riscurilor de corupție și soluțiile businessului pentru controlul de stat în Republica Moldova</i>)	RO EN	NBA		<p>This Report has been developed with the aim to show the gaps, problems and risks associated with state inspections in greater details, as well as to present the solutions, which in the Business view, would improve the inspection process.</p>
PUBLIC PROCUREMENT				
Public procurement in the Republic of Moldova, expected regulations and reforms (<i>Achizițiile publice în Republica Moldova probleme, reglementări și reforme așteptate</i>)	RO	Diana Enachi, Viorel Chivriga		<p>According to the authors, the new procurement legislation brings more transparency, wider access to information on procurement contracts, focusing on the principles of regulating public procurement relations and pursuing the best value for money, a more active role for civil society through the participation of its representatives as members of the Procurement Working Group and a new system for resolving procurement complaints.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Creating the National Agency for Complaints Settlement - a new stage in the development of the public procurement system <i>(Crearea Agenției de Soluționare a Contestațiilor – o nouă etapă în dezvoltarea sistemului de achiziții publice)</i></p>	RO	Diana Enachi		<p>This analysis makes radiography of policies, changes in the legal framework and reforms concerning the establishment of a system of appeal procedures in the field of public procurement (dispute resolution), followed by policy recommendations aimed at consolidating this important segment of the national economy.</p>
<p>Public procurement monitoring report: identified gaps and policy recommendations <i>(Raport de monitorizare a achizițiilor publice: carențe identificate și recomandări de politici)</i></p>	RO	Diana Enachi, Viorel Chivriga		<p>The authors describe the problems faced by the national public procurement system in the Republic and what are the solutions.</p>
<p>Guidebook for monitoring public procurement: tool for civil society <i>(Ghid pentru monitorizarea achizițiilor publice – instrument pentru societatea civilă)</i></p>	RO RU EN	Carolina Ungureanu, Diana Enachi, Viorel Chivriga, Viorel Pîrvan		<p>The guidebook has been devised to assist the members of the civil society related to public procurement monitoring activities. Its structure allows, understanding the mechanism of the performance of the procurement system and the way of selecting public procurement along with monitoring methods, and tools to identify irregularities, illegalities and fraud at each stage of the procurement process. Also, the guidebook contains recommendations for action that could be undertaken if abuses and fraud(s) are attested.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Guide to public procurement for contracting authorities (<i>Ghidul achizițiilor publice pentru autoritățile contractante</i>)</p>	RO	Aurelia Botica, Carolina Ungureanu, Diana Enachi, Nadejda Tanasov, Viorel Pîrvan		<p>This guide is mainly addressed to contracting authorities for the purpose of knowledge and enforcement of public procurement law and does not replace any legal provisions in the field of public procurement, this document being of informative nature. The guide is structured to reflect the actual steps to be taken in the procurement process, from the preparation of the procurement procedure to the management of the public procurement contract.</p>
<p>Guide. Appeal in public procurement (<i>Ghid. Contestarea în achizițiile publice</i>)</p>	RO RU	Cristian Cainarian, Carolina Ungureanu, Daniela Panuș, Diana Enachi, Veaceslav Ioniță		<p>According to authors, reforming the procurement system is necessary to adjust the national system to international standards and align it with the <i>acquis communautaire</i>, in line with the commitments made with the ratification of the Association Agreement with the EU. Effective public procurement implies a proper legislative framework, corruption prevention institutions, and a functional and effective appeal system in the interests of all actors. Thus, one of the results of the reform was the establishment of a new entity responsible for settling disputes.</p>
<p>Practices for detecting and counteracting anticompetitive practices in public procurement procedures (<i>Practici de detectare și contracarare a practicilor anticoncurențiale în cadrul procedurilor de achiziție publică</i>)</p>	RO EN	Viorel Chivriga		<p>The field of public procurement has significantly advanced during the last period of time. A new Public Procurement Law, a series of government decisions that form the basis of the secondary regulatory framework, the Strategy for Development of Public Procurement System for the years 2016- 202 have been approved. On the other hand, new institutional background elements have been created by the National Agency for Settlement of Complaints. Also, at present, one could observe the expansion and development of the electronic procurement system that is an efficient tool to ensure transparency and effectiveness in the field of public procurement.</p>

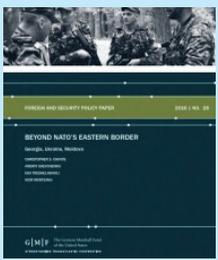
Title	Language (s)	Author (s)	Cover Page	Description
<p>Evaluating the National Agency for Solving Complaints activity and proposing recommendations in the public procurement process on behalf of the actors involved (<i>Evaluarea activității Agenției Naționale de Soluționare a Contestațiilor (ANSC) și propunerea recomandărilor din partea actorilor implicați în procesul achizițiilor publice</i>)</p>	RO EN	Viorel Pîrvan		<p>Reforming the public procurement system is necessary in order to adjust the national system to international standards and connect it to <i>acquis communautaire</i>, pursuant to the commitments assumed by the Republic of Moldova concurrently with the ratification of the Association Agreement with the European Union. An efficient public procurement process requires not only an appropriate legislative framework, but also a functional and efficient system of judicial redress in the interests of all parties that could provide proper remedies and solutions in the event of legislative deviations and violations.</p>
<p>The trust index in the public procurement system of the Republic of Moldova (<i>Indexul de încredere în sistemul achizițiilor publice din Republica Moldova</i>)</p>	RO	Carolina Ungureanu, Diana Enachi, Natalia Vlădicescu, Viorel Pîrvan		<p>The trust index in the Republic of Moldova's public procurement system aims to bring in a complex and systematic way the views of citizens and the business community on the use of public money through the national public procurement system.</p>
<p>Monitoring report of public procurement in Rezina I (<i>Raport de monitorizare a achizițiilor publice în cadrul Primăriei orașului Rezina I</i>)</p>	RO	Valeriu Rusu		<p>According to Valeriu Rusu, in Rezina Town Hall a high degree of transparency in public procurement is ensured. Transparency and access to data on procurement procedures have increased with the launch of the official website of the authority, where information such as participation notices, procurement plans, reports and monitoring reports for contracts awarded by the authority are placed. Civil society has access to files on public procurement launched and conducted.</p>

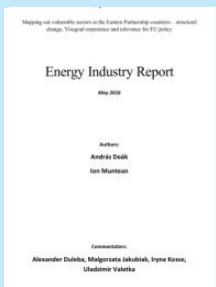
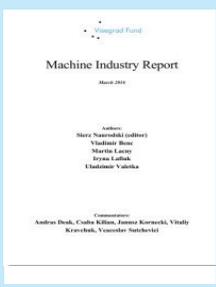
Title	Language (s)	Author (s)	Cover Page	Description
<p>Monitoring report of public procurement in Rezina II (<i>Raport de monitorizare a achizițiilor publice în cadrul Primăriei orașului Rezina II</i>)</p>	RO	Valeriu Rusu		<p>The objective pursued in monitoring public procurement in Rezina Town Hall was to determine how the principles of legality, efficiency and transparency in the use of public funds in public procurement procedures are respected, given that according to the legal provisions in force, the persons managing public funds have the obligation to realize good financial management by ensuring legality, economy, efficiency and effectiveness in the use of public funds and in the management of public patrimony.</p>
<p>Monitoring report of public procurement in Orhei I (<i>Raport de monitorizare a achizițiilor publice în cadrul Primăriei municipiului Orhei I</i>)</p>	RO	Tatiana Djamanov		<p>In this procurement monitoring report, public procurement procedures and contracts in Orhei Town Hall have been described and analyzed, taking into account the financial impact and relevance to the public interest. Monitoring has been subjected to the whole procurement cycle, from the planning to the contract execution stage, to the extent that the data were accessible. It has been analyzed and monitored the compliance by Orhei Municipality of the provisions of the legislation in the field of public procurement and, implicitly, the efficient use of the public money.</p>
<p>Monitoring report of public procurement in Orhei II (<i>Raport de monitorizare a achizițiilor publice în cadrul Primăriei municipiului Orhei II</i>)</p>	RO EN	Tatiana Djamanov, Diana Enachi		<p>In this procurement monitoring report, were described and analyzed public procurement procedures and contracts, taking into account their financial and public impact. The entire procurement cycle, from the planning stage to the contract execution stage, was subjected to monitoring, to the extent which was allowed by the accessibility and the availability of the data. The observation by Orhei City Hall of the provisions of the legislation in the public procurement field, and implicitly the efficiency of the public money usage was also analyzed and monitored.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Monitoring report of public procurement in Bălți I (<i>Raport de monitorizare a achizițiilor publice în cadrul Primăriei municipiului Bălți I</i>)</p>	RO	Diana Grosu		<p>In the report the author analyzed and monitored in the process of public procurement monitoring, taking into account the financial and public-interest impact. Each monitored procedure analyzed the available information, the open data but also the information obtained through official requests from the local authority. Monitoring covered the entire procurement cycle, starting from the planning stage and finalizing with the execution of the contracts (to the extent that the data were accessible). It has been analyzed and monitored the Balti Town Hall's compliance with the provisions of the legislation on public procurement and, implicitly, the use of public money in compliance with the principles of good governance, including legality, transparency and efficiency.</p>
<p>Monitoring report of public procurement in Bălți II (<i>Raport de monitorizare a achizițiilor publice în cadrul Primăriei municipiului Bălți II</i>)</p>	RO	Diana Grosu		<p>This report was drawn up to determine the extent to which the contracting authority - Bălți Town Hall respected the legal provisions in the field of public procurement, as well as the principles of transparency, competition and efficiency in the use of public money. At the same time, this report highlights the role of civil society in the monitoring of the public procurement process.</p>
<p>Evaluation of the appeals solution system in the public procurement sector and recommendations for the improvement of the system of contestations and solutions in the public procurement sector (<i>Evaluarea sistemului de soluționare a contestațiilor în sectorul achizițiilor publice și recomandări de îmbunătățire a sistemului de remedii și contestații în sectorul achizițiilor publice</i>)</p>	RO EN	Diana Enachi, Vadim Țurcan		<p>This report includes the evaluation of the National Agency for Solving Complaints 400 decisions taken between 1 January and 5 September 2018. The analysis and monitoring of the decisions taken by NASC are necessary to determine whether the right to appeal is respected, and also to ascertain whether the legislation and the procedure for examining the appeals are in compliance with the principles of legality, celerity, contradiction and of the right to defense.</p>

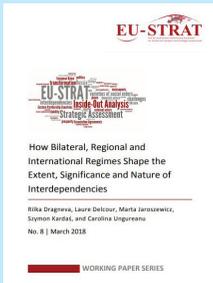
Title	Language (s)	Author (s)	Cover Page	Description
ECONOMIC OUTLOOK				
<p>Economic stabilization of the Republic of Moldova - obstacles and remedies (<i>Stabilizarea economică a Republicii Moldova - obstacole și remedii</i>)</p>	RO	<p>Corina Gaibu, Diana Enachi, Ion Muntean, Ion Tornea, Mariana Gurghiș, Sergiu Gaibu, Veaceslav Berbeca, Viorel Chivriga</p>		<p>The authors analyze the situation in the banking, energy, agriculture, industry, services and come up with recommendations.</p>
<p>The relaunch of the Moldovan economy is to be expected (<i>Relansarea economiei moldovenești se lasă așteptată</i>)</p>	RO	<p>Corina Gaibu, Diana Enachi, Ion Muntean, Ion Tornea, Iurie Gotișan, Sergiu Gaibu, Veaceslav Berbeca, Viorel Chivriga</p>		<p>The publication notes that the economic recovery will be delayed for a long time. What happened in the years 2014-2015 will be felt for a long time. The situation is severe in the main economic sectors as a result of the failure of the economic reforms to be achieved in recent years.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>2018 – the year of reforms or stagnation? (2018 - anul reformelor sau al stagnării?)</p>	RO	<p>Diana Enachi, Igor Munteanu, Ion Tăbîrță, Ion Tornea, Iurie Gotișan, Veaceslav Ioniță, Viorel Chivriga, Viorica Antonov</p>		<p>According to authors, in 2018 the economy of the Republic of Moldova was expected to register an advance of 3.5%. It happened as a result of increasing the consumption of the population on the background of the increase of remittances of Moldovans working abroad.</p>
PEOPLE WATCH				
<p>National survey: The quality of government assessed through services provided by the state (Sondaj național: Calitatea guvernării evaluată prin prisma serviciilor acordate de stat)</p>	RO	CBX-AXA		<p>The national survey analyzes the quality of government through the services provided by the state, the quality of social life, how satisfied Moldovans are with how they live, what the three most pressing issues are, and what reforms the authorities need to implement to solve the country's pressing problems.</p>
<p>National survey: Social Pressures in 2017 (Sondaj național: Presiunile sociale în anul 2017)</p>	RO	CBX-AXA		<p>The national survey analyzes the social pressures of 2017, the quality of social life, how satisfied Moldovans are with how they live, what the three most pressing issues are, and what reforms the authorities need to implement to solve the country's pressing problems.</p>

Title	Language (s)	Author (s)	Cover Page	Description
National survey: Moldova's foreign relations understood by citizens <i>(Sondaj național: Relațiile externe ale Moldovei înțelese de cetățeni)</i>	RO	CBX-AXA		<p>The survey analyzes the quality of Moldova's foreign relations, its evolution and the citizens' perception of who supports the Republic of Moldova financially.</p>
National Survey: Quality of Life - Social Issues <i>(Sondaj național: Calitatea vieții - probleme sociale)</i>	RO	CBX-AXA		<p>According to the survey, wages, low pensions, high prices, poverty and corruption are the main worries that citizens face. Thus, only 8% of citizens consider that things are going in a good direction in our country, 3% are satisfied with the economic situation in the Republic of Moldova, only 17% are satisfied with the life they live in.</p>
National Survey: Quality of Life and Migration <i>(Sondaj național: Calitatea vieții și migrația)</i>	RO	CBX-AXA		<p>The survey shows that this year every 5th Moldovan intends to leave the country in the next 6 months of 2018, with 25% more than last year when the intention to leave was manifested by every 6th Moldovan. If last year the youngest were the group with the greatest intentions to go, 28% compared to the middle-aged 17%, and then in 2018 the situation has changed. Young people continue to dominate as a 30% departure group, but increased the average age of 60% to leave the country.</p>
IDIS EXPERTS' CONTRIBUTION IN INTERNATIONAL STUDIES				
Beyond NATO's Eastern border <i>(Dincolo de granița de Est a NATO - Georgia, Ucraina, Moldova)</i>	EN	Igor Munteanu		<p>The publication analyzes the NATO block and the impact of the countries at the eastern border. In particular, Igor Munteanu speaks about Moldova's security, which cannot be achieved outside of NATO.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Energy Industry Report (<i>Raportul industriei energetice: Cartografierea sectoarelor vulnerabile din țările Parteneriatului Estic - schimbările structurale, experiența Visegrad și relevanța pentru politica UE</i>)</p>	RO EN	Ion Muntean		The report describes the situation in the energy industry and what solutions would be to improve the sector.
<p>Machine industry report (<i>Raportul industriei constructoare de mașini</i>)</p>	RO, EN	Ion Muntean		The authors refer to the car industry in the Soviet era, how it evolved, but also what are the strengths today.
<p>Using game theory in decentralization and policy-making (<i>Utilizarea teoriei jocurilor în descentralizare și elaborare de politici</i>)</p>	EN	Igor Munteanu		Game simulation can play an instrumental role in assisting central governments to design successful strategies in a multi-stakeholder environment, to hold power, or outsmart competitors, based on the decentralization goals, means and benefits. Modeling strategic outcomes reveal preferences of the involved players, narratives and expected gains, therefore, players can avoid costly failures or maximize expected payoffs, by channeling its resources into the areas which can influence the rules of the game, perceptions. Central government policies shall be raised and expanded into all regions of Moldova, winning the hearts and minds of the population is the strategy for today, not relying on the force of attraction for a self-sufficient capital.

Title	Language (s)	Author (s)	Cover Page	Description
<p>EU-STRAT Newsletter, Issues No.2, 2017 (<i>Buletinul Informativ EU-STRAT nr. 2, 2017</i>)</p>	EN	Igor Munteanu		<p>The article included in the newsletter describes the first policy briefing dedicated to the challenges of the EU's communication strategy in Moldova, held on November 22, 2016.</p>
<p>The Elements of Russia's Soft Power: Channels, Tools, and Actors Promoting Russian Influence in the Eastern Partnership Countries (<i>Elementele puterii moi a Rusiei: Canale, instrumente și actori care promovează influența Rusiei în țările Parteneriatului Estic</i>)</p>	EN	Igor Munteanu, Tatiana Pîrvan		<p>This paper focuses on actors and channels transmitting Russian messages and discourses in the Eastern Partnership countries. It contributes to enhancing our understanding of Russian influences in the region in two ways. First, it maps the network of influential actors who have the potential to transmit Russian messages and target various audiences. Second, it offers a detailed analysis of the coverage of Russia (and the European Union (EU)) in one important channel for dissemination of information about Russia and the EU: popular TV stations in Belarus, Moldova, and Ukraine. The analysis shows the presence of a wide variety of actors focusing on ‘compatriots’, religious bonds, and Russian-language speakers in the region, which reflects the key ideas of the ‘Russian World’ narrative.</p>
<p>EU-STRAT Newsletter, Issues No.3, 2017 (<i>Buletinul Informativ EU-STRAT nr. 3, 2017</i>)</p>	EN	Veaceslav Berbeca		<p>The article included in the newsletter gives answers to the question “How are we collecting data and what have we learned so far?”</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Technical Paper: Corruption risk assessment in public procurement <i>(Document tehnic: Evaluarea riscului de corupție în achizițiile publice)</i></p>	EN	Diana Enachi		<p>This paper identifies corruption risks in public procurement systems of Armenia, Georgia, Moldova and Ukraine, and recommends measures to mitigate them based on the results of corruption risk assessments conducted in 2017.</p>
<p>How bilateral, regional and international regimes shape the extent, significance and nature of interdependencies <i>(Cum reglementează regimul bilateral, regional și internațional dimensiunea, semnificația și natura interdependențelor)</i></p>	EN	Carolina Ungureanu		<p>This paper examines what regimes interdependence between Russia and its neighbours (Belarus, Moldova and Ukraine) are embedded in, but also how these arrangements affect interdependence in their own right. The focus here is on formal international agreements between these countries, but also on less institutionalized interactions and transactional dealings governing relations across four sectors of notable interdependence: trade, migration, energy and security. The sectoral analysis is based on a number of key theoretical propositions we formulate in the beginning of the paper about how the nature and characteristics of governing regimes affect interdependence or that is, the countries' sensitivity and vulnerability to Russia's actions as per Keohane and Nye's framework.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>National Human Development Report: 2015/2016: Inequalities and sustainable human development (<i>Raportul Național de Dezvoltare Umană: Inegalități în dezvoltarea umană 2015/2016</i>)</p>	<p>RO EN</p>	<p>Ana-Maria Veverița, Dorin Vacu- lovschi, Dumitru Alaiba, Erica Zucec, Igor Munteanu, Maria Vremiș, Mariana Iațco, Natalia Albu, Rodica Grama, Valeriu Sainsus, Vasile Cantarji, Victor Parlicov, Viorica Antonov, Viorica Goraș- Postică, Tatiana Pîrvan</p>		<p>The National Human Development Report 2015/2016 is an overview of the situation in different sectors with regard to the matter of income and non-income inequalities, grouping them in economic, social, and political inequalities. Also, the NHDR contributes with recommendations to the awareness and information of the society in order to decrease inequalities by reducing the coverage on the political agenda of the decision-makers.</p>

Title	Language (s)	Author (s)	Cover Page	Description
Report on complementary and alternative modes of engagement with the Eastern Partnership countries	EN	Ion Tăbîrță		This report complements the earlier work presented in the EU-STRAT Working Paper Series analysing European Union (EU) engagement in the Eastern neighbourhood. These papers have focused primarily on studying interaction, integration, and interdependencies between the EU and the Eastern Partnership (EaP) countries within the framework of Association Agreements (AA).
EU-STRAT Newsletter, Issues No.5, 2018 (<i>Buletinul Informativ EU-STRAT nr. 5, 2018</i>)		Carolina Ungureanu		The article signed by Carolina Ungureanu in the newsletter describes the second EU-STRAT policy briefing in Chisinau, held on May 28, 2018, on Eastern Partnership interdependencies with the EU and Russia in the sectors of trade, energy, migration and security.
POSITIONS, OPINIONS AND RECOMMENDATIONS				
Opinion on the Condominium bill (<i>Aviz la Proiectul de Lege cu privire la Condominiu</i>)	RO	Corina Gaibu		The author recommends additional improvements to avoid some persistent confusion to eliminate some discrimination on the application of methods or other methods in the condominium activity, to eliminate cost elements that do not add value to processes.

Title	Language (s)	Author (s)	Cover Page	Description
<p>New political approaches to the modernization of the Republic of Moldova (<i>Noile abordări politice privind modernizarea Republicii Moldova</i>)</p>	RO	Cornel Ciurea, Veaceslav Berbeca		<p>This publication is the result of the roundtables of the project “Strengthening the participation of women representing ethnic minorities in the decision-making process”.</p>
<p>Analytical note on the need to reform the pension system in the Republic of Moldova. A Systematic Approach (<i>Notă analitică privind necesitatea reformei sistemului de pensii din Republica Moldova. O abordare sistemică</i>)</p>	RO	Viorica Antonov		<p>This analytical note proposes a brief analysis of the situation of the pension system in the Republic of Moldova, identifying the essential inequalities within the system and the causes of its unsuspectability. It also highlights the critical points and peculiarities of the pension system in relation to the dynamics of the labor market.</p>
<p>Position paper on the examination by ANRE of the demand for increase of the tariffs for heating energy (<i>Document de poziție pe marginea examinării de către ANRE a cererii de majorare a tarifelor la energia termică</i>)</p>	RO	Victor Parlicov		<p>According to the author, assessing ANRE’s decisions over the last two years on tariffs, which are politically sensitive subjects, we notice that the tendency to synchronize these decisions with the immediate political needs of the government is outlined.</p>
<p>IDIS’s Viitorul and National Business Agenda proposals on the draft amendment and completion of some legislative acts related to the fiscal, customs and budgetary policy for 2016 (<i>Propunerile IDIS “Viitorul” și Agenda Națională de Business cu privire la proiectul de modificare și completare a unor acte legislative referitoare la Politica fiscală, vamală și bugetară pentru anul 2016</i>)</p>	RO	NBA		<p>The document includes the proposals on the draft amendment and completion of some legislative acts related to the fiscal, customs and budgetary policy for 2016.</p>

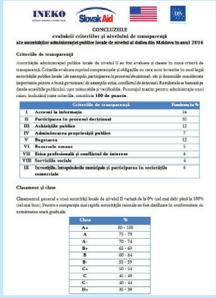
Title	Language (s)	Author (s)	Cover Page	Description
<p>The phenomenon of disintermediation and the resilience which we need <i>(Fenomenul dezintermedierii și reziliența de care avem nevoie)</i></p>	RO	Igor Munteanu		<p>According to Igor Munteanu, disintermediation has profound security implications because it can not only generate new security risks, but may also trigger higher risks. The digitization of some public services inevitably leads to the dismissal of staff and reduces the number of employees in a state through the Open Government platforms.</p>
<p>Memoir: Measures to respond to the recent provocative actions of the Operative Group of the Russian Troops <i>(Memoriu: Măsurile de răspuns la acțiunile provocatoare din ultima vreme a Grupului Operativ al Trupelor Ruse)</i></p>	RO	Civil society organizations (CSOs)		<p>According to signatories of the memoir, the Operational Group of the Russian Troops in the Republic of Moldova (hereinafter GOTR) is the legal successor of the 14th Army of the Russian Federation. In 1992, the 14th Army participated as an enemy military force in the military aggression against the Republic of Moldova, fighting alongside other hostile separatist forces against the sovereignty and independence of the Republic of Moldova. A summary of the facts of this intervention is contained in the evidence used by jurors in the case of the European Court of Human Rights (ECHR) Decision of the “Ilascu Group” Other data and facts are presented in publications in the Republic of Moldova and abroad, which examined in detail the role and the effects of the beginning of the military operations between March and July 1992 against the Republic of Moldova.</p>
<p>Apeal: Observing the “Red Lines” in the Transnistrian settlement process <i>(Apel: Respectarea „Liniiilor Roșii” în procesul de reglementare transnistreană)</i></p>	RO	CSOs		<p>Signatory civil society organizations note that the process of settling the Transnistrian conflict has recently witnessed a worrying development that calls for rebalancing and strategic balancing in this vital area for the Republic of Moldova.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Policy Recommendations on Regulation on approving the list of contracting entities and the minimum transparency requirements for conducting procurement initiated by the Ministry of Economy (<i>Propuneri pentru Regulamentul cu privire la aprobarea listei entităților contractante și a cerințelor de transparență obligatorii minime la realizarea achizițiilor, inițiată de Ministerul Economiei</i>)</p>	<p>RO EN</p>	<p>Diana Enachi, Viorel Pîrvan</p>		<p>The document encloses a series of policy recommendations for the elaboration of Regulation on approving the list of contracting entities and the minimum transparency requirements for conducting procurement. The recommendations refer to the list of public entities that mandatory must carry out the public procurement procedures according to the legal framework in the sector and the minimum transparency requirements to be followed by them.</p>
<p>IDIS Position "Selective procurement or about how the Capital Works Division of the Chisinau Municipality is restricting civil society access to public procurement process (<i>Achiziții selective sau cum îngădește Direcția Construcții Capitale a Primăriei mun. Chișinău accesul societății civile la procesul de achiziții publice</i>)</p>	<p>RO EN</p>	<p>Diana Enachi</p>		<p>The author IDIS expert responsible for public procurement monitoring, who has submitted a request to be part of the working group on public procurement within Capital Works Division of Chisinau Municipality following the legal procedures. Despite the fact that all legal requirements were followed, the Diviziunea director has denied the access of civil society representative to public procurement procedure, which is violation of legislation and is contrary to the principles of good governance in public sector.</p>
<p>Recommendations for the secondary regulatory framework and the Public Procurement Development Strategy 2016-2020 (<i>Recomandări pentru cadrul normativ secundar și Strategia de dezvoltare a sistemului de achiziții publice 2016-2020</i>)</p>	<p>RO</p>	<p>Diana Enachi, Viorel Chivriga, Viorel Pîrvan</p>		<p>The authors are presenting policy recommendations for the secondary legal framework on public procurement (Regulation on the methodology of compiling and managing the interdiction list of economic operators; Regulation on the methodology of compiling, updating and managing the List of qualified economic operators; Regulation on the organization and the functioning of the Public Procurement Agency, the structure and the limit staff; Regulation on the planning of public procurement contracts), and recommendations for the Strategy for the Development of the Public Procurement System for 2016 – 2020.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Apeal to ensure transparent public procurement procedures by the Public Services Agency (APEL privind asigurarea desfășurării transparente a achizițiilor publice de către Agenția Servicii Publice)</p>	<p>RO EN</p>	<p>CSOs</p>		<p>Signatory civil society organizations note that on October 13, 2017, in the Parliament wa registered a bill that provides the amendment of the Public procurement Law (131/2015) by exempting from the procurement procedure the contracts concluded by the Public Services Agency. Thus, signatory organisations request to withdraw the bill and to not allow to circumvention of the legislation on public procurement by any public entity. Such abusive practices lead to non-transparency in the use of public money, corruption and frauds.</p>
<p>Statement of position on the draft amendment to the Law 131/2015 on Public Procurement (Notă de poziție asupra proiectului de modificare a Legii privind achizițiile publice nr. 131/2015)</p>	<p>RO EN</p>	<p>CSOs</p>		<p>Signatory organisations have stated that the proposed amendment are in line with god international practice and effectively transpose the European Directive no.24. However, signatory organisations request to include an additionally clause that has been repeatedly recommended by civil society, namely the public procurement dossier to be a public document.</p>
<p>Statement on the increase of the thresholds for the public procurement procedures (Declarație privind mărirea pragurilor pentru procedurile de achiziție publică)</p>	<p>RO EN</p>	<p>CSOs</p>		<p>Signatory organizations condemn the non-transparent adoption of the draft amendment of the Law 131 on public procurement by Parliament. Through this bill the thresholds for public procurement have been increased, which generates substantial increase in the amount of public money used through non-transparently and inefficiently procurement procedures.</p>
<p>Apeal on the urgent need (APEL privind necesitatea stringentă de asigurare a sustenabilității și dezvoltării continue a sistemului de achiziții electronice MTender)</p>	<p>RO EN</p>	<p>CSOs</p>		<p>Signatory organisations welcome the launch of the electronic procurement system MTender that brings transparency and open acces to the entire public procurement process. Although, the system is not yet compeltely functional, the signatory organisations call on the Ministry of Finance to further ensure the full functioning of the MTender system, and continually review of the legal and regulatory secondary framework.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Problematic aspects of LPA's financial assurance (<i>Aspecte problematice ale asigurării financiare a APL</i>)</p>	RO	Liliana Agarcova	<p>Aspecte problematice privind asigurarea financiară a administrațiilor publice locale <small>Aspecte problematice privind asigurarea financiară a administrațiilor publice locale</small></p> <p>La solicitarea Ministerului de Interne s-a realizat o cercetare științifică privind aspectele financiare ale administrațiilor publice locale (APL) în anul 2013. Scopul principal al cercetării este de a identifica aspectele financiare care pot avea un impact negativ asupra activității acestor entități publice locale. În acest scop, au fost analizate datele financiare ale 100 de APL-uri din județele Cluj și Sibiu. Rezultatele cercetării indică faptul că există o serie de probleme financiare care pot avea un impact negativ asupra activității acestor entități publice locale. Aceste probleme sunt: dependența financiară față de bugetul de stat, lipsa de transparență în gestionarea finanțelor, lipsa de profesionalism în gestionarea activității financiare și lipsa de capacitate financiară. Aceste probleme pot avea un impact negativ asupra activității acestor entități publice locale și pot duce la o scădere a calității serviciilor oferite cetățenilor. Pentru a rezolva aceste probleme, este necesar să se adopte măsuri care să îmbunătățească gestionarea activității financiare a APL-urilor și să crească capacitatea financiară a acestora.</p>	<p>In order to implement the Public Administration Reform Strategy, the Government approved the amendments and additions to the Public Finance Management Development Strategy 2013-2020. The problematic issues in relation to inter-budgetary relations were marked by the Strategy in 2013 as follows: “the budgetary dependence of each level of the public administration on the next higher level; the inefficiency of the existing transfer system that does not stimulate the tax efforts of the local tax authorities; increased volatility of the local public finance system from year to year”.</p>
<p>Analysis:Legality of LPA decisions on the establishment of local tax rates (<i>Analiză Legalitatea deciziilor APL privind stabilirea cotelor taxelor locale</i>)</p>	RO	Liliana Agarcova	<p>Conținutul de legalitate a deciziilor adoptate de administrațiile publice locale privind stabilirea cotelor taxelor locale</p> <p>Conținutul de legalitate a deciziilor adoptate de administrațiile publice locale privind stabilirea cotelor taxelor locale este un aspect important al activității acestor entități publice locale. În acest scop, au fost analizate datele financiare ale 100 de APL-urilor din județele Cluj și Sibiu. Rezultatele cercetării indică faptul că există o serie de probleme de legalitate în ceea ce privește deciziile adoptate de administrațiile publice locale privind stabilirea cotelor taxelor locale. Aceste probleme sunt: lipsa de transparență în gestionarea activității financiare, lipsa de profesionalism în gestionarea activității financiare și lipsa de capacitate financiară. Aceste probleme pot avea un impact negativ asupra activității acestor entități publice locale și pot duce la o scădere a calității serviciilor oferite cetățenilor. Pentru a rezolva aceste probleme, este necesar să se adopte măsuri care să îmbunătățească gestionarea activității financiare a APL-urilor și să crească capacitatea financiară a acestora.</p>	<p>According to the author, as of January 1, 2018, according to the provisions of Article 297 (10) of the Fiscal Code, the State Chancellery, through its territorial offices, will subject to legality control the decisions of the local government's deliberative authorities on the establishment of local tax rates. Under the many changes and additions to the Fiscal Code, this new provision has remained in the shade. Thus, there are some doubts about the legitimacy of these changes, which also affect the correctness of the conditions for the formation of local tax rates.</p>
<p>Drafting the budget for 2019 in the context of general local elections (<i>Elaborarea bugetului pentru anul 2019 în contextul alegerilor locale generale</i>)</p>	RO	Liliana Agarcova	<p>Elaborarea bugetului pentru anul 2019 în contextul alegerilor locale generale</p> <p>Elaborarea bugetului pentru anul 2019 în contextul alegerilor locale generale este un aspect important al activității acestor entități publice locale. În acest scop, au fost analizate datele financiare ale 100 de APL-urilor din județele Cluj și Sibiu. Rezultatele cercetării indică faptul că există o serie de probleme în ceea ce privește elaborarea bugetului pentru anul 2019 în contextul alegerilor locale generale. Aceste probleme sunt: lipsa de transparență în gestionarea activității financiare, lipsa de profesionalism în gestionarea activității financiare și lipsa de capacitate financiară. Aceste probleme pot avea un impact negativ asupra activității acestor entități publice locale și pot duce la o scădere a calității serviciilor oferite cetățenilor. Pentru a rezolva aceste probleme, este necesar să se adopte măsuri care să îmbunătățească gestionarea activității financiare a APL-urilor și să crească capacitatea financiară a acestora.</p>	<p>According to the position of the author, the Ministry of Finance, other public authorities and entities have already begun to assess and outline the limits of budget expenditures for the years 2019-2021, including as a basis for the formation of the state budget for 2019. On the one hand, once the state budget for 2019 has been adopted, local authorities will have more time to review and adopt its budgets; on the other hand, the time available to local public authorities for discussions with the Ministry of Finance and at the disposal of civil society for public hearings will be significantly reduced.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Public Property Management, a chapter worth considering by the new Public Financial Control Commission (<i>Gestiunea patrimoniului public, capitol ce merită să fie analizat de noua Comisie de control al finanțelor publice</i>)</p>	RO	Liliana Agarcova		<p>The Moldovan legislature could set up a standing committee to examine the Court of Auditors' reports. The new commission will be called the Public Financial Control Commission. A decision in this regard was adopted in order to implement the Strategy on Public Administration Reform for the years 2016-2020. The establishment of the commission as an additional form of communication between the supreme audit institution and the Parliament, between the supreme audit institution and the Government will not only contribute to the improvement of the legislative control potential but also to the more effective implementation of the Court's recommendations of Accounts.</p>
<p>GOOD GOVERNANCE REPORTS AND STUDIES</p>				
<p>Monitoring report: Local open governance for active and informed citizens (<i>Raport de monitorizare: Guvernare locală deschisă pentru cetățenii activi și informați</i>)</p>	RO EN	Viorel Pîrvan		<p>This Report aims to determine transparency levels in local public administration activities through the monitoring of 50 Level 1 territorial administrative units from the Republic of Moldova. In order to establish the ranking concerning local governance openness to citizens, 38 cities (municipalities) and 12 of the biggest villages (townships) were monitored.</p>
<p>Monitoring report: Transparency in local governance: between process and involution (<i>Raport de monitorizare: Transparența în guvernarea locală: între proces și involuție</i>)</p>	RO	Viorel Pîrvan		<p>The results of the report show the progress and involution of local governments in opening them to citizens. The research used a quantitative approach, based on a sociological questionnaire addressed to the local public administration authorities of level I based on the evaluation of the web pages of these local public authorities and on the basis of the analysis of other informational sources. As a result of the monitoring, the ranking of the most transparent localities in the Republic of Moldova was established. This is the second ranking of transparency, and the first can be found on the website: www.localtransparency.viitorul.org.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Regional Business Environment Development Index (<i>Indicele de dezvoltare al mediului de afaceri local</i>)</p>	<p>RO EN</p>	<p>Ion Butmalai, Liubomir Chiriac, Peter Golias, Tatiana Lariușin</p>		<p>The Report comprises five Chapters, where the elements that created development differences among districts were subject to an in-depth analysis. Chapter 1 presents a comprehensive description of the Region Competitiveness Index and its Sub indexes. The Introduction to Chapter I displays the structure of the Business Environment Development Index. The next part portrays an Index Summary for each district via tables and charts, keeping in mind that the Index is composed of smaller elements, namely of 4 Sub-indexes, each of them being composed of two 2 Pillars. The study could be used by the authorities in the process of developing and implementing public policies targeting the removal of business environment barriers and contributing at the end of the day to the economic development of regions.</p>
<p>Report on the assessment of the quality of local public revenues of the largest localities in Moldova (<i>Raport privind evaluarea calității veniturilor publice locale ale celor mai mari localități din Moldova</i>)</p>	<p>RO</p>	<p>Angela Secieru</p>		<p>This report assesses the capacities of local public authorities in the field of local public finances, with a stronger emphasis on analyzing the quality of local public administration management in the largest localities in Moldova. As an informational base, the information obtained from the Ministry of Finance on the budgets of the administrative-territorial units aggregated at the national level and the budgets of the 50 largest towns and villages in Moldova.</p>
<p>Conclusions of the assessment of the level of transparency of the second level local public administration authorities in Moldova in 2016 (<i>Concluziile evaluării nivelului de transparență ale autorităților administrației publice locale de nivelul al doilea din Moldova în anul 2016</i>)</p>	<p>RO</p>	<p>Viorel Pîrvan</p>		<p>Local government authorities of level II have been assessed and ranked in nine transparency criteria. The assessed criteria include the competencies and obligations with which local public authorities are legally invested (eg: participation in the decision-making process), and areas considered important for good governance (eg ethics, conflict of interest). The results are based on publicly available, easily measurable and verifiable data. The maximum score for a district administration, including all criteria, is 100 points.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Monitoring report on the implementation of the Public Administration Reform Strategy for 2016-2020 (<i>Raport de monitorizare a implementării Strategiei privind reforma administrației publice pentru anii 2016-2020</i>)</p>	RO	Viorel Pîrvan		<p>The main purpose of this report is to monitor the implementation of the public administration reform, to list the steps taken by the Government to carry out the reform, to analyze the impact and effectiveness of the measures undertaken, to identify gaps and omissions in the reform implementation process, and to formulate recommendations for the successful implementation of the reform of the public administration.</p>
<p>Report on the assessment of the quality of local public finances of the largest localities in Moldova in 2016 (<i>Raport privind evaluarea calității finanțelor publice locale ale celor mai mari localități din Moldova în anul 2016</i>)</p>	RO	Angela Secieru		<p>This report assesses the capacities of local public authorities in the field of local public finances in the largest localities in Moldova in 2016. As an informational base, the information obtained from the Ministry of Finance on the budgets of the administrative-territorial units aggregated at national level and the budgets of the 50 largest towns and villages in Moldova.</p>
<p>Report on the assessment of local public expenditures in the 50 largest towns and villages in Moldova (<i>Raport de evaluare a cheltuielilor publice locale în 50 cele mai mari orașe și sate din Moldova</i>)</p>	RO	Angela Secieru		<p>This report assesses LPA capacities in local public finances, with a stronger emphasis on analyzing the quality of local public finance management in the 50 largest Moldovan localities. The informational base served the information obtained from the Ministry of Finance on the aggregated ATU budgets at the national level and the budgets of the largest towns and villages in Moldova.</p>
<p>Assessing the quality of local public finance of the largest localities from the Republic of Moldova 2016-2017 (<i>Evaluarea calității finanțelor publice locale ale celor mai mari localități din Republica Moldova, 2016-2017</i>)</p>	RO EN	Angela Secieru		<p>The present Report is aimed at assessing the Local Public Administration capacities in the area of local public finance in 50 largest localities in the Republic of Moldova. As information base served the data on BATUs aggregated at the national level obtained from the Ministry of Finance and the budgets of 50 localities.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Monitoring report on developments of level I and level II local governments regarding their openness to citizens <i>(Raport de monitorizare e evoluției administrațiilor publice locale în ce privește deschiderea către cetățeni)</i></p>	RO EN	Viorel Pîrvan		<p>Having relied on Slovak experience, the Institute for Development and Social Initiatives “Viitorul”, with the support provided by Slovak Institute for Economic and Social Reforms (INEKO), monitored the level I and level II Local Governments to determine their activity transparency during 2016 – 2018. Hence, 32 districts, 38 towns (municipalities) and 12 largest villages (communes) of the country were monitored in 2016, and 32 districts, 40 towns (municipalities) and 20 largest villages (communes) of the country were monitored during 2017 and 2018. The monitoring process was carried out on the basis of Sociology Questionnaires addressed to level I and level II Local Government Authorities, on the basis of a request to access public information, on the basis of evaluating the Websites of those authorities and on the basis of reviewing the sources of information available to the public.</p>
<p>Summary of the best and worst 13 policy measures in regional and local development (November 2017-January 2018) <i>(Sumar al celor mai bune și mai proaste 13 politici locale și regionale din Republica Moldova (noiembrie 2017-ianuarie 2018))</i></p>	RO EN	Igor Munteanu		<p>Experts express opinion on how essential and necessary a given measure is for the society and economy, for the economic and social development at local level. This category highlights the importance of reforming a given feature of a system in the city or region. The higher the score, the more important the measure is. Their comments on evaluated measures represent a part of the quality evaluation of the Experts’ Committee.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Summary of the best and worst 11 policy measures in regional and local development (February-April 2018) (<i>Sumar al celor mai bune și mai proaste 11 politici locale și regionale din Republica Moldova (februarie – aprilie 2018)</i>)</p>	RO EN	Igor Munteanu		<p>A series of local and social-economic decisions and policies (regulations, privatization decisions, strategy papers, and public policy concepts) were collected, tracked and evaluated by professional evaluators. The purpose of the exercise of tracking best and worst policy measures was to identify sustainable, time-lasting practices that can be replicated or shared between various cities and villages across the country. Although 25 policies and measures have been received by the Evaluation Council, Evaluators decided to select only 11 out of them, emphasizing the most notable, rare, innovative and significant for the economic and social development of the Republic of Moldova, based on scores used by the Evaluators.</p>
<p>Summary of the best and worst 10 policy measures in regional and local development (May-July 2018) (<i>Sumar al celor mai bune și mai proaste 10 politici locale și regionale din Republica Moldova (mai – iulie 2018)</i>)</p>	RO EN	Ana-Maria Veverița		<p>The assessment of local and regional policies in the Republic of Moldova follows the description of sustainable, time-lasting practices that can be transferred to other communities, resulting in a final improvement in the quality of local and regional development policies. Thus, 10 local and regional policies are described in this publication; there are eight value-added policies that can be unique, innovative and with significant impact for the economic and social development of the Republic of Moldova, but also two measures that can cause damage and which should not be an example for the authorities that want to be modern and transparent.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Summary of the best and worst 10 policy measures in regional and local development (August-October 2018) (<i>Sumar al celor mai bune și mai proaste 10 politici locale și regionale din Republica Moldova (august – octombrie 2018)</i>)</p>	RO EN	Ana-Maria Veverița		<p>The assessment of local and regional policies in the Republic of Moldova follows aims to describe of sustainable, time-lasting practices that can be transferred to other communities, resulting in a final improvement in the quality of local and regional development policies. Thus, 10 local and regional policies are described in this publication; there are eight value-added policies that can be unique, innovative and with significant impact for the economic and social development of the Republic of Moldova, but also two measures that can cause damage and which should not be an example for the authorities that want to be modern and transparent.</p>
<p>Monitoring of criminal and contraventional cases regarding the local public administration regarding acts related to corruption I (<i>Monitorizarea cauzelor penale și contravenționale în privința administrației publice locale referitor la actele conexe corupției I</i>)</p>	RO	Viorel Pîrvan		<p>This monitoring report includes an analysis of the situation regarding criminal and contravention cases initiated and examined with regard to local government representatives on the basis of the Articles of the Criminal Code and the Code of Contravention, which are part of the category of acts related to corruption and refer to abuse of power or abuse of service, excess power or overcharging service duties and negligence of service.</p>
<p>Monitoring of criminal and contraventional cases regarding the local public administration regarding acts related to corruption II (<i>Monitorizarea cauzelor penale și contravenționale în privința administrației publice locale referitor la actele conexe corupției II</i>)</p>	RO	Viorel Pîrvan		<p>The monitoring report comprises six compartments describing the purpose of the report, the methodology used, analyzing the criminal cases of local government representatives initiated under the articles of the Criminal Code (327, 328 and 329), which are part of the category of acts related to corruption, followed by recommendations for improving the situation in the given field. The report identified the areas of activity of local government representatives, which most often serve as a starting point for criminal files that refer to abuse of power or abuse of service, excess power or overreliance and service negligence.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Informative Prospectus “Together for performances in local government 2014 - 2015” <i>(Prospectul Informativ “Împreună pentru performanțe în guvernarea locală 2014 - 2015”)</i></p>	RO	Ana – Maria Veverița		<p>The Prospectus describes the Best Practices Programme for Local Authorities 2014 – 2015, the aim, objectives, sections to apply for, criteria for selecting best practices, the selection procedure and the reasons with local authorities should apply for this competition. In the end, a list of anthologies of successful practices is overviewed. The publication was disseminated among all 898 local public authorities from Moldova in order to inform them about the Best Practices Programme for Local Authorities.</p>
<p>Informative Prospectus “Together for performances in local government 2015 – 2016 <i>(Prospectul Informativ „Împreună pentru performanțe în guvernarea locală 2015–2016”)</i></p>	RO	Ana – Maria Veverița		<p>The Prospectus describes the Best Practices Programme for Local Authorities 2015 – 2016, the aim, objectives, sections to apply for, criteria for selecting best practices, the selection procedure and the reasons with local authorities should apply for this competition. In the end, a list of anthologies of successful practices is overviewed. The publication was disseminated among all 898 local public authorities from Moldova in order to inform them about the Best Practices Programme for Local Authorities.</p>
<p>Informative Prospectus “Together for performances in local government 2016 – 2017 <i>(Prospectul Informativ „Împreună pentru performanțe în guvernarea locală 2016–2017”)</i></p>	RO	Ana-Maria Veverița		<p>The Prospectus describes the Best Practices Programme for Local Authorities 2016 – 2017, the aim, objectives, sections to apply for, criteria for selecting best practices, the selection procedure and the reasons with local authorities should apply for this competition. At the end, a list of anthologies of successful practices is overviewed. The publication was disseminated among all 898 local public authorities from Moldova in order to inform them about the Best Practices Programme for Local Authorities.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Promotional material “Open Doors Day: Exchange of Experiences and Good Practices”, 2016 (<i>Material promoțional „Ziua Ușilor Deschise: Schimb de experiență și bune practici” 2016</i>)</p>	RO	Ana-Maria Veverița		<p>The prospectus presents the program of Open Days, held in nine communities with best practices from 27 October to 30 November 2016. Thus, representatives of local authorities in nine localities shared their successful experience with other mayors and the general public.</p>
<p>Promotional material “Open Doors Day: Exchange of Experiences and Good Practices”, 2017 (<i>Material promoțional „Ziua Ușilor Deschise: Schimb de experiență și bune practici” 2017</i>)</p>	RO	Ana-Maria Veverița		<p>The prospectus presents the program of Open Days, held in nine communities with best practices in the period 25 October – 17 November 2017. Thus, representatives of local authorities shared their successful experience with other mayors and the general public.</p>
<p>Promotional material “Open Doors Day: Exchange of Experiences and Good Practices”, 2018 (<i>Material promoțional „Ziua Ușilor Deschise: Schimb de experiență și bune practici” 2018</i>)</p>	RO	Ana-Maria Veverița		<p>The prospectus presents the program of Open Days, held in nine communities with best practices from October 27th to 16 November 2018. Thus, representatives of local authorities in nine localities shared their successful experience with other mayors and the general public.</p>
<p>Anthology of best practices of local authorities in Moldova, 2016 edition (<i>O antologie a bunelor practici ale autorităților publice locale din Moldova, ediția 2016</i>)</p>	RO	Ana-Maria Veverița Anatol Moldovan, Liubomir Chiriac, Vlad Catlabuga		<p>In the anthology there are presented 49 good practices from 30 localities to the following sections: Section 1. Integrity, good governance and transparency of decision-making at local level Section; 2. Local economic development and models of intercommunity cooperation Section; 3. Sustainable solutions for energy efficient communities Section; 4. Performant management of local public services.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p>Anthology of best practices of local authorities in Moldova, 2017 edition (<i>O antologie a bunelor practici ale autorităților publice locale din Moldova, ediția 2017</i>)</p>	RO	<p>Ana-Maria Veverița, Anatol Moldovan, Liubomir Chiriac, Valeriu Musteață, Vlad Catlabuga</p>		<p>Anthology of best practices aims to describe success stories of local authorities. This anthology includes the following sections: 1. Transparency of local governance - a prerequisite for increasing citizens' trust in the administration; 2. Local development through community involvement; 3. Cultural – historical heritage, the resource for the revitalization of the community, and 4. Public quality services in support of citizens. In total, in those four sections, 60 best practices from 41 local public authorities in the country, are presented.</p>
<p>Anthology of best practices of local authorities in Moldova, 2018 edition (<i>O antologie a bunelor practici ale autorităților publice locale din Moldova, ediția 2018</i>)</p>	RO	<p>Ana-Maria Veverița, Anatol Moldovan, Liubomir Chiriac, Valeriu Musteață, Vlad Catlabuga</p>		<p>This anthology includes the following sections: 1. Active citizenship for good transparent governance; 2. Local development through community involvement; 3. Cultural - historical heritage, the business card of your locality; 4. Quality public services closer to citizens. In total, in those four sections, 37 best practices from 26 local public authorities in the country, are presented.</p>
NEWSLETTERS				
<p>National Business Agenda Newsletter* (<i>Buletin Informativ ANB: noutăți legislative și alte știri relevante</i>) * 36 issues were produced in 2016-2018</p>	RO	<p>Ion Butmalai, Mihaela Croitor, Viorel Pîrvan, Tatiana Lariușin, Tatiana Pîrvan</p>		<p>The publication is divided into two sections: monitoring legislative changes and news on implementing the NBA 2012 – 2013 priorities, and the second contains other news of interest for the business sector.</p>

Title	Language (s)	Author (s)	Cover Page	Description
<p><i>Newsletter “Equality without discrepancies” (Buletinul informativ „Egalități fără Disparități”)</i></p> <p>* 10 issues were produced in 2016-2017</p>	RO	Diana Lungu		The newsletters aims to identify and promote success stories of women working in the economic and political field, opportunities and obstacles they face.
<p><i>Newsletter “Bugete fără secrete” (Buletinul informativ „Bugete fără secrete”)</i></p> <p>* 11 issues were produced in 2016-2017</p>	RO	Ana-Maria Veverița		The publication aims to describe the activity of local public authorities in Moldova by promoting transparency and financial accountability. The newsletter was prepared within the project “Transparent, financially sound and competitive municipalities in Moldova” which is implemented by the Institute for Economic and Social Reforms (INEKO) in partnership with IDIS “Viitorul”, with the support of the SlovakAid and the US Embassy to Moldova. The project aims to increase the financial accountability of local governments in 50 municipalities throughout Moldova.
DOCUMENTARY VIDEOS				
<p><i>“Together for performances in local government” 2016 („Împreună pentru performanțe în guvernarea locală” 2016)</i></p>	RO	Ana – Maria Veverita, Anatol Moldovan, Liubomir Chiriac, Vitalie Pîrțu, Vlad Catlabuga		The documentary presents best 38 practices of authorities from Moldova. It has a total duration of 50:03 minutes, being structured in 4 sections. The aim of the documentary “Together for local performances in local government” is to discover the best practices, to promote the best ideas and to find potential solutions for solving local problems.

Title	Language (s)	Author (s)	Cover Page	Description
<p>“Together for performances in local government” 2017 (<i>„Împreună pentru performanțe în guvernarea locală” 2017</i>)</p>	RO	<p>Ana – Maria Veverita, Anatol Moldovan, Liubomir Chiriac, Vitalie Pîrțu, Vlad Catlabuga</p>		<p>The documentary “Together for performances in local governance” presents best practices of authorities that were visited in the period July – September 2017. Thus, 59 best practices from 40 municipalities from Moldova are presented in the documentary. The documentary has a total duration of 43:53 minutes, is structured in four sections. It was prepared by Vitalie Pirtu, producer at OMINO Studio, together with the project team, using media materials done during the documentation visits: photos, videos and interviews.</p>
<p>“Together for performances in local government” 2018 (<i>„Împreună pentru performanțe în guvernarea locală” 2018</i>)</p>	RO	<p>Ana – Maria Veverita, Anatol Moldovan, Liubomir Chiriac, Vitalie Pîrțu, Vlad Catlabuga</p>		<p>The documentary “Together for performances in local governance” presents best practices of authorities that were visited in the period August – September 2018. Thus, 37 best practices from 26 municipalities from Moldova are presented in the documentary. The documentary has a total duration of 43:35 minutes, is structured in four sections. It was prepared by Vitalie Pirtu, producer at OMINO Studio, together with the project team, using media materials done during the documentation visits: photos, videos and interviews.</p>

LIST OF PUBLIC EVENTS IN 2016–2018

STUDY PRESENTATIONS

Date	Event
2016	
5 February	Business priorities at the local level to create a competitive and attractive business environment
26 February	Economic Outlook: “Economic stabilization of the Republic of Moldova - obstacles and remedies
4 March	Evaluation Report on financial sustainability within the 50 LPAs in Moldova
15 March	Transparency in Parliament’s activity: clear and binding rules for all!
29 March	Monitoring report on the priorities of the National Business Agenda, 4th edition
30 March	The development of the social economy in the Republic of Moldova through the promotion of gender equality
2 June	Economic Outlook - “The relaunch of the Moldovan economy is to be expected”
6 June	Is it possible to re-industrialize the Republic of Moldova?
6 June	Policies for cluster development in Moldova
17 June	Public procurement in the Republic of Moldova, expected regulations and reforms
21 June	The oil products market: the old problems regulated by the new law
23 June	Foreign aid potential: Can the conditioning mechanism promote reforms in Moldova?

27 June	Monitoring report: “Local open governance for active and informed citizens”
30 June	Energy Industry Report and Machine industry report
15 July	State-owned enterprises and their role in the national economy
19 July	Opinion on the Condominium bill
22 July	Subsidizing agriculture in the Republic of Moldova - reforms and failures
28 July	Why are investments in the energy efficiency sector inefficient and how do we change the situation?
18 August	Food security through a common information system
2 September	Public procurement monitoring report: identified gaps and policy recommendations
28 September	National survey: The quality of government assessed through services provided by the state
4 October	Economic Outlook: “ The relaunch of the Moldovan economy is to be expected
11 October	Report “Open Local Government for active and informed citizens”
18 October	Regional development policy: achievements and perspectives
6 November	Evaluation of the appeals solution system in the public procurement sector and recommendations for the improvement of the system of contestations and solutions in the public procurement sector
10 November	Launch of the following studies: “Problems of transition to international standards and norms in the sanitary and phytosanitary field on both banks of the Dniester River”, “Increasing the competitiveness of enterprises on both banks of the Dniester”, “Rethinking the paradigm of economic-financial relations between Chişinău and Tiraspol”
29 November	Transparency Index of Local Authorities of Level II in the Republic of Moldova
5 December	Launch of the first issue of the newsletter “Bugete fără secrete”
12 December	Laundromat operation: analysis of actors and actions
14 December	Regional economic disparities in the Republic of Moldova
15 December	Luanch of the following studies: “Accountability of state institutions in the implementation of the Association Agreement”, “How does the Republic of Moldova succeed in promoting its external economic interests”
16 December	The liabilities to Termoelectrica - a barrier for the registration of old blocks in Associations of Co-owners

20 December	Creating the National Agency for Complaints Settlement – a new stage in the development of the public procurement system
26 December	Launching the Anthology of the best practices of local authorities, 2016 edition
28 December	Launch of the following discussion papers: “Reinvigorating the regional development between Chisinau and Tiraspol”, “Perspectives of the settlement of the Transnistrian conflict in the context of regional changes”, “Educational systems on both banks of the Dniester: differences and points of tangency”, “Implementation of DCFTA in the Transnistrian region: progress or just rhetoric?”
2017	
13 February	Hybrid power “2007 fiscal amnesty and capital liberalization & 2016 fiscal stimulus: two acts of the same piece”
1 February	The most important risks and threats for the Republic of Moldova in 2017
7 February	National survey: “Social Pressures in 2017”
30 March	Evaluation of state-owned enterprises in the Republic of Moldova
6 April	Presentation of the Socio-Economic Development Strategy of Gagauzia (SDSEG) 2017-2022
12 April	Impunity and understanding of the country’s energy sector
20 April	“The media situation and narratives of the Transnistrian press”, “Transnistrian issue: developments in security”, “The administrative frontier and how we manage it”
4 May	Results of the National survey: “Moldova’s foreign relations understood by citizens”
30 May	“Security and defense risks in the context of the Transnistrian conflict settlement”
31 May	Assessment of social services and institutional mechanisms
14 June	National Human Development Report: 2015/2016: Inequalities and sustainable human development
26 June	EUBAM’s mission – from border assistance to reintegration of the country
29 June	State of Local Democracy in Moldova
5 July	Changing the electoral system of the Republic of Moldova: the impact on the Moldovan political system
18 September	Memoir: Measures to respond to the recent provocative actions of the Operative Group of the Russian Troops

28 September	Business anti-corruption agenda of the Republic of Moldova 2017-2018 and the Analytical report: The fight against corruption: what can business do?
3 October	National survey: "Quality of Life - Social issues"
30 October	Monitoring report on the developments in the financial and banking sector in the period of December 2016 - October 2017
21 November	Problems and challenges in financing parliamentary elections in the context of changing the electoral system
8 December	Some problematic aspects of government reform
21 December	Economic Outlook: "2018 - the year of reforms or stagnation?"
2018	
22 January	State of Local Democracy in Moldova
24 January	Monitoring report on the implementation of the Public Administration Reform Strategy for 2016-2020
24 January	Evaluating the National Agency for Solving Complaints activity and proposing recommendations in the public procurement process on behalf of the actors involved
2 March	Evaluate and monitor the initiatives of the Government of the Republic of Moldova to improve the business climate in 2017
5 March	The case of license plates - a test for the sovereignty of the Republic of Moldova
27 March	Keeping Russian troops occupied in the Transnistrian region: failure of the ,caviar' diplomacy and contempt for international law
28 March	Assessment of economic incentives for SME development
24 April	Local democracy situation and the degree of implementation of policy documents in the field of decentralization in the Republic of Moldova
5 July	The war veterans situation for the integrity and sovereignty of the Republic of Moldova in the Dubăsari rayon
12 July	Policy briefs on transnistrian issue: "Local democracy situation and the degree of implementation of policy documents in the field of decentralization in the Republic of Moldova", "Assessing the implementation of protocol decisions in education", "Diachronic evaluation of Chişinău signature documents in the Transnistrian problem process"
8 August	Public presentation of the Confidence Index in the public procurement system of the Republic of Moldova (I edition)
9 August	Public presentation of the Monitoring report of public procurement in Rezina municipality (I)

14 August	Public presentation of the Monitoring report of public procurement in Orhei municipality (I)
17 August	Public presentation of the Monitoring report of public procurement in Bălți municipality (I)
27 September	Monitoring of criminal and contraventional cases regarding the local public administration regarding acts related to corruption I
19 October	Public presentation of the Monitoring report of public procurement in Rezina municipality (II)
22 October	Public presentation of the Monitoring report of public procurement in Bălți municipality (II)
24 October	Budgets of administrative-territorial units of level two: size, structure and quality
31 October	Public presentation of the Monitoring report of public procurement in Orhei municipality (II)
21 December	Monitoring of criminal and contraventional cases regarding the local public administration regarding acts related to corruption II

ROUNDTABLES and MEETINGS

2016

19 January	Launch conference of the project “Cutting edge improvements in the public procurement system in Moldova through inclusiveness, creativity and law-abiding practices”
5 February	Presentation of the Moldova Fund - Marshall Plan of Romania for the Republic of Moldova
5 February	IDIS “Viitorul” and the Chamber of Commerce and Industry presented the situation of the local business environment
9 February	Round table “Local Action Groups - European solutions for rural development of LPAs in Moldova”
19 February	Closing conference of the project “Strengthening the participation of women representatives of ethnic minorities in the decision-making process”
24 February	Participation of IDIS “Viitorul” at the conference “Building a transparent and sustainable public procurement system through a permanent monitoring process “
27 February	Round table “The Ministry of Agriculture and Food Industry discussed effective collaboration mechanisms with civil society”
19 March	Round table: “Free Trade Agreement requires time and investment”
15 April	Round on problems of transition to international standards and phytosanitary and veterinary norms, within the project “Boosting confidence measures between Chisinau and Tiraspol”

20 May	Round table on aspects of SME's competitiveness on both sides of the Dniester, within the project "Boosting confidence measures between Chisinau and Tiraspol"
10 June	Round table on issues of trade in goods and services, financial and banking relationships between economic and security on both sides of the Dniester, within the project "Boosting confidence measures between Chisinau and Tiraspol"
29 June	Round table "Fight against corruption: How business can become part of the solution"
11 July	Round table "The importance of confidence-building measures, regional cooperation and development, within the project "Boosting confidence measures between Chisinau and Tiraspol"
20 September	Round table "Liberalizing economic relations on both banks of the Dniester in order to promote export to the EU"
24 October	Round table "The educational systems on both banks of the Dniester river: differences and common points"
22 November	EU STRAT round table
2017	
21 February	First meeting of the civil society platform for reintegration policies
23 March	Meeting of the civil society platform for reintegration policies
27 April	Meeting of the civil society platform for reintegration policies
15 June	Regional presentation and round table discussion of its first State of Local Democracy (SoLD) in Moldova, Bălți
21 June	Regional presentation and round table discussion of its first State of Local Democracy (SoLD) in Moldova, Cahul
27 June	Meeting of the civil society platform for reintegration policies
14 – 25 September	Viorel Pîrvan and Veaceslav Ioniță participated in Bălți, Edineț and Soroca at three roundtables where they discussed the results of the survey "Fighting corruption in Moldova: what can the business do?"
18 September	Round table "Latest developments in the reintegration process"
14 December	Round table "Public procurement rigging: challenges and solutions"
2018	
8 February	Launch of the Statement on compliance with the "red lines" in the Transnistrian conflict settlement process

9 February	Meeting of the civil society platform for reintegration policies
27 March	Round table “The security risks of Russian troops from the Transnistrian region towards the Republic of Moldova”
3 July	Round table “Amendments to the legal framework in public procurement “
6 November	Round table “Reform of the public procurement remedy system and best European practices”
26 October - 6 November	Round tables in Căușeni, Soroca, Edineț and Orhei on the problems of business in the experience with the control bodies

TRAININGS and WORKSHOPS

2016

28 January	Workshop at Ciadîr – Lunga with ethnic minorities within the project “Strengthening the participation of women representatives of ethnic minorities in the decision-making process”
25 and 29 January	Workshop on the call “Confidence building measures”
4 February	Workshop at Otaci with ethnic minorities within the project “Strengthening the participation of women representatives of ethnic minorities in the decision-making process”
12 February	Workshop at Dondușeni with ethnic minorities within the project “Strengthening the participation of women representatives of ethnic minorities in the decision-making process
17 February	Workshop at Edineț with ethnic minorities within the project “Strengthening the participation of women representatives of ethnic minorities in the decision-making process
20-21 February	Training for local journalists on “Agriculture and rural development”
26 March	Training for civil society and public authorities to apply for the call of grants “Strengthening the role of civil society in monitoring the assistance provided to budget support”
4 April	Workshop on public procurement system in Moldova
2-3 April	Training for local journalists on “Reforming the justice system”
6-8 April	Trainings for interested persons to apply for the call of grants “Strengthening the role of civil society in monitoring the assistance provided to budget support”

12-15 April	Workshop on public procurement system in Moldova in Anenii Noi, Drochia and Cahul
29 April	Workshop on electronic public procurement system in Moldova
22-26 April	Training and Local Council simulation for students from Ialoveni, within the project “Youth involvement in the decision-making process at the local level”
19-27 May	Training and Local Council simulation for students from Strășeni, within the project “Youth involvement in the decision-making process at the local level”
21-22 May	Training for local journalists “Legal protection of human rights and activity of political parties of the Republic of Moldova”
23-27 May	Training and Local Council simulation for students from Călărași, within the project “Youth involvement in the decision-making process at the local level”
24 May	Workshop on public procurement within the project “Building a transparent and sustainable public procurement by a permanent monitoring process”
26 May	Seminar on “Strengthening local autonomy by increasing the professionalism of the new local elected representatives in the Republic of Moldova”
31 May	Workshop on public procurement within the project “Building a transparent and sustainable public procurement by a permanent monitoring process”
25-26 June	Training for local journalists “External financial assistance to Moldova “
30 June	Seminar on “Strengthening local autonomy by increasing the professionalism of the new local elected representatives in the Republic of Moldova” in Ialoveni
6-15 July	Workshops on the National Human Development Report: 2015/2016: Inequalities and sustainable human development
9-10 July	Training for local journalists “Media for workers’ rights. Investigative Journalism”
22-23 July	Training for young people on both sides of Dniester within the project “Engaging regional stakeholders for conflict settlement through thematic exchange of ideas”
8-9 September	Training within the project “Strengthening the participation of women representatives of ethnic minorities in the decision-making process”
22-23 September	Training and Local Council simulation for students from Gura Galbenei, within the project “Youth involvement in the decision-making process at the local level”

13 and 22 October	Training and Local Council simulation for students from Anenii Noi within the project “Youth involvement in the decision-making process at the local level”
18 October	Training and Local Council simulation for students from Cimişlia, within the project “Youth involvement in the decision-making process at the local level”
1 November 2018	Training and Local Council simulation for students from Cărpineni, within the project “Youth involvement in the decision-making process at the local level”
10-11 November 2016	Training within the project “Strengthening the participation of women representatives of ethnic minorities in the decision-making process”
2017	
20 March	Methodological workshop “Designing consistent methods of social reseach” for professors and researchers from the Republic of Moldova
28 April	Training for the National Social Assistance Agency, created following the reform of the central public administration.
26 April -5 May	Workshops on open contracting in Moldova with the participation of public authorities (2 workshops); economic oeprotors (2 workshops) and civil society and media outlets (2 workshop) within project “Developing Open Contracting in Moldova trough informing and capacity building activities for participants in public procurement process”
September - December 2017	Training on capacity development in the field of public procurement monitoring and the use of public money within the project „Cutting edge improvements in the public procurement system in the Republic of Moldova through inclusiveness, creativity and law-abiding practices”
23-24, 26-27 October	Training on corporate governance and the fight against corruption offered by trainers Ana Kompanek (USA) and Alexander Okunev (Ukraine)
31 October - 01 November	National workshop “Promoting Minorities Rights at Workplaces and Communities in Moldova”. The event was organized in the frame of the project “V4 and EaP Platform Promoting Minority Rights at Workplaces and in Communities”
9 – 15 November	Discussions at Cahul, Rezina and Bălţi within the project „Cutting edge improvements in the public procurement system in the Republic of Moldova through inclusiveness, creativity and law-abiding practices”
2018	
July	Workshops on public procurement (4 trainings)
22 February	Workshop in drafting action plans for business associations within the National Business Agenda

15-16 March	Workshop “Elaboration of the Moldovan-Ukrainian program for rural tourism development in the Soroca-Iampil cross-border region” within the project “Rural tourism - a sure step to increase the cross-border cooperation between Soroca and Yampol”
10 April	Training “What are effective local policies in the field of tourism?” within the project “Rural tourism - a sure step to increase the cross-border cooperation between Soroca and Yampol”
20 April	Training “The role of local public authorities in the development of tourism potential” within the project “Rural tourism - a sure step to increase the cross-border cooperation between Soroca and Yampol”
17-18 May	Training “Standards regarding the provision of rural tourism services. Support for development of the business plan in the field of rural tourism”, within the project “Rural tourism - a sure step to increase the cross-border cooperation between Soroca and Yampol”
15 June	Training “Modern marketing for rural tourism. Support for development of the business plan in the field of rural tourism”, within the project “Rural tourism - a sure step to increase the cross-border cooperation between Soroca and Yampol”
22 June	Seminar “Managing human and financial resources in the provision of services. Practical implementation in tourism”, within the project “Rural tourism - a sure step to increase the cross-border cooperation between Soroca and Yampol”
8 November	Seminar on “Comprehensive approach to the fight against misinformation”
29 November	Seminar “Intercommunity Cooperation: Principles, Concepts and Implementation Tools” within the project “Modernization of Local Public Services in the Republic of Moldova”
PUBLIC HEARINGS	
25 February 2016	Public hearing “The Moldovan Parliament must comply with the rules of decisional transparency”
PUBLIC DEBATES	
2016	
5 February	Public debates on the concept of the program “Moldova Fund- Romania Marshall Plan for Moldova” with the participation of Dr. Dan Dungaciu and Dr. Petrisor Peiu
22 March	Public debate on the initiative of the Ministry of Finance to introduce a tax on motor vehicles, repealing the current road user charge
26 July	Public debate on the quality of public services provided to citizens by government agencies in the Republic of Moldova

2017

6 April	Public debates on meal vouchers
15 June, 21 June	Public debates on the main conclusions of the Local Democracy Statement (SDL) report in Bălți and Cahul
18 July	Public debates on the Draft Law on the modification and completion of the Labor Code of RM no. 154-XV of 28 March 2003.
16 August	Debates “How can a one-stop shop contribute to diminishing corruption?”
8 September	Public debates on the Draft Law on the Completion of the Law on Medicines no.1409-XIV of 17 December 1997
12 September	Public debate “Old problems of the new heating season 2017-2018 in Chisinau municipality”
13 October	Public debates on the precarious situation of the salary of the academic and didactic framework in the field of university education in the Republic of Moldova
26 October	Public debates on the precarious situation of the salary of the scientific and didactic framework in the field of university education in the Republic of Moldova

2018

25 January	Public Debate “The old problems of the heating season 2017-2018 in Chişinău municipality”
-------------------	---

STUDY/DOCUMENTATION and INFORMATION VISITS

2016 -2018

25 July – 17 August 2016	Documentation visits in 30 localities from 16 rayons within the Best Practices Programme for Local Authorities in Moldova
27 October - 30 November 2016	Open Days held in nine communities with best practices within the Best Practices Programme for Local Authorities in Moldova
26 July – 13 September 2017	Documentation visits in 41 localities from 60 rayons within the Best Practices Programme for Local Authorities in Moldova
January 2017	Study visit to Estonia to study best practices in integrity, corruption prevention policies, as well as tools to promote transparency, especially the use of IT solutions and open data

25 October – 17 November 2017	Open Days held in nine communities with best practices within the Best Practices Programme for Local Authorities in Moldova
20 August – 13 September 2018	Documentation visits in 26 communities from 15 rayons and municipalities within the Best Practices Programme for Local Authorities in Moldova
14-16 September 2018	Study visit in Vinnitsa for 25 representatives from Moldova and Ukraine, within the project “Rural tourism - a sure step to increase the cross-border cooperation between Soroca and Yampol”
19-21 October 2018	Study visit to Rezina and Orhei for 30 representatives from Moldova and Ukraine, within the project “Rural tourism - a sure step to increase the cross-border cooperation between Soroca and Yampol”
27 October - 16 November 2018	Open Days held in nine communities with best practices within the Best Practices Programme for Local Authorities in Moldova

CONFERENCES and SPECIAL EVENTS

2016

19 January	Launch project the project “Building a transparent and sustainable procurement through a permanent monitoring process”
21 ianuarie	Lunch of the online portal www.localbudgets.viitorul.org
19 February	Closing conference of the project “Strengthening the participation of women representatives of ethnic minorities in the decision-making process”.
24 February	Launch of the project “Building a transparent and sustainable procurement by a permanent monitoring process”
29 March	IDIS “Viitorul”, the Homeowners Association 51/173, the “Volta” company and the microfinance organization “Microinvest” signed a cooperation agreement with the aim of promoting energy efficiency through sustainable solutions using the concept of corporate social responsibility
5-6 April	Viorel Chivriga și Sergiu Gaibu participated at the European Congress of Local Governments in Poland
7 April	Presentation of a platform of good European practices “E-Platform” of the European College of Poland within the Eastern Neighbourhood Policy
September	IDIS “Viitorul” is officially part of the Global Partnership for Social Accountability (GPSA)
8 September	IDIS “Viitorul” organized at the Economic Forum in Krynica-Zdroj, Malopolska voivodship in Poland, a public debate on topics relevant to the challenges of political, economic and security of Moldova in 2016

10 November	Sign of the cooperation agreement between IDIS “Viitorul” and the New Strategy Center in Romania
30 November	Memorandum signed between “Viitorul” and the Ministry of Finance on e-procurement
1 December	Sign of the cooperation agreement between IDIS “Viitorul” and the Reintegration Policy Bureau of the Government of Moldova, in the person of the Deputy Prime Minister for Reintegration
22 December	National Award Ceremony of the Best Practices of Local Authorities in Moldova
2017	
9 March	Conference “Chisinau versus Moldovan regions: where policies meet with citizens and business”
27-28 March	Viorel Chivriga’s participation in the European Congress of Local Governments in Cracow, Poland
8 April	International conference “Changing the Electoral System: Pros and Cons”.
18 May	Lunch of the project “Cutting edge improvements in the public procurement system in the Republic of Moldova through inclusiveness, creativity and law-abiding practices”
6 June	Conference “Regulation by Europeanisation: Que Vademus in the process of the Transnistrian reintegration”
29 June	Conference “Transparency and accountability of local authorities through anti-corruption actions”
28 June	Conference “Combating corruption in Moldova: What can business do?”
5-7 September	Viorel Chivriga and Victor Parlicov participated in the 27th edition of the Economic Forum in Krynica, Poland
28 September	Conference “Combating corruption in Moldova: What can business do?”
19 October	Conference “Transparency of rayons: an indicator of regional anti-corruption efforts in Moldova”
19 December	National Award Ceremony of the Best Practices of Local Authorities in Moldova
2018	
17 January	Sign of the partnership agreement between IDIS “Viitorul” and the Agency for the Inspection and Restoration of Monuments (AIRM) to for the urban revitalization of the Republic of Moldova

31 January	Launch of the project “Rural tourism – a sure step to increase the cross-border cooperation between Soroca and Yampol” in Soroca, Republic of Moldova
14 February	Launch of the project “Rural tourism – a sure step to increase the cross-border cooperation between Soroca and Yampol” in Yampol, Ukraine
21 February	Launch conference of the project “Efficient public lighting in Călărași-Firefly in the heart of forests”
18 April	Publicly presentation of two Local Action Groups (LAGs), created in Ungheni and Ștefan Vodă rayons
28 May	International conference: “The logic behind: assessing the impact of trade, energy, migration and security on EaP”
6-7 June	Sustainable Energy Week in Călărași
6 June	Conference “Developments and challenges of regional security: visions of the Republic of Moldova and Ukraine”
14 June	Conference “The business role in improving governance and investment climate”
20- 21 June	Conference “Smart cities & marketplaces”
26 June	Conference “Transparency and financial sustainability of state-owned enterprises in Moldova: an important step forward for the public administration reform”
31 July	Presentation of the Legal Assistance Center for local elected representatives
23 September	Launch the new online platform www.sorocayampiltur.info for rural tourism in the Republic of Moldova and Ukraine
24-25 September	Conference “Election influencing instrument: false news, external financing and intermediaries”
24 September	Luanch of Prof. Alina Mungiu-Pippidi’s book “Looking for good governance. How did other countries fight corruption? “
25 September	Strengthening Resilience in the Republic of Moldova on the topic of energy independence and the impact of energy pressure instruments on influencing the political agenda”
8 November	Conference “The efficiency of local government in Moldova: an indicator of integrity, financial sustainability and good governance”
18 December	National Award Ceremony of the Best Practices of Local Authorities in Moldova

ECONOMIC DEBATES “60 minutes of Economic Realism”

Year/date	Issue of the debate
2016	
26 January	Moldova’s investment potential
23 February	Capital market issues
3 March	The informal economy and its impact on the labor market in Moldova
9 March	Negotiations with the IMF and election of the Governor of the NBM
15 March	Agriculture and rural development
21 March	Transdnistria’s debt to energy and the financing of separatism in Moldova
29 March	Prices of energy resources
5 April	Economic diplomacy in Moldova
12 April	Transparency and fairness of public procurement
19 April	Budgetary austerity
10 May	Industry of the Republic of Moldova
17 May	Moldovan land market - remedies for the organization of agriculture
24 May	National Public Budget
14 June	Regional development in Moldova
17 June	Public procurement in Moldova - problems, new regulations and expected reforms
21 June	Public procurement - issues and regulations
29 June	The EU funding suspension, punishment for Moldova
5 July	Progress made in 2015 in the field of competition

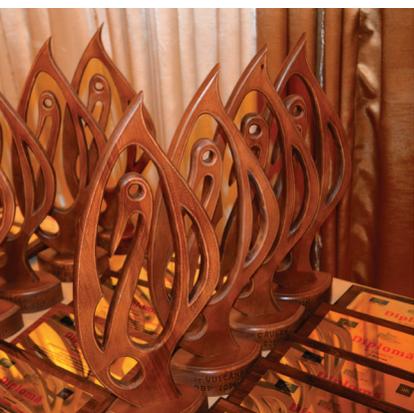
12 July	Development of the residential sector in the Republic of Moldova
19 July	Transparency of local budgets in the Republic of Moldova
26 July	Moldova's options in case of failure to sign an agreement with the IMF
2 August	Problems and solutions in the financing of SMEs in the Republic of Moldova
9 August	Subsidizing agriculture in Moldova. Landmarks for rural development and modernization of agriculture
16 August	Moldova's energy security - current situation, perspectives and challenges
23 August	The economic situation in the left bank of the Dniester
30 August	Moldovan economy 25 years after the proclamation of independence
6 September	Public procurement report
20 September	Aspects of regional development
27 September	Prospects for rebuilding relations with the IMF: Governance - between hammer and anvil
4 October	Export, drifting. The physical volume of delivered goods has gone down, the first time in recent years
11 October	The aging Moldovans - the clock bomb for the pension system
19 October	The poverty of Moldova comes from the inability of governments to develop the rural area
26 October	Termoelectrica, threatened by uncompetitiveness
3 November	The private sector, suffocated by state companies
9 November	Competitiveness on both banks of the Dniester, questioned
16 November	Competition Council, ambitious on paper
23 November	Tax capping, engaging local authorities
30 November	Transparency pushes local elected officials to accountability
7 December	Low credit and land lease, clock bomb for land
15 December	Policies freeze regional development

21 December	Association Agreement, implemented with half-measures
2017	
4 January	Agriculture, trade and investment will be on top in 2017
25 January	The restrictive monetary policy has left the economy without money
31 January	Attracting foreign direct investments in the Republic of Moldova - potential, impediments and achievements
14 February	Reforming the national procurement system and introducing the electronic procurement system
21 February	Gas debt or financing separatism
28 February	The evolution of the exchange rate and the forecast for the year 2017
7 March	Tax news and inventions in budget-tax policies for 2017
14 March	The economic costs of road accidents. Improve pedestrian crossings in Chisinau
21 March	Decisional transparency - an impulse for local economic development
4 April	Transparency of the decision - to boost local economic development
11 April	Pillar 2 of the pension fund - the source of capitalization of the economy
18 April	Will the new electronic purchasing system succeed in reducing administrative burdens and making public money more transparent?
2 May	Meal vouchers
25 April	The administrative-territorial reform is a pressing necessity for Moldova
5 May	The new structure of central Government - benchmarks for optimization
22 May	Farm subsidy - milestones for the modernization of the economic sector
3 October	Elements of corruption in the adoption of normative acts regulating the entrepreneurial activity
31 October	Activity of the National Agency of Complaints
7 November	Corruption in public procurement
14 November	Complexity, utility and efficiency of the Iasi-Ungheni gas pipeline

21 November	Moldova is not ready for the liberalization of the insurance market
27 November	Bank cards will grow exponentially
2018	
2 January	Moldova's agriculture recovers the lost potential
12 January	Age of remittances, ending
16 January	Wine market: Five countries demanding Moldovan wine
26 January	The Government, focused on central government reform, and the local one drifting
30 January	We have billions of transfers, but we do not have any investments in that money
6 February	Authorities want to improve the banks' grave image
13 February	The energy security of the Republic of Moldova needs the coming of the Romanian Transgaz
20 February	"Made in Moldova" products conquer the world
27 February	Excessive liquidity has tempered banks' interest in attracting deposits
13 March	Republic of Moldova, milled by poverty and migration
20 March	Enhance business activity - a half-measure reform plan
27 March	Risks and benefits of the "Prima casă" programme
3 April	Republic of Moldova, the country of a single town - 70% of business, concentrated in Chişinău
10 April	Gagauzia - the engine of change, while rural localities are marginalized
17 April	80% of the Moldovan companies don't have anti-corruption procedures
24 April	The economic growth of the Republic of Moldova did not increase the attractiveness to the investors
1 May	The battle for Chişinău with impossible economic programs
8 May	Internationalization of SMEs, the solution for access to foreign markets

15 May	Salary in the envelope, delayed-effect bomb clock. There is a need for a new approach by the authorities to the phenomenon
22 May	Public procurement, haunted by violations
29 May	Western temptation: Business brings Moldova closer to the EU
5 June	The drought dries Moldovan agriculture from May
14 June	Local action groups, the solution for increasing the welfare of the rural population
20 June	Controls scare the business environment
26 June	The Moldovan currency market is strongly synchronized with the electoral cycles
3 July	Moldova's exports to Romania exceed those achieved in the CIS
10 July	Invalidation of elections in Chisinau, the "litmus paper" of the political and economic life of the Republic of Moldova
20 July	New amendments to the procurement law are welcome, but with risks of corruption
24 July	The Drama of the Republic of Moldova: Young people are leaving the country
31 July	More transfers and more citizens with the intention of emigration
7 August	The new Economic Council of the Chişinău Town Hall will help to increase business opportunities in Chişinău
14 August	Public procurement, grounded in corruption, theft, fraud and mechine interests
21 August	Tax amnesty can help determine the ruling coalition after the parliamentary elections of 2019
29 August	Near the parliamentary elections, the NBM will keep the leu stable
5 September	Bankers prefer to keep their money at the NBM rather than crediting the economy
13 September	Decentralization and territorial administrative reform, the problems that mitigate the Republic of Moldova
19 September	After the election, the Moldovan picture: resuming relations with the EU or vector isolation will be clear
25 September	Capital amnesty undermines the IMF's new tranche. Money could only come in June-July 2019
5 October	The mayor's criminal files drown investment in localities

9 October	State aid schemes: billions of lei for distortion of competition
16 October	The economy of the Republic of Moldova is showing optimistic figures
25 October	The currency market expects the NBM to relax
30 October	Radiography of the agricultural sector: A medium-year agricultural year, but with positive signals for the coming years
7 November	NGO funding, between hammer and anvil
14 November	The local public authorities keep under seven locks the activity of the municipal enterprises and the public patrimony
21 November	Government's budget stake: China and Belarus loans, reducing financing in the West and raising bank credits
27 November	The Moldovan economy remains anemic in the medium term
5 December	Foreign investments, the air of the Republic of Moldova
12 December	"Laurels" of the current Parliament: disputed political and non-transparent political laws that eroded development partners' confidence
19 December	Social protection and low prices fuel the nostalgia of the Moldovans after the breakup of the Red Empire
26 December	MTender makes purchases more transparent, but does not solve all problems in the system



www.viitorul.org



Institute for Development and Social Initiatives (IDIS) "Viitorul"

Iacob Hincu 10/14 Street, Chisinau, Republic of Moldova

373 / 22 221844 tel
373 / 22 245714 fax

office@viitorul.org
www.viitorul.org