

CPD DELIVERY REPORT 2012

**Report on the implementation of CPD
Strategic Plan**



Contents

I. HOW TO READ THIS REPORT	3
II. OVERALL PROGRESS FOR 2012.....	6
III. STRATEGY IMPLEMENTATION.....	8
IV. OPERATIONS	13
V. INNOVATION.....	14
VI. MONITORING AND EVALUATION.....	16
VII. FUNDRAISING	18
VIII. HUMAN RESOURCES	19

I. How to read this report

For CPD, the delivery report is first of all a management tool. The simple goal of the report is to provide us with information on the way CPD is achieving its strategic objectives that it set out in the Strategic Plan¹ for 2012-2015. In 2012 CPD decided to focus on 4 priority areas and peg its results as shown in the table below.

Priority areas:	Strategic Objective:	Baseline 2011	Results 2015
(1) Political Leadership and Empowerment	Increase representation of women both at the local and national level decision making bodies.	(1) Women candidates in 2010 Parliamentary Elections – 28,1% , women representation in the Parliament – 21% (2) Women candidates in local elections, mayors – 18, 9% , local councilors - 33, 2% , raional councils – 28, 4% . Elected women: mayors - 18, 51% , local councilors – 28, 6% , raional council – 17, 4% .	(1) Increase of percentage of women to at least 33%. Representation in parliament to 28%. (2) Increase percentage of candidates for mayors to 30%, for councilors to 40% and 35%. Women mayors – 25%, women in councils 35% and 25%.
(2) Good Governance and Community Participation	Increase number of communities where good governance principles are applied.	(1) 5% of LPAs implement minimum principles of good governance and gender equality as defined by the CPD methodology. (2) 5% of LPAs led by women implement minimum principles of good governance and gender equality as defined by the CPD methodology.	(1) 15% of LPAs implement minimum principles of good governance and gender equality as defined by the CPD methodology. (2) 25% of LPAs led by women implement minimum principles of good governance and gender equality.
(3) Anti discrimination and Human Rights	Develop effective models to prevent gender based discrimination at the enterprise level and improve referral system to protect victims of discrimination.	(1) No companies apply effectively preventive measures on gender based discrimination at the enterprise level. (2) No cases on gender based discrimination were effectively documented and resolved in courts or settled.	(1) 10 companies apply preventive measures on gender based discrimination. And others are required to adopt such measures. (2) 50 cases of gender based discrimination are documented and submitted to courts.
(4) Support for the Gender Equality Machinery and local NGOs	Integrate gender equality principle in the main public polices at the national level and support state actors to promote gender equality.	(1) Incipient capacity to undertake gender mainstreaming in the main 6 line ministries. (2) Les than 10% of main public policies underwent a minimum gender equality assessment before adopted. Less than 5% of public policies have integrated gender equality recommendations. (3) 2 regional NGOs and 10 local NGOs with emerging GM capacities.	(1) Intermediary capacity to undertake in 5 line ministries and 1 ministry developed consolidated capacity for gender mainstreaming. (2) 30% (relevant) public policies are assessed from gender equality perspective. 15% of public policies integrate gender equality recommendations. (3) Network of 10-12 regional NGOs in North, Center, South and Transnistria with strong GM capacity. (4) 60 community NGOs involved in promoting GM in the community.

The perfect way to illustrate the progress achieved for 2012 is to measure indicators against the baseline and the 2015 targets. This is not quite feasible yet due to several reasons: (1) some outcomes take longer than one year to be achieved (the representation of women in Parliament and LPA), (2) there are practical issues in terms how

¹ http://www.progen.md/files/7480_delivering_on_gender_equality_cpd_strategyeng.pdf

to measure given impact and the attribution level of CPD's effort towards achieving it. That is why CPD will conduct a mid review evaluation (focusing on the intermediary results) and an impact evaluation of its strategy in 2014 and 2016.

Meanwhile, each year, CPD will produce *delivery reports* that will measure the *organizational strength and likelihood* that CPD will deliver on the above mentioned results framework. So instead of measuring what was achieved in terms of planned results in a particular year, the delivery reports will measure the how likely CPD will be able to achieve them.

To do this effectively, CPD developed a set of 30 indicators that were clustered over 6 areas that are most relevant to CPD success over the long term (Strategic Implementation, Operations, Innovation, Fundraising, Monitoring and Evaluation and Human Resources). Strategic Implementation set of indicators will help us to understand what was achieved in the giving year as opposed to what was planned in CPD strategic plan. The other set of indicators will help us understand what capacities we are lacking and what we can do to improve them so CPD will be much more effective in achieving its strategic goals.

For each indicator, CPD further developed 4 benchmarks reflecting 4 stages of development – Incipient, Intermediate, Consolidated and Advanced as described in the table bellow. As a result we have a *CPD ScoreCard* where in total there are 120 benchmarks developed across 30 indicators clustered in 6 organizational areas.

Benchmark	Scoring	Description	Example (Strategic Consistency)
Beginner	0 – 0,5	Organizational component is in the early stages of development. Most components are rudimentary or nonexistent.	There is no consistency between the implemented projects and strategic plan.
Emerging	1 – 1,5	The organization develops capabilities. There are emerging procedures and rules, even if they are unwritten and are sometimes implemented with consistency.	About half of the implemented projects are consistent with the strategic plan.
Consolidated	2 – 2,5 - 3	The organization has developed basic organizational procedures. Organizational rules and procedures are followed in a consistent manner.	At least 2/3 of the implemented projects are consistent with the strategic plan.
Advanced	3,5 - 4	The organization operates through well-defined procedures, applied in a consistent and sustainable manner.	There is high consistency in terms of achieved and planed results.

The table bellow is a summary of all CPD indicators.

Strategic Implementation	<ul style="list-style-type: none"> (1)Current projects are <u>consistent</u> with the strategic plan. (2)Necessary funds for intended projects were <u>identified</u>. (3)Innovations planned under the focus area were <u>piloted</u> and <u>integrated</u> in to running project proposals. (4)Planned project initiatives are initiated. (5)Planned project initiatives are <u>implemented objectively</u> (+/- 1 quarter) according to <u>proposed time line</u>. (6)There is <u>sufficient staffing</u> to implement project initiatives under the focus area. (7)There is an <u>effective monitoring and evaluation</u> framework put in place.
Operations	<ul style="list-style-type: none"> (1) There are clear implementations steps for the procedure. (2) There is a pro active process owner. (3) There is flawless implementation of all procedure steps and requirements.

	(4) There is high accountability to make sure the policy is carried out within CPD.
Innovation	<p>(1) Innovation project initiatives properly developed (clear stated methodology, expected outcomes, action plan) based on the innovation plan.</p> <p>(2) Pro active owner identifies for each of the innovation projects.</p> <p>(3) Where relevant necessary funds were identified for innovation project initiatives.</p> <p>(4) Implementation of innovation projects is initiated and on time.</p> <p>(5) There is high accountability for innovation.</p>
Monitoring and Evaluation	<p>(1) The project is measuring impact of its activities in a relevant way.</p> <p>(2) The project is measuring outcomes of its activities in a relevant way.</p> <p>(3) ME&R framework is related to the CPD strategic plan.</p> <p>(4) Monitoring and evaluation is fully funded.</p> <p>(5) MR&R framework is based on high quality data sources and sound methodologies.</p> <p>(6) There is a point of comparison used to show that change has happened (a baseline, comparison with other groups, a target).</p> <p>(7) Alternative factors (contribution of other projects) explored to explain some contribution to the project outcome. Unintended and unexpected changes (positive or negative) are identified and explained.</p> <p>(8) Project team has adequate knowledge and skills to perform their ME&R roles.</p> <p>(9) ME&R framework ensures a reasonable degree of independence.</p> <p>(10) ME&R framework is connected to institutional learning and integrates in CPD decision making process.</p>
Fundraising	<p>(1) Number of project proposals developed and submitted/out of total project proposals under focus area.</p> <p>(2) Number of project proposals accepted/project proposals under focus area</p> <p>(3) Number of deadlines missed</p>
Human Resources	<p>(1) Strong routines for the staff to focus on non project activities.</p> <p>(2) Staff leadership and professional development.</p> <p>(3) Effective staff professional performance assessment.</p> <p>(4) Pro activity in terms of strategy implementation.</p>

II. Overall Progress for 2012

As mentioned above, CPD will measure, evaluate and report on 6 progress areas (Strategy Implementation, Operations, Innovation, Fundraising, Monitoring&Evaluation and Human Resources). The assessment on the progress made in 2012, done by the CPD team reveals that CPD is in the intermediate level of organizational development. In 2012 CPD progress is scored at **1,62** out of maximum 4 (see the table below).

Nr .	Focus area	Description	Stage of development	Score 2012
1	Strategy Implementation	Quality of CPD strategic plan implementation in terms of consistency, fundraising, innovation, implementation on time and staffing.	Consolidated	2
2	Operations	Quality of CPD internal procedures in terms of clarity, ownership, implementation and accountability.	Intermediate	1,95
3	Innovation	Quality of innovation process in terms of innovation projects developed, funded, initiated on time and innovation results accounted for.	Intermediate	1,4
4	Monitoring&Evaluation	Quality of data and methods to measure and evaluate impact and outcomes of CPD programs and projects.	Intermediate	1,31
5	Human Resources	Quality of leadership and professional development and assessment. The existence of result oriented culture and individual initiative.	Intermediate	1,25
Average score			Intermediate	1,62

Being at the *intermediate* level of organizational development is not acceptable if CPD wants to have relevant impact in terms of advancing gender equality in Moldova. Nevertheless, CPD is fully committed to reach a sustainable *consolidated* level of organizational development with a score between 2 and 3.

For this to happen, CPD team and CPD board should address major capacity concerns within each focus area as presented in the table below:

Focus area	Major capacity concerns that have to be addressed
Strategy Implementation	CPD failed to engage with trade unions and employers unions in order to promote gender equality and non discrimination in labor market. In 2013-2015 CPD should by pass these stakeholders. CPD failed to secure funding to pilot Gender Mainstreaming in the work of Local Public Administration.
Operations	Financial, HR, Board policies have weaker compliance and accountability mechanisms and mild ownership. The procedure on board functioning was the most marginalized one.
Innovation	About half of the innovation projects are late in terms of implementation.

	There is weak accountability for individual innovation projects (no clear action plan and results framework).
Fundraising	Fundraising effort is still hasty. The development of the fundraising plan was repeatedly postponed.
Monitoring&Evaluation	CPD Strategic Plans is not linked to an overall measurement impact. Area 2 and 3 do not have baseline impact indicators. Attribution and the measurement of unintended results and other factors are still weak.
Human Resources	Weak routines for the staff to focus on improving M&E, innovation.

III. Strategy implementation

Indicators	Political Leadership and Empowerment	Good Governance and Community Participation	Non Discrimination and Human Rights	Support for Gender Equality Machinery	Average 2012 <u>Max 4</u>
(1) Current projects are <u>consistent</u> with the strategic plan.	3,0	2,5	2,0	3,5	2,8
(2) Necessary funds for intended projects were <u>identified</u> .	2,5	1,5	1,5	0,5	1,5
(3) Innovations planned under the focus area were <u>piloted</u> and <u>integrated</u> in to running project proposals.	1,5	1,0	2,0	3,5	2,0
(4) Planned project initiatives are initiated.	2,5	1,5	1,0	2,5	1,9
(5) Planned project initiatives are <u>implemented objectively</u> (+/- 1 quarter) according to <u>proposed time line</u> .	2,0	1,0	2,5	2,5	2,0
(6) There is <u>sufficient staffing</u> to implement project initiatives under the focus area.	2,0	1,0	2,5	1,5	1,8
(7) There is an <u>effective monitoring and evaluation</u> framework put in place.	3,0	1,0	1,5	2,5	2,0
Average Max 4	2,4	1,4	1,9	2,4	2

The progress per focus area in CPD Strategic Plan is presented bellow.

Focus Area 1: Political Leadership and Empowerment.		
Goal: Increase representation of women both at the local and national level decision making bodies		
Planned Project Initiatives	Implementation status	Comments:
(1) Policy Paper on quota systems published and debated with 2 parliamentary comities, 4 political parties and local NGOs.	Policy Paper on quotas developed ² and debated with 2 major political parties.	In fall of 2012 there were sings from all governing parties that tin principle the proposal on the quotas should be put to vote, but repeated political crises diverted this priority from the agenda.
(2) Develop internal capacities for gender equality within at least 4	CPD developed the internal capacity assessment and development tool for political	CPD got positive feed back and in principle openness from 3 political parties to have a more strategic approach towards gender equality and

² http://www.progen.md/files/9798_cotele_de_reprezentare_ro.pdf

main political parties.	parties on gender equality and women's empowerment. The tool was piloted in partnership with IRI within 3 political parties.	women's participation. CPD applied for funding to UN Democracy Fund and is negotiating with political parties to rollout a low cost version of the capacity development efforts.
(3) Obtain national representative data on political participation of women and men in politics and decision making.	CPD conducted a survey ³ on political participation of men and women with support from Soros Foundation and Swedish Embassy in Chisinau.	N/A
(4) Public Campaign to promote quota system. Petition to demand quota signed by 10 000 citizens from all parts of Moldova.	Not executed.	This initiative was planned to take place during an eventual debate and vote in Moldova Parliament on the quotas.
(5) Deliver Leadership Program for Young Women in Rural Areas.	In 2012 CPD initiated two leadership programs. CIVITA ⁴ focuses on young rural women and INSPIR-O! ⁵ Has a broader reach in terms of geography and sectors.	In 2013 CPD will try to replicate the programs focusing on Romani women, a project proposal was been submitted to the Embassy of Kingdom of the Netherlands.
Focus Area 2: Good Governance and Community Participation Goal: Increase number of women and men participating at the local decision making process and development and enable LPA to implement GE		
Planned Project Initiatives	Implementation status	Comments:
(1) Develop guidelines for LPAs on how to integrate gender equality principle in to the local decision making and development process.	CPD developed guidelines for LPAs on gender mainstreaming. This was done with the financial support of UNFPA in Moldova.	N/A
(2) Initiate Capacity Development Program on Good Governance and Gender Equality for LPAs.	Not yet executed due to inability to identify funding.	In July 2012 CPD applied to EU delegation in Moldova with a proposal to initiate capacity development for LPAs in Cantemir, Causeni and Cimislia rayons. The project funding was rejected.
(3) Watch Dog lab continued annually focused on specific regions of Moldova to create synergies. Improved capacities for gender equality and watch dog developed for 45 NGOs by the end of 2015.	14 NGOs participated by mid 2012 in Watch Dog lab first edition. A second edition of Watch Dog lab is not yet initiated.	In March 2013 CPD in partnership with Eastern European Foundation applied to World Bank with a project proposal that includes a component similar to Watch Dog lab.
(4) National mapping of LPAs good governance and gender equality. Produce annual ranking	Not yet executed due to inability to identify funding.	Same as the above, the project submitted to World Bank includes annual ranking of LPAs from good governance and gender

³ http://www.progen.md/files/1604_raport_participarea_femeilor_sibarbatilor.pdf

⁴ <http://www.progen.md/?pag=n2&opa=view&id=181&tip=noutati&start=&l=>

⁵ <http://www.progen.md/?pag=n2&opa=view&id=186&tip=noutati&start=&l=>

repts on LPAs good governance and gender equality.		equality stand point.
(5) Research on civic participation of men and women at the local level.	CPD conducted a survey on political participation of men and women with support from Soros Foundation and Swedish Embassy in Chisinau.	N/A
(6) Organize Transparency week in partnership with local partners.	In may 2012 CPD along with its local partners initiated National Transparency Week ⁶ . About 15 000 men and women were reached.	This effort will be replicated annually including in 2013.
(7) Gender goes Local –training programs for mayors and local public servants on gender equality and good governance.	Not yet executed due to inability to identify funding.	In May 2012 CPD got a bid ⁷ from UNDP/UNWOMEN to support CALM Women’s Network in capacity development on women’s local development leadership, advocacy and institutional development. Due to conceptual and logistical disagreements with CALM, CPD decided to renounce the contract bid. In June 2012, CPD applied for funding unsuccessfully to facilitate exchange of experience and foster cooperation between Moldovan and Estonian women mayors.
(8) Develop an end to end model of good governance and gender equality at the local level.	The model was developed by CPD.	The model has yet to be piloted. It as introduced a part of CPD innovation plan.
(9) Develop effective measurement system on track good governance and gender equality within LPAs.	The model was developed by CPD.	
Area 3: Non Discrimination and Human Rights. Goal: Develop effective models to prevent gender based discrimination at the enterprise level and improve referral system to protect victims of discrimination in labor market.		
Planned Project Initiatives	Implementation status	Comments:
(1) Develop proposal on enterprise policies on gender equality and non discrimination policies.	CPD initiated earlier this activity and will be completed in 2013.	CPD will propose and advocate the Government to introduce mandatory policies on non discrimination for all major companies and institutions in Moldova.
(2) Develop capacities within Labor Unions to identify, document and litigate cases of gender based discrimination.	Not executed a planned since CPD failed to negotiate properly with trade union leadership on a common approach to promote gender equality.	In a pilot project CPD with the support of FHI360 and USAID in partnership with Tighina Association of Psychologists set up a non discrimination service for women victims of gender based discrimination in labor market. So far up to 110 cases of gender based discrimination in labor market and each service

⁶ <http://www.progen.md/index.php?pag=n2&opa=view&id=145&tip=noutati&start=20&l=>

⁷ <http://www.undp.md/tenders/details/498/>

		beneficiary was advised on how to proceed further.
(3) Survey of employers on enterprise level policies of gender equality and antidiscrimination.	In 2012 CPD partnered with CBS AXA, a polling company that will provide regular polling data on non discrimination.	CPD is still refining polling methodology. So far the data shows levels of discrimination (or awareness of it) comparative with those in Finland which we presume to be false.
(4) Comprehensive Training Course for HR specialist on Gender Equality and Non Discrimination	Initiated before planned date. A training course ⁸ was initiated in November 2012 in partnership with Center Partnership for Equality Romania and financial support of Soros Foundation. A total of 14 companies participate.	N/A
(5) Design and implement pilot projects on gender equality and non discrimination policies at the workplace within 20 companies. 20 private companies develop capacities to implement non discrimination policies at the enterprise level.	This activity will be tried in 2013 before the planned date. And continued within other projects.	N/A

Focus Area 4: Support for the Gender Equality Machinery and local NGOs

Goal: Integrate gender equality principle in the main public policies at the national level and support state actors to promote gender equality.

Planned Project Initiatives	Implementation status	Comments:
(1) Develop enhanced job description for gender units within line ministries.	Initiated.	CPD in partnership with Department for Gender Equality and Prevention of Domestic Violence and UN Women Moldova are working to develop a management kit for gender focal points (job description, templates for annual action plans, annual reporting, etc).
(2) Develop end to end unified methodology on gender mainstreaming in public policies for gender units.	Completed. The methodology was piloted with gender focal points from 10 departments. Ten public policy proposals were reviewed using the methodology developed by CPD.	At present CPD is trying to institutionalize the methodology so it will be used as an ex ante gender mainstreaming tool by all gender focal point in Moldovan Government.
(3) Regular policy advice on gender equality offered through National Participation Council. Provide feedback to at least 10 ppp.	On going – suboptimal. CPD provided inputs for National Action plan on Gender Equality and failed to review public policies other than that.	In 2012 CPD was not selected as a member of CNP although that is not a challenge in terms of CPD offering policy advice. Instead CPD focused on capacity building of gender focal points.
(4) Capacity development program developed for gender units in line ministries.	The project was initiated. In partnership with Department	A total of 5 ministries are included in the program. Ministry of Labor Social Protection and Family, Ministry of Economy, Ministry of

⁸ <http://www.progen.md/index.php?pag=n2&opa=view&id=189&tip=noutati&start=&I=>

	for Gender Equality and Prevention of Domestic Violence and UN Women Moldova.	Education, Ministry of Finance and Ministry of Health. The program is not funded so there is effective risk for delays and fragmentation.
(5) Support for 3 most relevant gender units in implementing capacity development plans.		

In terms of strategy implementation there are two main concerns. First concern deals with pilots developed within focus area 3 on Non Discrimination and Human Rights in labor market will be hard to sustain. The pilot project in Causeni will be completed at the end of April 2013 and no immediate donor was identified. In May 2012 CPD submitted a project proposal to Embassy of Kingdom of the Netherlands that was rejected. The same situation is relevant to the project initiative concerning private companies. It will be hard to sequence a secondary project. CPD will have to deliberately convince potential donors of the necessity to support follow up projects.

Second concern deals with the failure of CPD to secure funding for the project supporting gender mainstreaming in LPAs work. There were there project proposals that failed in 2012 to secure funding. In 2013 CPD will pilot such practices to be more convincing in order to secure funding for this area.

IV. Operations

Indicators	Antifraud	Procurement	HR	Financial	Board	Average 2012
(1) There are clear implementations steps for the procedure.	3,0	3,0	2,5	2,5	2,5	2,7
(2) There is a pro active process owner.	2,5	3,5	1,5	1,5	1,0	2,0
(3) There is flawless implementation of all procedure steps and requirements.	2,5	2,5	1,5	2,0	0,5	1,8
(4) There is high accountability to make sure the policy is carried out within CPD.	1,5	1,5	1,5	1,5	0,5	1,3
Average	2,4	2,6	1,8	1,9	1,1	1,95

In 2012 CPD developed five main internal procedures. The areas they cover are: Antifraud and prevention of conflict of interests, Procurement, Human Resources, Financial Management and Board Governance. CPD's assessment concluded that not all procedures were implemented equally successfully.

Most especially CPD failed to improve its governance and Board involvement even though at minimum communication with majority of board members was maintained and board members were informed about the progress within CPD. This is mainly to the fact that the new CPD statute is not yet registered by the Ministry of Justice. In 2013 Board policy implementation will be a priority.

In 2013 for all policies CPD will develop compliance mechanisms to make CPD and individual staff more accountable in terms of internal procedure follow-through. Monthly and quarterly compliance reporting will be instituted. Along with this some policy procedure clarifications will be made. For HR in terms of compensation and % of working time, for Financial management procedure in terms of payment requests.

V. Innovation

Indicator	Score
(1) Innovation project initiatives properly developed (clear stated methodology, expected outcomes, action plan) based on the innovation plan.	2
(2) Pro active owner identifies for each of the innovation projects.	2
(3) Where relevant necessary funds were identified for innovation project initiatives.	1
(4) Implementation of innovation projects is initiated and on time.	1,5
(5) There is high accountability for innovation.	0,5
Average	1,4

Within CPD, innovation is based on the Annual Innovation Plan initiated in mid 2012. For the ongoing annual innovation plan there are 7 pilot projects as described in the table below.

Pilot	Description	Implementation Status
(1) Gender Audits in Public Institutions	A gender audit means the assessment of a public institution from the perspective of gender equality. In 2012-2013 CPD plans to facilitate gender audits for Central Election Commission and National Employment Agency.	Gender Audit methodology developed and initiated both within Central Election Commission and National Employment Agency. Both institutions agreed to follow gender audit with a gender equality plan. The NEA gender audit is supported by UN WOMEN in Moldova and CEC gender audit is supported by UNDP.
(2) Gender Capacity Assessment of Political Parties	A tool to assess institutional capacities of the women's political organizations. Mostly we will assess HR practices, Advocacy and promotion capacities.	The tool is developed and partially piloted within 3 workshops. The needs to be further implementation: develop capacity assessment report, capacity development plans and reports on capacity development progress.
(3) GE assessment of Public Policies in 2012	A tool to rank and score how public polities based on how they integrate gender equality perspective.	The tool was developed but the initiative is behind the schedule. The main difficulty for CPD was to identify all of the major public policies developed and adopted in 2012. A current alternative is selection of up to 15 public policies without the national budget. Report will be completed by mid 2013.
(4) Women's Political Participation in Regions	Research on why there are regions that gave 12% women mayors and other regions 22%?	Initial stage of implementation. The initiatives behind the schedule.

(5) Gender Equality Local Public Administration	Select at least 3 LPAs and implement a model of gender equality focused LPA.	No progress in implementation. As explained on page 6 due to the failure of CPD to secure minimum funding. CPD should partner or convince a donor to support this pilot.
(6) GE and Non Discrimination in Companies	Implement non discrimination policies at the company level.	On going. This initiative is implemented in partnership with Center Partnership for Equality Romania with financial support of Soros Foundation. Yet more hands on involvement from CPD is needed in order to develop in house expertise on this subject.
(7) Gender Audit of National Budget in 2013	Develop a tool to assess national 2013 budget from gender perspective and by October provide practical and evidence base recommendations to the ministry of finance.	Initiated. The effort will pick up in the second part of 2013. In 2013 UN Women developed the concept of gender budgeting in Moldova. The expectation is that in 2013 CPD will be able to assess 2013 national budget from Gender perspective.

Innovation within CPD as is shown on the table above faces several challenges that will have to be addressed in the up coming year. The first challenge is that all innovation projects do not have a common application. Each innovation project is developed within several different documents so it is difficult to track the progress and set what is really expected to achieve by certain period.

Second, there is no proper costing done to any of the innovation projects. This in time prevents CPD to effectively secure funds for its innovation effort as is the case with innovation project number 5 dealing with implementing GE within LPAs and local development.

Thirdly, there is weak accountability within CPD in terms of innovation. As mentioned above it is not clear what and when certain innovation should be achieved. In the up coming year CPD will introduce monthly meetings and quarterly reports on the innovation projects as to make sure that it is delivered on the agreed time and as planned.

Lastly, the most relevant challenge in terms of innovation is the fact that it is difficult for CPD team individually to devote enough time and effort to make sure the implementation of the innovation project is on track. This is both a structural issue (since there are a lot of short term priorities) and organizational discipline issue. It is hoped that the introduction of the accountability meetings will at least deal with the later.

VI. Monitoring and Evaluation

Indicators	CPD Projects for 2012-2013				Average per CPD projects	CPD Strategy	CPD Average
	CIVITA	INSPIR-O!	Non Discrimination Service in Causeni	Employers for Non Discrimination			
(1) The project is measuring impact (long term effect) of its activities in a relevant way.	1	1	1	1	1	1,5	1,24
(2) The project is measuring outcomes of its activities in a relevant way.	2	2	2	2,5	2,13	2	2,06
(3) ME&R framework is related to the CPD strategic plan.	2,5	2	2,5	4	2,75		2,75
(4) Monitoring and evaluation is fully funded	2	1	1	1	1,25	1	1,13
(5) MR&R framework is based on high quality data sources and sound methodologies.	1,5	0,5	1,5	1	1,13	2	1,56
(6) There a point of comparison used to show that change has happened (a baseline, comparison with other groups, a target).	1,5	1	0,5	0	0,75	1,5	1,13
(7) Alternative factors (contribution of other projects) explored to explain some contribution to the project outcome. Unintended and unexpected changes (positive or negative) are identified and explained.	0,5	1	0,5	0	0,5	1	0,75
(8) Project team has adequate knowledge and skills to perform their ME&R roles.	0,5	0,5	2	0,5	0,88	3	1,94
(9) ME&R framework ensures a reasonable degree of independence.	0,5	0,5	1,5	1,5	1	1,5	1,25
(10) ME&R framework is connected to institutional learning and integrates in CPD decision making process.	2	0,5	2	1	1,38	1,5	1,44
Average	1,4	1	1,45	1,25	1,28	1,64	1,31

In terms of monitoring and evaluation CPD team will realize quarterly evaluations of the way it measures long and medium term results. The scoring presented above represents the first assessment realized in February 2013. As one can observe there are multiple challenges that CPD has to overcome as to truly good at measuring impact.

Indicators	Challenges for CPD	Improvement actions.
(1) The project is measuring impact (long term effect) of its activities in a relevant way.	For all of CPD projects and CPD strategy the impact is defined but is not measurable.	CPD will develop annual Gender Equality Index to measure progress made in terms of gender equality and attribution of CPD strategy on overall progress.
(2) The project is measuring outcomes of its activities in a relevant way.	For some projects measurable outcomes are still not developed.	Review and develop additional measurement tools like scorecards to measure outcomes. Each project coordinator will report quarterly on how their outcomes become measurable. Focus area 2 and 3 from CPD strategy will become measurable by doing regular polling on participation and discrimination in labour market.
(3) ME&R framework is related to the CPD strategic plan.	N/A	N/A
(4) Monitoring and evaluation is fully funded	Funding necessary for the LPA racking from good governance and gender perspective.	Introduce in innovation plan. Identify proper donor for the pilot.
(5) MR&R framework is based on high quality data sources and sound methodologies.	For some outcomes more data triangulation is needed.	Specific issues are addressed by the project coordinators.
(6) There a point of comparison used to show that change has happened (a baseline, comparison with other groups, a target).	Baseline for area 2 and 3 are needed.	In 2013 this will be possible by doing regular polling on participation and discrimination in labour market.
(7) Alternative factors (contribution of other projects) explored to explain some contribution to the project outcome. Unintended and unexpected changes (positive or negative) are identified and explained.	N/A	N/A
(8) Project team has adequate knowledge and skills to perform their ME&R roles.	Some of the CPD team need focused training and coaching in M&E area.	In 2013 plan short and practical M&E workshops.
(9) ME&R framework ensures a reasonable degree of independence.	N/A	N/A
(10) ME&R framework is connected to institutional learning and integrates in CPD decision making process.	N/A	N/A

VII. Fundraising

Priority Area	Const Intensiveness	Funding Received for 2012	Rejected or pending funding 2012	Relevance for 2015 results
(1) Political Leadership and Empowerment	<u>Medium cost intensive.</u> Funds needed for GE capacity building of political parties in a multi year project.	CIVITA (SFM, SIDA) INSPIR-O! (US Embassy, EEF)	<u>Pending:</u> UN Democracy Fund – proposal to increase GE capacity of political parties.	<u>Medium.</u> Since there is a general agreement of political parties to do a low budget capacity building program.
(2) Good Governance and Community Participation	<u>High Cost intensive</u> (small grants, intensive research of LPAs ranking in terms of good governance and GE, capacity programs for LPAs).	CIVITA (SFM, SIDA)	<u>Rejected: (1)</u> UNDP/UNWOMEN to support CALM Women’s Network in capacity development. <u>(2)</u> EU Delegation in Moldova – gender goes local. <u>(3)</u> Small basket fund – cooperation project of Moldovan and Estonian women mayors. <u>Pending:</u> World bank Global Partnership for Accountability.	<u>High.</u> If CPD will not be able to secure funds for this priority area, then CPD will not achieve the proposed results.
(3) Anti discrimination and Human Rights	<u>Medium Cost Intensive.</u> Most of the funds will be needed to roll out non discrimination services in pilot areas until other donors including local and National authorities will be willing to cover it.	Employers for Non Discrimination (FSM) Non Discrimination Service (FHI360/USAID)	<u>Rejected:</u> Piloting Non discrimination services in 3 regions of Moldova (Human Rights Fund, Embassy of Kingdom of Netherlands)	<u>High.</u> There needs to be consistency in projects dealing with employers and projects dealing with non discrimination services.
(4) Support for the Gender Equality Machinery and local NGOs	<u>Low Cost Intensive</u> Funds mostly needed for technical support and research.	Capacity Building and Information Activities and Design Materials on Gender Equality and Domestic Violence (UNPFA)	N/A Non Financial partnership among CPD, UN WOMEN and Gender Equality Department on gender focal reform.	<u>Low.</u> Priority more relevant to political will and situation.

Concerns in terms of fundraising: **(1)** Fundraising is still hasty, there is no pro active drive from CPD to seek and get strategic funding for projects lasting at least two years. The fundraising annual calendar was not yet developed. **(2)** In 2012 CPD once again failed to secure EU project funding. **(3)** Although more successfully, CPD has to secure more funds through bids and service contracts as to become more financial independent and be able to finance innovation projects or other capacity development initiatives.

VIII. Human Resources

Indicators	Score
(1) Strong routines for the staff to focus on non project activities.	0,5
(2) Staff leadership and professional development	1,5
(3) Effective staff professional performance assessment.	2
(4) Pro activity in terms of strategy implementation	1,5
Average:	1,38

In 2012 CPD put a lot of effort to consolidate its HR systems not least because CPD hired 3 new team members. First of all CPD developed a new HR policy that encompasses all relevant issues in terms of effective HR management: compensations, distribution of roles and responsibilities (job descriptions), new performance appraisal of staff, issues related to work and life balance and other. Up to date about half of the CPD staff has leadership development plans and annual work plans.

In the upcoming year CPD will have to address the following challenges: **(1)** establish more robust routines so CPD team can focus more on innovation, better monitoring and evaluation. **(2)** Perform a thorough staff professional review as described in CPD HR internal policy. **(3)** Executive Director should be more involved in the way professional and leadership development of the staff as described in the professional development plans.