



**Laboratory of Initiatives
for Development Foundation
"LID Moldova"**

**STRATEGIC DEVELOPMENT
PLAN**

2021 - 2024

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EXECUTIVE SUMMARY

The strategic development plan of Laboratory of Initiatives for Development Foundation “LID Moldova” was elaborated between October - December 2020 and covers the period between January 1st 2021 - 31st of December 2024. The main purpose of this document is to create a systemic framework of the activity for the foundation and to define the main objectives that the foundation aims to achieve in the next 4 years.

The strategic development plan is based on 3 strategic directions:

1. Research, innovation and economic development;
2. E - transformation and modernization of public services;
3. Changemakers’ empowerment and promotion.

Each strategic direction derives from the analysis of the problem that was initiated by the foundation’s team, reflecting the way in which the foundation is planning to improve the identified barriers.

CHAPTER I. ORGANIZATION’S DIAGNOSIS

General information about LID Moldova

Laboratory of Initiatives for Development Foundation “LID Moldova” (LID Moldova) is an independent, non-profit, non-governmental and non-partisan Think - Do Tank in the Republic of Moldova. Legally, it was founded in 2019 as a “Foundation” legal organization.

According to the statute, the goals of the LID Moldova Foundation are:

- Preparation of analyzes, studies, campaigns in the social and economic field;
- Carrying out other activities in the social and economic field;
- Providing training and support for other NGOs in the region which have the same profile.

According to the statute, the beneficiaries of the Foundation are non-commercial individuals or legal entities, for whose benefit, given the conditions established by law and the statute of the Foundation, a certain payment can be made, services can be offered or part from the Foundation’s goods can be disposed , which are intended for the activities carried out by these entities.

Identity elements

LID Moldova's identity elements were reviewed in 2020 and were formulated as follows:

Mission

To empower individuals, organizations, and public institutions to become agents of change and to provide expertise that leads to development.

Vision

Moldova where our children want to live.

Values

Communication and transparency	The Foundation will make public the information about its activities and other information of general interest.
Meritocracy	The foundation will promote meritocracy as a fundamental value in all the aspects of life (social, political, cultural etc.).
Performance and professionalism	All of the activities that have been realized by the organisation will respect the highest levels of professionalism and quality.
Integrity and correctness	The Foundation will promote the principles of integrity, ethics and correctness between the members of the team and in relation to its beneficiaries.
Efficiency and efficacy	The foundation will realize the most relevant purposes for the citizens with minimum resources.
Change promoter	The foundation will launch and permanently promote initiatives that will generate positive changes in society.
Non-political affiliation	The foundation will not make public declarations and will not express its support for certain political parties, blocks or electoral platforms. The foundation will not carry out political activities.

Liberty and responsibility	The foundation will emphasize the promotion and development of the individuals as changemakers for the Republic of Moldova.
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Level of institutional development

The institutional evaluation represents a crucial step in the process of strategic planning for any organization. It helps to evaluate the “status quo” and the organisation’s actual strengths. This process is essential in generating a realistic strategic plan.

In order to evaluate the level of organisational development at the elaboration phase of the strategic plan, LID Moldova team has realized an institutionalized auto evaluation, based on the Organizational Development Assessment tool (ODA). This implies the internal evaluation on 7 dimensions: (1) good governance, (2) management practices, (3) human resource management, (4) financial management, (5) services oriented towards beneficiaries, (6) networking and advocacy, and (7) mass-media and promotion.

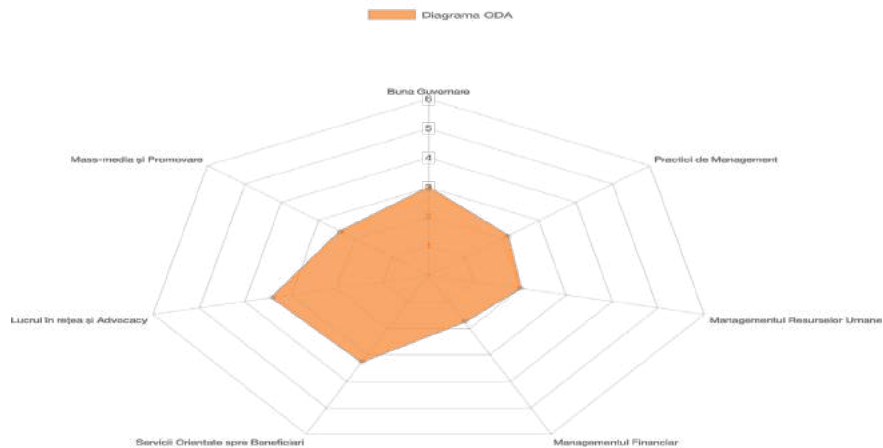
According to this auto evaluation instrument, the foundation has obtained an overall score of **2.57** from **6**, where 0 is the smallest and 6 is the highest score. Respectively, LID Moldova is at the “**ongoing**” level of development, meaning that a fair amount of the internal management components are present; however, they are still to be consolidated and transformed in written practices.

The Organizational Development Assessment (ODA) system of classification has the following institutional development phases:

Institutional development phases		Numerical scale
Nascent:	The organization is in the first phase of development. All the evaluated components are in a rudimentary state or inexistent.	0 - 1.4
In process of formation:	The organization is in the process of development. Structures of leadership, the practice of management, financial resources and provided services are present and functional.	1.5 - 2.9
In process of expanding:	The organization has a great many achievements. Its activity is recognized by its constituency, public authorities, private sector and other active organizations in the same sectors.	3 - 4.4
Matur:	The organization is fully functional and durable, with a base of	4.5 - 6

	diversified resources and partnership in national and international networks.	
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The results obtained in all 7 dimensions are present in the following chart:



The best LID Moldova’s performance has been recorded in the chapters: “Networking and advocacy” (Score - 3.4) and “Services oriented towards beneficiaries”(Score - 3.25). This result denotes the fact that the Foundation team members appreciate the provided services as being useful, relevant and actual, and the capacity of determination and persuasion of authorities and other meaningful actors - as being one of its main strengths at this moment. However, this assessment reflects only the point of view of the Foundation, and not that of its beneficiaries.

The weakest performance was registered in the “Financial management” chapter (Score - 1.75). This is due to the lack of income managed by the executive team, an aspect that prevents the development of the Foundation’s financial management. This element, however, is specific for the “Ongoing” development phase and it improves gradually, as the organisation attracts funding and expands.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ● The existence of networks of people within the organisation which exhibit initiative, expertise, homogenous values and mobilization capacity; ● The existence of a productive and advantageous partnership with FNF, which has financed by the past the majority of the projects submitted by LID Moldova; ● A good collaboration history and relationship with the European Liberal Forum (ELF); ● The existence of projects and initiatives which benefit from the recognition and appreciation of the wider public (Champions of change, The Best Way Bulletin etc.); ● The Foundation is perceived from the exterior as a leader in the promotion of e-Transformation; ● The Foundation's team members have an international background and/or are located in different countries; ● LID Moldova has well established relationships with some Local Public Authorities, which are open for collaboration; ● The Foundation has a well-defined identity which is found in the statutory documents, as well as in the individual values of each team member; ● The Foundation has an administrator with good/proven skills in collecting funds; ● Some of the Foundation's team members are well-known and have a good reputation among the diaspora; ● The Foundation is an active member of the Coalition of Free and Correct Elections (Coalitia pentru Alegeri Libere si Corecte (CALC)). 	<ul style="list-style-type: none"> ● The Foundation does not have an executive team; ● The impossibility/difficulty of proving to financing organisations its project implementation capacity and money management; ● The level of institutionalized development is pretty low (2.57 points from 6 maximum conform ODA evaluation); ● Currently, the foundation has a limited capacity for involving the team of experts in its activities, which compels them to search for other job opportunities at the same time. As a result, they are not always available to get involved; ● The Foundation has only one source of income (the sporadic donations of its team members);
Opportunities	Threats
<ul style="list-style-type: none"> ● Funding given by the FNF, an organisation which promotes similar values with LID Moldova; ● Potential demand on behalf of the Agency of Electronic Government (AGE) for LID Moldova's' expertise in its fields of specialization; ● ELF's disponibility to support LID Moldova activities as a result of the previous positive partnership; ● Possibility of attracting financial and informational resources from the Foundations and other entities, who are promoting liberal 	<ul style="list-style-type: none"> ● Identifying with liberal values can be an impediment to attracting funding from donors that may support other values or label the organization as politically affiliated; ● Potential reluctance of donors to provide financial support to the Foundation due

<p>values;</p> <ul style="list-style-type: none"> ● Existence of demand on local and regional market for LID Moldova services and expertise; ● Existence of international and local financial organisation, which offer support for the ONG's from Moldova; ● Increasing EU funding in the organization's fields of activity (green economy, digitalization of public services, sharing economy, etc.); ● Lack of a leader in the field of monitoring and development of policies and programs in the field of research, a position that can be covered by LID Moldova; ● Lack of an internal team of researchers and a budget for their in-house maintenance; ● Increasing demand for accessible digital public services as a result of increasing internal and external pressure for LPA reform; ● Growing trend for digitization and expertise in this area as a result of the Covid-19 pandemic; ● Lack of a leading organization working with the diaspora, a niche that can be covered by LID Moldova. 	<p>to the lack of history in project implementation and money management;</p> <ul style="list-style-type: none"> ● Stopping / reducing funding for NGOs as a result of political decisions taken by the authorities; ● Stopping/ reduction of the support provided by the FNF.
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CHAPTER II. THE FOUNDATION'S STRATEGIC PLANNING FRAMEWORK

Foundation's segments of beneficiaries

The beneficiaries of the Foundation are established within the statute of the organization. At the same time, within each exercise of strategic planification, the Foundation is defining its target groups on which it will focus. In the period 2021- 2024, the Foundation will be focused on the following categories of beneficiaries:

Category of beneficiaries	Description
Public authorities (central and local)	This category includes the Presidency, the Parliament, the Government and all its agencies, City Halls, District and Local Councils.
Wide public	This category includes all the citizens of the Republic of Moldova, along with the ones with temporary or permanent residence overseas (Diaspora).
Changemakers (experts, influencers, comunitary or niche leaders etc.)	This category includes leader's opinion, experts in various fields, leaders and practitioners with outstanding results in different fields of activity.

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Young generation	This category includes people between 14 and 25 years old, citizens of the Republic of Moldova, regardless of gender, ethnicity, living environment, religion, etc.

Foundation's portfolio services

According to the statutory provisions, but also to the existing expertise, the Foundation has established the following services on which it will focus in the next 3 years, distributed for each group of beneficiaries:

Segment of beneficiaries	The service offered
Public authorities (central and local)	<ul style="list-style-type: none"> ✓ Analysis and research of various emerging topics; ✓ Providing support (informational, methodological, material) for the initiation and implementation by Public Authorities of various initiatives that correspond to the strategic objectives of LID Moldova.
<i>Active citizens</i>	<ul style="list-style-type: none"> ✓ Organizing training, information and education activities in the strategic fields of LID Moldova; ✓ Creating and developing platforms and other opportunities for motivation and inspiration;
Changemakers (experts, influencers, community or niche leaders etc.)	<ul style="list-style-type: none"> ✓ Creating and developing platforms for communication and networking; ✓ Organizing support activities (material, financial, etc.) for changemakers; ✓ Organizing activities and platforms for recognition and promotion;
<i>Young people between 14 and 25 years old</i>	<ul style="list-style-type: none"> ✓ Organizing training activities in the strategic fields of LID Moldova; ✓ Delivery of mentoring sessions in the strategic fields of LID Moldova.

Mapping of interested actors

For the successful realization of the strategic plan, LID Moldova will collaborate with a series of stakeholders. In order to define all relevant stakeholders and to structure the relationship with them, LID Moldova carried out the exercise of mapping them and distributing them in different categories, depending on the degree of influence and interest.

LEVEL OF INFLUENCE	KEEPING SATISFIED	WORKING TOGETHER
	<ul style="list-style-type: none"> Ministry of Economy and Infrastructure The Government The Economic Council under the Prime minister Presidency 	<ul style="list-style-type: none"> The Electronic Government Agency Local and international funding institutions that support liberal values Friedrich Naumann Foundation for Freedom Congress of Local Authorities from Moldova Embassies and development partners NGO'S
	MONITORED (Minimum effort)	KEEPING INFORMED
	<ul style="list-style-type: none"> Mass-media International institutions relevant to the LID Moldova's field of activity 	<ul style="list-style-type: none"> Large public Active citizens (changemakers) Diaspora Educational institutions (universities, high schools, vocational schools, colleges, gymnasiums) Public institutions NGO's (API, CJI, APEL, etc.)
	LEVEL OF INTEREST	

TOWS Analysis

Based on the SWOT analysis, the LID Moldova team conducted an exercise to develop strategic action options, performing the TOWS analysis (English: Threats, Opportunities, Weaknesses, Strengths). This involves combining risks and opportunities from the external environment with the strengths and weaknesses of the organization to identify the strategies that LID Moldova must follow to exploit opportunities, minimize risks, capitalize on strengths and eliminate weaknesses. The following are all the strategic options identified in the planning exercise:

	Opportunities	Threats
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<p>Strengths</p>	<p>Which of the foundation's strengths can be used to capitalize on opportunities?</p> <ul style="list-style-type: none"> - <i>The presence of common liberal values in the identity of LID Moldova and the previous positive collaboration with FNF and ELF create a favorable environment for consolidating this partnership in the future, both as financial and informational support from FNF and ELF;</i> - <i>Previous positive collaboration with AGE and LID Moldova's expertise in the areas of interest of the Agency can be used to promote the Foundation's initiatives and to organize partnership activities ;</i> - <i>The reflection of liberal values in the Foundation's constitutive documents can be used to identify and establish partnerships with other organizations that promote these values;</i> - <i>The existence of an administrator with knowledge in the field of fundraising can be used to attract funding from donors in the country and abroad;</i> - <i>The existence of experts in the fields of green economy, digitalization of public services, sharing economy, etc. can be used to demonstrate expertise in those areas and to carry out projects with EU financial support;</i> - <i>The existing expertise of the LID Moldova team of experts in various current fields (such as digitization, public services, public administration, research activities in the education system, etc.) can be used to write and implement donor-funded projects and to perform economic activities;</i> - <i>The good reputation of some members of the LID Moldova team can be used to build the image of a leading organization in working with the diaspora.</i> 	<p>How can the Foundation's strengths be used to minimize risks?</p> <ul style="list-style-type: none"> - <i>The diversity of LID Moldova's experts team, the various and non-political fields of activity of the organization could counteract suspicions of political influence and determine potential donors to provide funding;</i> - <i>The existence of activities previously carried out by LID Moldova could reduce the donors' distrust in the Foundation's ability to implement projects and manage financial resources;</i> - <i>The existence of an administrator who has knowledge in the field of fundraising will be used to diversify sources of income, thus reducing dependence on external funding;</i>
<p>Weaknesses</p>	<p>What actions can the Foundation take to minimize weaknesses based on opportunities?</p> <ul style="list-style-type: none"> - <i>The opportunity to obtain financial resources from the FNF and other donors will directly contribute to the formation and consolidation of the Foundation's executive team and to the formation of the project history implementation and money management;</i> 	<p>How can the weaknesses of the Foundation be minimized to reduce existing risks?</p> <ul style="list-style-type: none"> - <i>The formation of the LID Moldova's executive team will allow the diversification of the Foundation's activities, increasing</i>

-	<i>The accumulation of financial resources from various sources and the formation of a reserve fund within the Foundation can be used to develop internal institutional capacities, including contracting external support;</i>	<i>the potential donors' trust in the internal capacities of the organization and decreasing the risk of being labeled as a political organization;</i>
-	<i>Attracting a larger number of technical assistance projects and service contracts will contribute to the more active involvement of LID Moldova experts in the organization's activities.</i>	<i>Improving the level of institutional development, including fundraising, would reduce the risk of funding from the FNF (the main funder at the moment).</i>

CHAPTER III. DIRECTIONS AND STRATEGIC OBJECTIVES

Analysing the main Foundation's problem and trying to solve and its causes

According to the identity elements of LID Moldova (the vision of the organization), the main problem that the Foundation aims to solve is "How do we transform Moldova into a country where our children want to live?". In order to solve the central problem, the team identified the main barriers / root causes that determine it:

- The lack of economic opportunities (programs for entrepreneurs, salaries for workers);
- Public authorities have limited knowledge of society's problems and there is a lack of solutions to many of them;
- Low quality of public services (education, medicine, social protection, etc.);
- Slow technological progress in most sectors of activity;
- Low level of digitization of public services;
- Limited promotion of "personality models" in society;
- Low entrepreneurial culture among young people.

Based on these identified barriers / causes but also on the existing internal capacities, LID Moldova has established the following strategic directions for the next 3 years:

Identified barrier	Strategic direction of activity	Rationality

<ul style="list-style-type: none"> - PA's limited knowledge of problems in society and a lack of solutions to many of them; - Lack of economic opportunities (programs for entrepreneurs, salaries for workers); - Slow technological progress in most sectors of activity; - Low entrepreneurial culture among young people; 	<p>Research, innovation and economic development</p>	<p>The Foundation considers that through the activities that it carries out, it could contribute to the promotion or even to the creation of economic opportunities that are missing in Moldova. Likewise, the experience of the internal team of experts will be able to be used in the coming years to permanently analyze emerging phenomena, to promote innovations in different sectors but also to increase the entrepreneurial culture of young people in the Republic of Moldova.</p>
<ul style="list-style-type: none"> - Low quality of public services (education, medicine, social protection, etc.); - Low level of digitization of public services; 	<p>E-transformation and modernization of public services</p>	<p>With a fairly rich internal expertise, LID Moldova considers that it could directly contribute to the creation and promotion of quality public services, thus becoming a stable partner of the authorities in this field.</p>
<ul style="list-style-type: none"> - Limited promotion of "personality models" in society; 	<p>Empowering and promoting changemakers</p>	<p>Starting from the previous experience, but also taking into account the internal capacities, LID Moldova considers that it is able to create and develop activities, programs and platforms for those people who can be named as "agents of change".</p>

In addition to the 3 strategic directions established based on the analysis of the basic problem that LID Moldova is trying to solve, the team decided to create a planning framework for institutional development activities. Only by ensuring a high level of efficiency and internal organization, LID Moldova will be able to achieve its proposed objectives for the next 3 years. The objectives and actions under this component will be presented in a separate chapter.

Strategic direction nr.1: Research, innovation and economic development

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Strategic approach: This direction, research and innovation in particular, is mainly based on the rich expertise of our team of experts. They are the core resource that will identify, describe and promote innovations in their specific areas of activity.. For this reason, the Foundation’s Board, together with the Executive Director, are constantly striving to diversify and motivate the pool of experts..

The “economic development” component within this direction it’s approached in terms of delivering educational content to the general public (especially for young people), but also in terms of promoting measures that would facilitate and debureaucratize entrepreneurial activity in the Republic of Moldova. LID Moldova will use in this regard both its internal expertise (the team of associated experts) and external expertise contracted for such type of activities.

The areas that LID Moldova will research and promote will be established during the implementation of the strategy by the Executive Director together with the Council and the team of experts.

However, at the stage of strategic planning, LID Moldova has established some emerging areas that it will follow closely and will develop activities in these directions. These include the "green and sharing economy", which are widely discussed at EU level. Programs are to be launched in these areas in various countries, including the Republic of Moldova. Therefore, taking into account the existing internal expertise (associate experts), LID Moldova aims to become a pilot organization in these fields in the Republic of Moldova.

In order to monitor the results that the organization's efforts in this direction will have, a series of outcome indicators will be monitored:

Outcome	Baseline (2020)	Target			
		2021	2022	2023	2024
Total number of LID Moldova citations in mass-media sources	100	200	300	400	400
Number of permissive documents in the Republic of Moldova for economic agents	151	145	140	130	130
Number of reforms initiated by LPA and CPA following LID Moldova initiatives (structural changes in certain areas)	0	1	2	3	3
Existence of a government	Does not	The financing	The	The funding	The funding

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program to finance startups	exist	model is developed and consulted with APC	working group for developing the normative framework is created	mechanism is approved and becomes operational	mechanism is fully operational
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Based on this approach, the foundation sets the following objectives for the next 4 years:

Objective 1.1: Ongoing research into emerging areas

Description of the objective:

The team of experts will be involved in the analysis and research activity under the guidance of the Foundation Administrator. He will be responsible for defining and presenting the format in which the products will be developed, reviewing and promoting them.

The commitments undertaken towards the funding organizations will also be taken into account when establishing the research topics. Likewise, the topics will be able to be proposed by each expert once they will constantly monitor the emerging phenomena in their sectors of activity.

LID Moldova will permanently monitor the general activity of its associate experts and will promote their own products with the LID Expert label. The executive team of the Foundation will take over the analytical products of the experts only with their consent and only if they fully correspond to the values of the Foundation.

To achieve this goal, the foundation aims to carry out the following activities:

Activities	Outputs	Completion period			
		2021	2022	2023	2024
1.1.1. Elaboration of "The Best Way Bulletin" (transformative analysis materials)	- Number of developed bulletins	2	2	2	2
	- Number of analysis products included in the bulletins	6	6	6	6
	- Number of newsletter subscribers	700	800	900	1000
1.1.2. Development of "LID Flash"	- Number of "LID Flash" analysis products developed	12	12	12	12

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reactive analysis products	- Minimum number of hits for each analytics product (cumulative across all social platforms)	5000	5000	5000	5000
1.1.3. Elaboration of comprehensive analysis on different fields	- Annual number of analysis products developed	2	2	2	2
	- Number of consultation /validation activities performed for each product developed	1	1	1	1
1.1.4. Carrying out a permanent monitoring of LID Moldova associate experts (LID Expert)	- Number of associate expert positions taken under the Expert LID tag	50	50	50	50
1.1.5. Signing partnerships with media institutions to contribute to the promotion of LID Moldova analysis and research products	-Number of signed partnerships with media institutions	1	1	1	1
	-Number of analysis products taken over by each partner	12	12	12	12

Objective 1.2: Developing entrepreneurial and critical thinking skills among young people

Description of the objective:

LID Moldova aims to contribute to the formation of entrepreneurial and critical thinking skills among young people aged between 14 and 25 years. These efforts will contribute to the formation of a society with critical thinking skills and a generation that can develop competitive businesses. For the provision of these services, LID Moldova will use both associated experts and other people from abroad.

To achieve this goal, the Foundation aims to carry out the following activities:

Activities	Outputs	Completion period			
		2021	2022	2023	2024
1.1.1. Creating and delivering an online course in entrepreneurship, including start-ups	- At least 500 young people trained - Online course developed (5000 beneficiaries)	x	x	x	x

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1.1.2. Elaboration of analyzes regarding the development tools of the startup ecosystem in the Republic of Moldova	- 3 thematic analysis developed and launched - Government-approved start-up financing support mechanism	x	x	x	x
1.1.3. Exchanges experience between start-ups, their support institutions organized internationally	- 20 start-ups participate in experience exchanges; - 10 companies / hubs / start-up support institutions benefit from international exchanges of experience	x	x	X	x
1.1.4. Development of an online course for the development of critical thinking among young people	- online course and support materials developed and launched		x	x	x
1.1.5. Delivery / organization of training courses in the field of critical thinking for young people	Number of trained young people		5000	5000	5000

Objective 1.3: Developing and promoting initiatives in the field of sustainable economy

Description of the objective:

In capitalism, the shared economy is a socio-economic system built around the sharing of resources. It often involves a way of buying goods and services that differs from the traditional business model of companies that hire employees to produce products to sell to consumers. It includes the creation, production, distribution, trade and common consumption of goods and services by different people and organizations. These systems take a variety of forms, often using information technology to empower individuals, corporations, non-profit organizations, and government with information that allows for the distribution, sharing, and reuse of excessive capacity in goods and services.

An ecological economy is an economy that aims to reduce environmental risks and ecological deficits and that aims for sustainable development without degrading the environment. It is closely linked to the green economy, but has a more politically applied emphasis. The 2011 UNEP report on the green economy states that "to be green, an economy must not only be efficient but also fair. Fairness involves recognizing the dimensions of equity at the global and country levels, in particular in ensuring a smooth transition to a low-carbon, resource-efficient and socially inclusive economy. "

The Republic of Moldova is at the beginning of the path in the nationalization of these 2 concepts, and LID Moldova aims to promote these objectives in existing sectoral policies and in developing documents. Most interventions aim to establish a legal and planning system that would support and

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encourage the areas of the green economy and the shared economy. The LID Moldova team aims to actively promote these concepts of sustainable economy at the level of AP and OSC.

To achieve this goal, the Foundation aims to carry out the following activities:

Activities	outputs	Completion period			
		2021	2022	2023	2024
1.1.1. Creating a roadmap and feasibility study for green and shared economy field for the Republic of Moldova	- conducted study - Elaborated roadmap - organized validation meeting	x	x	x	x
1.1.2. Carrying out a long-term information campaign to educate the population about the benefits of green and shared economy	-Number of people informed annually	50 000	50 000	50 000	50 000
1.1.3. Creating a support program for green and shared economy initiatives	- national program created and consulted with public institutions and development partners		x		
1.1.4. Carrying out a continuous campaign to promote at national level the international trends in the field of green and shared economy	- 10 shared and green economy materials published annually - at least 10,000 people informed annually about the trends and benefits of the green economy and the shared economy	x	x	x	X
1.1.5. Promoting green and shared economy priorities in strategic planning documents in the economic development field.	- Approved green economy and shared economy strategy (or priorities promoted in other sectoral planning documents)		x	x	X

Objective 1.4: Monitoring and evaluating the research framework in the Republic of Moldova

Description of the objective:

With the creation of the National Agency for Research and Development, the reform of the research system in the Republic of Moldova, with changes to its funding system, the research system has moved to a new model of activity and funding. LID Moldova aims to create tools to monitor the

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efficiency of research programs and projects, coming with recommendations to streamline their activities.

LID Moldova will evaluate the existing system and will come up with a set of recommendations for streamlining its activity, for the most efficient use of the research field.

To achieve this goal, the Foundation aims to carry out the following activities:

Activities	Outputs	Completion period			
		2021	2022	2023	2024
1.1.1. Evaluating the efficiency of the financing and support instruments of the research field in the Republic of Moldova	- Annual evaluation reports on the effectiveness of existing research programs	x	x	x	x
1.1.2. Continuous monitoring of the ANCD's activity and the research field in the Republic of Moldova	- Periodic (half-yearly) analyzes on the administration of the research field - Semi-annual meetings with decision-makers to discuss the situation and problems of the research field	x	x	x	x
1.1.3. Elaborating an evaluation study of the legislation and research programs from the Republic of Moldova	- Evaluation of the existing study and research program	x	x	x	x
1.1.4. Elaborating a roadmap for the modernization of the research sector	- Elaborated roadmap - A public event for roadmap validation	x	x	x	x

Strategic direction nr.2: E - transformation and modernization of public services

Strategic approach: LID Moldova aims to become a leading organization in the Republic of Moldova in the field of digitalization and modernization of public services. A priority for the foundation will be to continue and strengthen the relationship with the eGovernment Agency, which is a key player in promoting the digitization of public services.

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In addition to supporting the authorities in identifying and implementing solutions for the modernization and digitization of public services, the Foundation will work in parallel to inform and prepare the general public to access these services.

A priority topic in this direction will be internet voting.

In order to monitor the results that the organization's efforts in this direction will have, a series of outcome indicators will be monitored:

Outcome	Baseline (2020)	Target		
		2021	2022	2023
Proportion of requests for permissive documents submitted online by economic agents	70%	75%	80%	85%
Degree of digitization of public services (% of public services that can be accessed electronically)	Inexistent	50%	55%	60%
Existence of an alternative voting instrument in the Republic of Moldova	Non-existent	n/a	n/a	Existing

Based on this approach, the Foundation sets the following objectives for the next 3 years:

Objective 2.1: Promoting the introduction of "Internet Voting"

Description of the objective:

The use of information and communication technology (ICT) in the electoral process is constantly growing worldwide. Although most applications appear in administrative / back-office services, for election administration, including electronic electoral registers, or for calculating seats, ICT has eventually reached voters' homes. Today, the use of ICT is no longer a novelty in election management. Most countries in the world use the Internet and ICT in various ways. Some use only special web pages to publish election results, but retain traditional methods of voting and counting votes, while others use only special electronic devices offline to collect and count votes (Brazil), or use personal computers connected to the Internet for voting (Estonia).

The LID Moldova's team is constantly campaigning and will continue its efforts to introduce online voting as an alternative to traditional voting in polling stations. The LID team will work with key

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decision makers and actors to ensure an environment that accelerates the introduction of online voting.

To achieve this goal, the Foundation aims to carry out the following activities:

Activities	Outputs	Completion period			
		2021	2022	2023	2024
1.1.1. Elaborating the roadmap regarding the introduction of internet voting	- Developed roadmap for all responsible public institutions - Roadmap validation meeting	x			
1.1.2. Creating a working group with the involvement of CSOs and public institutions for the implementation of internet voting	- Created working group	x			
1.1.3. Organizing an information campaign on the benefits of internet voting	- 10,000 people informed annually - 10 discussions with decision makers organized annually	x	x	x	X
1.1.4. Training for journalists on internet voting	- 50 trained journalists on internet voting - 50 published follow-up materials on internet voting	x	x	x	x
1.1.5. Adjusting the normative framework for the introduction of internet voting	- elaborated law project		x		

Obiectivul 2.1: Promovarea digitalizării serviciilor publice Objective 2.1: Promoting the digitalization of public services

Description of the objective:

LID Moldova considers absolutely necessary to ensure the digitalization of public services in proportion to 100%. During the strategic period, the emphasis will be on educating the population about the importance of the process, support for key stakeholders and advocacy campaigns in order to accelerate the digitalization process.

To achieve this goal, the Foundation aims to carry out the following activities:

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Activities	Outputs	Completion period			
		2021	2022	2023	2024
1.1.1. Creating and launching an educational portal about the benefits and advantages of public services digitalization in the Republic of Moldova	- Launched platform - Minimum 10,000 beneficiaries of the platform per month	x	x	x	x
1.1.2. Training LPA representatives on the benefits and need for digitization of public services	- 100 trained LPA representatives - 10 organized trainings	x	x	x	x
1.1.3. Organizing events to assess the degree of digitization and promoting existing tools among key actors	- 10 public events organized - 300 key actors informed about opportunities to digitize managed sectors	x	x	x	x
1.1.4. Development of roadmaps for digitizing the key areas of public administration	- 5 roadmaps developed and validated	x	x	x	x
1.1.5. Piloting digital services in partnership with public authorities	- 2 pilot projects implemented for the digitization of public services	x	x	x	x

Objective 2.3: Modernization and citizen orientated LPA services

Description of the objective:

LID Moldova will constantly advocate for an urgent reform of the LP, ensuring easy access for citizens to quality local and central public services. The organization will ally with the NGO group that promotes LPA reform but will have a citizen-oriented approach.

To achieve this goal, the foundation aims to carry out the following activities:

Activities	Outputs	Completion period			
		2021	2022	2023	2024
1.1.1. Carrying out an evaluation report on existing digital services and develop a set of recommendations to improve the citizens' experience	- Report and a set of recommendations developed - At least 50% of the recommendations have been implemented	x	x	x	x

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1.1.2. Developing tools for permanent evaluation of the quality of online services	- Institutionalized mechanism for assessing the quality of digital services by citizens		x	x	x
1.1.3. Carrying out a complex study on the barriers to digitization of LPA services	- Developed and launched study		x	x	x
1.1.4. Developing a national tool for monitoring the quality of local public services	- Institutionalized mechanism for evaluating the quality of services		x	x	x
1.1.5. Elaborating a mechanism for reforming local services in the context of LPA reform	- Methodology for reforming the service system in the context of LPA reform		x	x	x

Objective 2.4: Driving the development of electronic business solutions (e-business)

Description of the objective:

LID team aims to increase the number and quality of government e-business services, but also to liberalize the access of private business solutions to digital public service infrastructure.

To achieve this goal, the foundation aims to carry out the following activities:

Activities	Outputs	Completion period			
		2021	2022	2023	2024
1.1.1. Elaborating a study on the access of the business environment to the infrastructure of digital services for commercial purposes	- Conducted and launched study - The list of barriers to the liberalization of the e-business solutions market elaborated	x	x	x	x
1.1.2. Organizing / facilitating exchange experience activities of Moldovan and Estonian companies with potential to develop e-business solutions	- 50 participating companies in the exchange experience	x	x	x	x
1.1.3. Promoting positive solutions in the field of e-business	- 10 materials with good elaborated practices - 10,000 informed citizens	x	x	x	x
1.1.4. Set of recommendations and expectations from the business community towards e-business infrastructure and access to government infrastructure for the development of e-business solutions	- Elaborated study - Developed set of recommendations for decision makers		x	x	x

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1.1.5. Developing tools for free access to open data for commercial purposes	- Feasibility study on the liberalization of access to open data for commercial purposes		x	x	x
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Objective 2.5: Promote transparency and open data

Description of the objective:

The LID Moldova team opts for free, open and qualitative access to open data (public data).

To achieve this goal, the Foundation aims to carry out the following activities:

Activities	Outputs	Completion period			
		2021	2022	2023	2024
1.1.1. Promoting good practices of transparency and open data among CPAs and LPAs through the prism of modern technologies	- Developing an instrument to measure the degree of transparency and quality of open data per public institution	x	x	x	x
1.1.2. Set of recommendations for improving the government's open data platform	- Elaborated set of recommendations		x	x	x
1.1.3. LPA and CPA training on modern tools for ensuring transparency and open data, according to international experiences	- 100 trained CPA and LPA representatives		x	x	x
1.1.4. Information campaign on online open data sources available in the Republic of Moldova	- 10,000 citizens informed about open data sources		x	x	x

Objective 2.6: Educating and informing the citizen

Description of the objective:

The fundamental values of LID Moldova emphasize the importance of individual development and the development of individuals' abilities. In this context, LID Moldova plans several training and information activities for citizens, including through online education methods.

To achieve this goal, the foundation aims to carry out the following activities:

Activities	Outputs	Completion period			
		2021	2022	2023	2024
1.1.1. Citizen information campaigns on the opportunity of LPA reform and its benefits	- 50,000 citizens informed about the benefits of LPA reform	x	x		
1.1.2. Creating a national network of active promoters of LPA reform as a solution to increase the quality of the governance process and the quality of LPA services	- National network of 100 people		x		
1.1.3. Information campaign on the reforms carried out / planned and their impact for the ordinary citizen	- 50,000 rural people informed about the reforms carried out or needed		x	x	
1.1.4. CInformation campaigns on the activity of LID Moldova	- 5000 citizens monthly informed through social networks - 1000 key actors monthly informed through the organization's newsletter	x	x	x	

Strategic direction nr.3: Empowerment and promotion of the changemakers

Strategic approach: LID Moldova aims to continue in the next 3 years the efforts to discover and reward agents of change in different fields.

A strategic target group in this direction is the diaspora. Since in the Republic of Moldova there is no NGO that systematically carries out activities with the diaspora, LID Moldova aims to occupy this niche in the next 3 years. To this end, the Foundation will count on its team of experts, which are well known and have a good reputation in the diaspora, in order to boost the development of activities with this target group.

Based on this approach, the foundation sets the following objectives for the next 3 years:

Objective 3.1: Creating and developing the changemakers’s network

To achieve this goal, the Foundation aims to carry out the following activities:

Activities	Outputs	Completion period			
		2021	2022	2023	2024
1.1.1. The annual organization of the Champions of Change Gala	- 15 Champions of Change finalists awarded annually	x	x	x	X
1.1.2. Creating a network of actively cooperating champions of change	- All champions actively interact with LID Moldova’s team	x	x	x	X
1.1.3. Writing a section in the LID Moldova newsletter about CofC activity	- At least one monthly material about Champions of Change published in the LID Moldova bulletin	x	x	x	X
1.1.4. Organizing at least 3 regional / local editions of Champions of Change	- 3 regions organize Champions of change Gala at the local level. - at least 10 local change agents for each region identified		x	x	X
1.1.5. Information campaign about Champions of Change finalists and good practices carried out	- At least 20,000 annually informed people about the activities of Champion of Change finalists - at least 3 media partners promote the annual Champions of Change Gala	x	x	x	x

Objective 3.2: Support for scaling initiatives

Description of the objective:

LID Moldova will identify resources and donors that will support the network of Champions of Change.

To achieve this goal, the Foundation aims to carry out the following activities:

Activities	Outputs	Completion period			
		2021	2022	2023	2024
1.1.1. Small grants program (1000-5000 EUR) for the champions of change	- Minimum 9 winner’s implemented projects	x	x	x	x

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1.1.2. Information campaign regarding the implemented CofC project	- at least 30,000 citizens annually informed about the projects of CofC winners	x	x	x	X
1.1.3. Implementation of at least 3 joint projects carried out by LID Moldova and the CofC winners	- 3 donor funded projects carried out by LID Moldova with CofC winners			x	X

Objective 3.3: Unlocking the potential of the diaspora (foreign nationals) as agents of change

To achieve this goal, the Foundation aims to carry out the following activities:

Activities	Outputs	Completion period			
		2021	2022	2023	2024
1.1.1. Assessing the degree of capitalization of the diaspora potential by the authorities of the Republic of Moldova	- Study on policies and programs that activate the potential of the diaspora		x	x	X
1.1.2. Developing an economic program to capitalize on the investment potential of diaspora citizens	- A government program developed and presented at a public event	x			
1.1.3. Creating a program for cultural and social capitalization of the potential of the diaspora	-a government program developed and presented at a public event		x		
1.1.4. Developing a program to capitalize on the potential of representation and export through the diaspora	- a government program developed and presented at a public event		x	x	x

Organizational capacities development

Strategic approach: In the next 3 years, LID Moldova will place greater emphasis on developing institutional capacity, so that, at the end of 2023, the Foundation will have a permanent executive team.

One of the key priorities will be to diversify sources of income. For this, LID Moldova will primarily exploit the existing relations with the financing organizations that promote similar values (the liberal ones) - FNF, ELF etc. The Foundation will also make efforts to access funds from other funders who do not necessarily promote liberal values but who do not openly oppose them.

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Another priority for the next 3 years will be to review and optimize the framework for the organization and operation of the Foundation. Among the most important and urgent issues to be regulated are the status and organization and functioning of the team of experts.

In order to monitor the results that the organization's efforts in this direction will have, a series of outcome indicators will be monitored:

Outcome	Baseline (2020)	Target		
		2021	2022	2023
Foundation's annual income	0 lei	500 000	1 000 000	2 000 000
Score of institutional development according to ODA	2.57	+10%	+10%	+10%
Number of executive team members	1	3	4	5

Based on this approach, the Foundation sets the following objectives for the next 3 years:

Objective 4.1: Increase and diversify the Foundation's revenues

To achieve this goal, the Foundation aims to carry out the following activities:

Activities	Outputs	Completion period			
		2021	2022	2023	2024
1.1.1. Developing the Foundation's economic activity regulation	- Developed and approved regulations	x	x		
1.1.2. Developing a plan for diversification of income sources	- Developed and approved plan	x			
1.1.3. Joining ELF	- tLID Moldova's approved candidacy as an ELF member		x		
1.1.4. At least 3 projects funded annually from non-FNF or ELF sources	- 3 projects approved annually (non ELF or FNF)	x	x	x	X
1.1.5. At least 3 annually partnerships with economic agents to co-finance the Foundation's activity	- 3 agreements concluded annually	x	x	x	x
1.1.6. Adherence to the 2%	- Foundation included in the	x			

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mechanism	list of 2% beneficiaries				
1.1.7 Creating accounts for private donations (Patreon, sprijina.md, etc)	- At least 20,000 lei collected through crowdfunding		x	x	x
1.1.8. Hiring a person responsible for fundraising	- Person responsible for fundraising hired	x	x	x	x
1.1.9. Developing and approving of the organization's fundraising strategy / plan	- strategy / plan developed and approved				

Objective 4.2: Optimizing the framework for the organization and internal functioning of the Foundation

Description of the objective:

To achieve this goal, the Foundation aims to carry out the following activities:

Activities	Outputs	Completion period			
		2021	2022	2023	2024
1.1.1. Quarterly trainings with team members to increase the efficiency of LID Moldova's activity	- 12 trainings on developing organized internal policies and procedures	x	x	x	x
1.1.2. Developing and approving the internal rules of operation of the organization, which will also contain a description of the work of experts	- Developed and approved internal regulations	x			
1.1.3. Developing and approving the manual of financial procedures and LID Moldova policies	- Developed and approved manual		x		
1.1.4. Developing the salary policy	- Developed and approved internal regulations		x	x	x
1.1.5. Elaborating and approving the new version of the statute	- Approved statute		x		
1.1.6. Approving the communication strategy and the organization's brand book	- Approved communication strategy and brand book		x	x	x

CHAPTER III. MONITORIZATION AND STRATEGY DEVELOPMENT EVALUATION

Monitoring is a regular analysis of progress in implementing objectives and actions. This process will be carried out on the basis of the actions included and the results proposed in the Action Plan (by years), which in turn derives from the objectives of the Strategy.

If the monitoring process identifies the need for corrective action, they are either included in the Action Plan or the Strategy is proposed and amended.

The annual evaluation is the same regular evaluation that the organization performs, annually, based on the Action Plan on the implementation of the Strategic Development Plan. This process will take place at the end of the year and will result in the Foundation's Annual Evaluation Report.

The annual evaluation report will indicate both the achievements and the failures regarding the implementation of the plan and the achievement of the results (indirectly of the Objectives in the Strategy). This is a more detailed analysis than monitoring, because this time the causes / factors that influenced the success or failure of the implementation are also identified in order to propose more substantial corrective measures for the next year. At the same time, the evaluation process identifies aspects of the objectives achieved the previous year, those to be planned for the following year, as well as information on the impact of the objectives achieved so far. In this regard, the Evaluation Report will present the basis for the next year planning. The report may also indicate the need to change the Strategy Objectives in the event of changing circumstances.

The final evaluation of the Strategy is made at the end of the third year of implementation and serves as a basis for the elaboration of the Strategy for the next planning period. The purpose of this evaluation is to identify the level of achievement of the objectives, the impact as a result of their achievement, the changes that have occurred in the problematic areas that the organization was to solve, etc.

The final evaluation will include the result of internal and external consultations in order to obtain the opinion of those from outside, as well as in order to ensure a more objective and impartial evaluation. External experts may also be involved to contribute to the final evaluation report. The quality of the evaluation report will determine the quality of the Strategy for the subsequent period.