

A wide-angle landscape photograph showing a deep, eroded valley. The valley floor is a mix of green fields and dense trees. A river flows along the right side of the valley. The hillsides are steep and show signs of erosion, with some sparse vegetation. The sky is a clear, bright blue.

ACTED MOLDOVA COUNTRY STRATEGY 2024-2027

ACTED GLOBALLY

We go the last mile. Founded in Afghanistan, against the backdrop of a forgotten crisis, Acted's mission is to save lives and support people in meeting their needs in hard-to-reach areas. Millions of vulnerable people around the world need humanitarian assistance today, and hundreds of millions will need it tomorrow, in the face of the growing threat of climate change. We believe that our assistance must be conceptualised and delivered within the framework of people's natural environments, and the territories on which they depend. Therefore, Acted pursues a triple mandate as a humanitarian, environmental and development aid actor, contributing to the relief, stabilisation, and recovery of crisis-affected people in fragile areas.

This vision is guided by the motto "Think Local – Act Global" - reflecting the need to rely on a deep understanding of local territories and contexts to develop and implement actions based on local knowledge, structures and capacities.

This local thinking contributes to a global response - running through all Acted programming and operations - as we work together towards the building of a 3ZERO world: a world with Zero Exclusion, Zero Carbon, and Zero Poverty.

KEY FIGURES



Active in 43 countries worldwide



€600M budget in 2023
97% dedicated to operations



8,000 dedicated staff



20 million beneficiaries reached



Over 550 projects a year

Programme Strategy 2020-2025

Zero Exclusion, Zero Carbon, Zero Poverty

- **Zero Exclusion:** because society is enriched when it can benefit from all the voices and ideas of its members, and no-one should be left behind;
- **Zero Carbon:** because we only have one planet, and we want to pass on to our children social, political and economic systems that respect and protect natural balances.
- **Zero Poverty:** because everyone should have the opportunity to develop their potential





MOLDOVA COUNTRY OVERVIEW

Moldova faces a multitude of challenges that significantly impact its development. Addressing these challenges requires a comprehensive and coordinated effort from both domestic and international stakeholders. The current uncertainty around a potential accession to the European Union (EU) and the political developments that would result from this change, make it hard to anticipate the country's path forwards.

POLITICAL SITUATION

Moldova held snap elections in July 2021, where the Party of Action and Solidarity (PAS) won a majority of seats in the parliament. In pursuit of Moldova's ambition to join the EU, the country is committed to fulfilling nine conditions including, justice system reform; fighting corruption and organised crime; de-oligarchisation; public administration and capacity reform; improved public financial management; enhancing the role of civil society; and strengthening the protection of human rights.

The political landscape has been significantly influenced by external factors, such as Russia's invasion of Ukraine. This has led to political upheaval, street protests, and heightened complexities in managing the separatist region of Transnistria.

ECONOMIC SITUATION

Moldova's GDP stands at 13.7 billion EUR, the fourth lowest in Europe in absolute terms, and the second lowest per capita. The country is still highly dependent on Russia for its energy and has seen a 28.7% increase in inflation since the beginning of Russia's full-scale invasion of Ukraine. The price of electricity and gas increased by 269% and 177% respectively in 2022.

While the Moldovan economy relies heavily on the agriculture sector, it struggles to be competitive on international markets. Economic growth potential is hindered by structural and governance weaknesses; the significant footprint of state-owned enterprises; stifled competition; and tax distortions. Additionally, the decline in remittances, combined with a shrinking and aging population, has resulted in low productivity growth, and a significant number of the lower-income population has become dependent on pensions and social assistance.

SOCIAL SITUATION

Moldova is a predominantly rural country, characterised by traditional gender roles and widespread gender inequality. 57% of the population lives in rural areas - despite the income here being 50% lower than in urban areas. Persistent inequality of opportunity limits the population's ability to access public services and reduces resilience and intergenerational mobility. As young people increasingly seek to emigrate – especially from rural areas – rural populations become disproportionately inhabited by older people.

Disparities between rural and urban areas are particularly striking in terms of healthcare, with 53% of urban people reporting feeling healthy, compared to just 33% of those living in rural areas. A quarter of Moldova's population lives in poverty, and the existing level of social benefits and services are not significant enough to be able to alleviate this. Low standards of living and a lack of employment opportunities have led to high rates of emigration, particularly among the younger generation in rural areas. These high emigration rates paired with a steady demographic decline due to low fertility contribute to some forecasts predicting the country's population to drop from 2.5 to 2 million by 2035.

In some parts of the country, the space for civil society remains limited, restricting the activities with which Civil Society Organisations (CSOs) are able to engage.

ENVIRONMENTAL SITUATION

Moldova is highly vulnerable to climate change and various natural and anthropogenic risks but lacks the capacity and resources to respond to these challenges effectively. The average economic loss of Moldova due to climate change constitutes 2.13% of its GDP. This can be easily explained by the fact that agriculture represents 20.2% of Moldovan's employment and that climate change has increased the number of droughts and fires in the country.

Enforcement of environmental legislation within Moldova is not up to European standards, and this leads to environmental degradation, pollution, and unsustainable use of natural resources. Environmental protection accounts for only 0.37% of the country's expenditure of the national public budget, less than any other sector. Moreover, the Moldovan government does not have an internal capacity for recycling fully; only 21.9% of waste generated was recycled in 2021.

REFUGEE SITUATION

In 2023, Moldova remains highly impacted by the cross-country displacement of Ukrainian refugees, following the full-scale invasion of Ukraine by Russia. With 1,009,326 Ukrainians having crossed the border from Ukraine to Moldova since the invasion and 126,693 Ukrainian refugees currently in the country as of January 14, 2024, Ukrainians now account for around 4% of Moldova's total population. Ukrainian refugees face increased uncertainty regarding the possibility of return, due to the continuation of the conflict, with some Moldovan host communities expressing sentiments of exhaustion and burden.

On 15 May 2023, the government introduced CES Decision #68, which repealed the right of Ukrainians to remain indefinitely in Moldova,

and started a 90-day clock for Ukrainians already in the country to regularize their stay through various means, such as applying for temporary protection (TP), seeking asylum, or obtaining a residence permit. Preliminary data shows that a limited number of Ukrainians applied for temporary protection, linked to reasons such as uncertainty of the conflict; lack of knowledge about the opportunity; difficulties in obtaining proof of residence; and anxiety related to the fact that, with TP, refugees can only leave the country for 45 days in a year. The main needs reported by Ukrainian refugees include material and food assistance as well as employment support in Moldova.

NATIONAL DEVELOPMENT STRATEGY

In 2018, the Moldovan Government approved a planning document - The National Development Strategy "Moldova 2030" - that sets out long-term development priorities for the country. The Moldova 2030 strategy outlines 10 objectives grouped into four basic pillars:

- Sustainable and inclusive economy
- Strong human and social capital
- Fair and efficient institutions
- Healthy environment

The government is closely pursuing these objectives, alongside the nine condition areas given by the EU in order for Moldova to achieve its stated goal of accession to the European Union.

MOLDOVA IN FIGURES

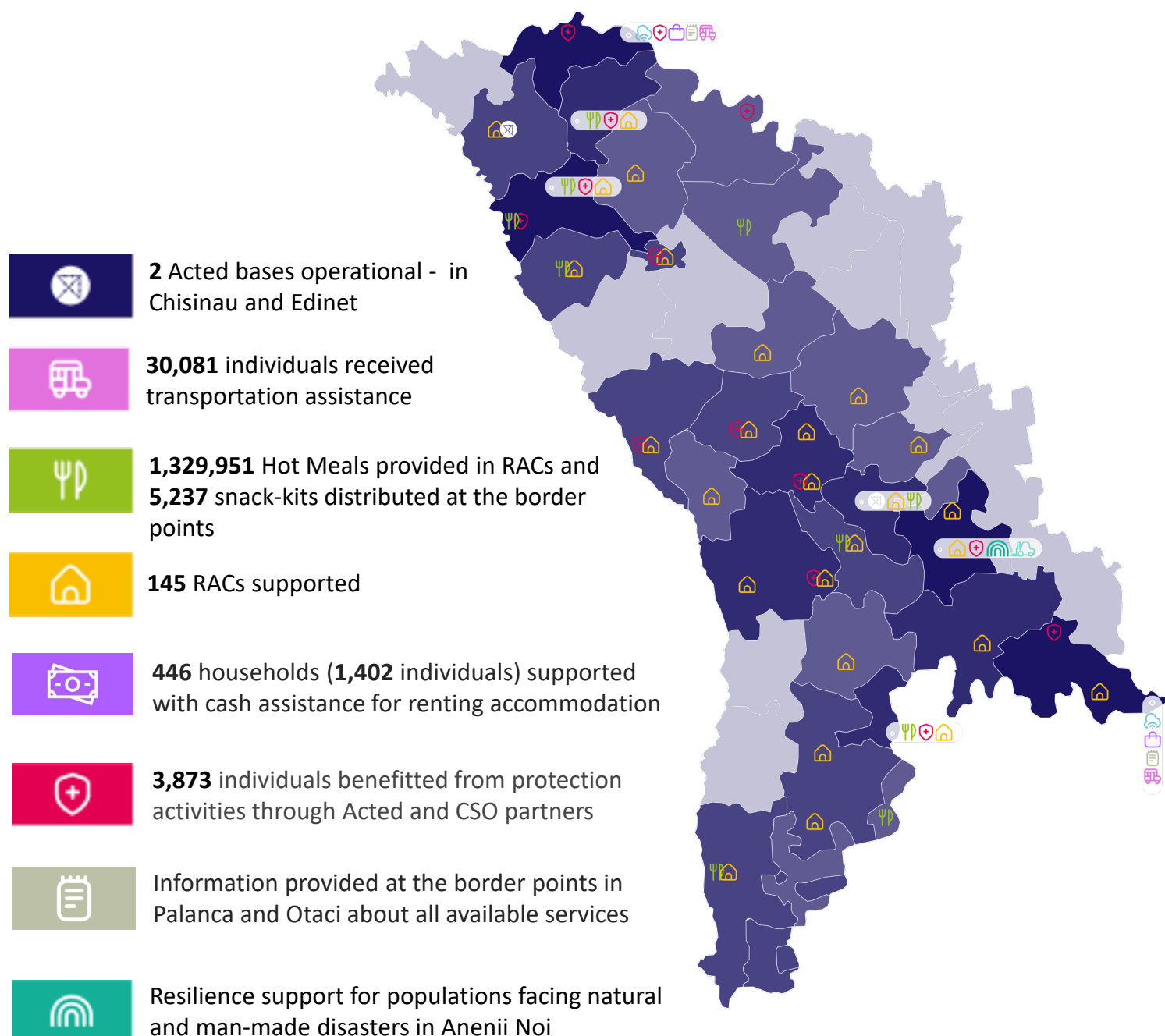
33,850 sq.km • **2.54** million inhabitants • **14.51** billion USD (GDP) • **-5.0%** GDP growth • **5,714.4** USD (GDP per capita) • **28.7%** inflation • **31.1%** of the population lives below the poverty line • **1.2%** infant mortality rate • **0,767** HDI • 25.7 Gini Index

ACTED IN MOLDOVA

Acted has been present in Moldova since February 2022, implementing programmes to provide comprehensive humanitarian response support to Ukrainian refugees, displaced communities, and vulnerable Moldovans. Acted has provided transportation assistance and hot meals to refugees; worked with Moldovan authorities to improve site management and conditions within the accredited Refugee Accommodation Centres (RACs); and delivered socio-economic support including cash assistance, and protection services.

One year on from the mission opening, Acted's strategy is now structured around both short-term emergency response actions and medium/long-term interventions, including Disaster Risk Reduction and Mitigation, through strong partnerships with civil society organisations (CSOs), to address emerging humanitarian needs and sustainable development opportunities in Moldova.

ACTED'S OPERATIONS AND ACHIEVEMENTS 2022-2023



OUR ACTION IN PICTURES



Providing free transportation for refugees from the border crossing points



Raising awareness on waste and resource management



Distributing necessary appliances to Refugee Accommodation Centers



Coordinating with area-based stakeholders on disaster risk reduction



Providing cash assistance for Ukrainian refugees and vulnerable Moldovans



Informing refugees on their rights

5 STRATEGY PILLARS



3Z: Zero Exclusion
Infrastructure and Energy



3Z: Zero Exclusion
Protection



3Z: Zero Exclusion
Disaster Risk Reduction



3Z: Zero Carbon
Sustainable Resource
and Waste Management



3Z: Zero Poverty
Socio-Economic Support



PROGRAMMATIC STRATEGY 2024-2027

In support of the government's "Moldova 2030" strategy and based on Acted's experiences and technical expertise in the country, Acted Moldova will center its efforts on five key strategic pillars from 2024 to 2027: Infrastructure and Energy; Protection; Disaster Risk Reduction; Sustainable Resource and Waste Management; and Socio-Economic Support.

Infrastructure and Energy: To ensure that communities in Moldova are resilient and cohesive, there is a critical need to improve living conditions for vulnerable populations - both Moldovan and Ukrainian. Building on experiences such as the rehabilitation of community centers and delivering site management support to Refugee Accommodation Centers (RACs) Acted will work to grow and promote sustainable infrastructure in Moldova. Crucially, Acted will work to address critical energy needs in public and private infrastructure. Acted's experienced technical infrastructure team will work towards improved energy efficiency, including through technical feasibility studies, insulation, and retrofitting. This will mitigate the impact of harsh winters on vulnerable populations and support a transition to a more sustainable Zero Carbon winter response.

Protection: In Moldova, Acted has worked extensively on Protection Case Management (PCM) and cash assistance while placing affected populations at the core of its efforts through its Accountability to Affected Population (AAP) framework, ensuring their voices are heard in decision-making processes. Acted will expand support for vulnerable Moldovan populations, and shift from a direct implementation model to providing sustained support to local Civil Society Organizations (CSOs) and institutions for more sustainable protection assistance.

Disaster Risk Reduction (DRR): Over the past decade alone, floods and droughts have caused US\$1.2 billion in damage in Moldova. In 2023, Acted started a DRR project in Anenii Noi region, in close coordination with local authorities, CSOs, and farmers. Going forwards, under the 2024-2027 strategy, Acted will expand

its DRR activities along the Dniester River, which is also considered as an important cross-point for refugees coming from the border.

Sustainable Resource and Waste Management:

As Moldova grapples with a mere 10% recycling rate for its waste, which can hinder the country's long-term development, Acted will approach the solution from various angles, including encouraging green production for markets, circular economy (CE) for institutions, and sharing WRM knowledge to households.

Socio-Economic Support (SES): For the country's long-term sustainable and resilient development, Acted will contribute to the promotion of inclusive and sustainable socio-economic circulation, including Moldovan Small and Medium-sized Enterprises (SMEs) by developing innovative green economic sectors, investigating intersectoral synergies to create more business opportunities and enhancing cultural circular and economy in communities.

As the situation in neighbouring Ukraine is poised to evolve into a prolonged conflict, Acted Moldova must remain prepared to respond to developments at the borders. At the same time, it is crucial to work with CSOs and authorities to ensuring the country's enduring stability and long-term development.



STRATEGY PILLAR 1: INFRASTRUCTURE AND ENERGY

Rationale:

Moldova is facing significant challenges in infrastructure. There are quality issues in private accommodations, state-owned or communal shelters, and open public spaces due to various factors such as lack of state investment, an aging population, political divisions slowing reforms, the conflict in Ukraine that has caused population growth and reduced building supplies, and last but not least, climate change impacts. These challenges have resulted in low-quality housing, unstable rental markets, and inadequate social solutions leading to an increase in the vulnerability of households. These effects are exacerbated in locations where the long-term Refugee Accommodation Centers (RACs) are present, which tend to have higher poverty rates and the presence of marginalised communities.

Impact Statement:

The living conditions of vulnerable populations are improved, and a more resilient and cohesive community is created by providing dignified shelter solutions and investing in sustainable infrastructure in state-owned/communal shelters, private accommodation, and public spaces.



Key Activities:

The strategy includes investments in green and resilient infrastructure in rural areas, focusing on thermo-energetic rehabilitation and energy improvements in residential, and public buildings and spaces. Acted also plans to conduct capacity-building workshops on energy efficiency, targeting local authorities, property



owners, and users, to promote positive behaviour change and ensure the sustainability of infrastructure improvements. Moreover, vulnerable Moldovan households and refugee populations will receive support to develop coping skills and improve their resilience.

Infra Assistance for Vulnerable Groups:

Vulnerable Moldovan populations will receive cash assistance for shelter infrastructure rehabilitation purposes. Depending on local regulations, vulnerability criteria, and the availability of skilled population, Acted will also explore the possibility of implementing a cash for work programme. Additionally, Acted will continue supporting RACs to accommodate refugees with dignified living conditions.

Sustainable Infrastructure in the Community:

To enhance social cohesion, Acted will focus on rehabilitating community infrastructure and public spaces and any other quick-impact projects in addition to assessing the need for emergency housing solutions linked to social services, and taking appropriate actions to implement them. Building on experience implementing its flagship Camp Coordination and Camp Management (CCCM) programme in Moldova since early 2022, Acted will enhance the operational capacity of both official and unaccredited RACs through technical support interventions, maintenance works, and continuous monitoring.

Supporting Energy Efficiency: Acted will strive to upgrade existing infrastructure into sustainable, “green” structures, including the promotion and retrofitting of heating management such as insulation. Acted will continue to act to mitigate the impact of winter on both refugees and host communities, including the most vulnerable groups such as the elderly, the Roma community, women at risk, and LGBT+ individuals. The feasibility of a Zero Carbon winter response will be assessed.

STRATEGY PILLAR 2: PROTECTION

Rationale:

Access to protection services in Moldova, including social workers, special care, legal assistance, psychosocial support, and social protection with cash, is limited and varies across regions. The state has struggled to adapt the provision of services to meet the country's scale and range of needs, since the start of the full-scale invasion of Ukraine, and Moldovan CSOs have capacity challenges in managing funds and fundraising. As a result, populations in need lack information and logistical resources (e.g. Transportation) to access the support they need, and often end up over-reliant on international humanitarian actors to provide protection services.

Impact Statement:

Protection services for vulnerable individuals and communities are evenly distributed across Moldova. Key social protection stakeholders – both states and CSOs – are empowered to reform the social protection system to provide comprehensive and effective support to the population.

Key Activities:

Acted's strategic focus for the Protection pillar will be on building the capacity of state and civil society actors, to smooth a gradual transition away from direct protection implementation by international actors such as Acted. Once CSOs and state protection services are sufficiently capacitated, and the social protection system is functioning effectively, Acted will transition to a support and coordination role, providing



technical assistance and expertise where needed. This may include, for example, training for media on human rights reporting and accountability.

Case Management: Acted will directly implement crucial protection activities to bridge the existing gaps in services. We will focus on essentials such as case management for the most vulnerable individuals, cash for protection, and sensitisation activities to raise awareness of people's rights and provide practical information on where and how to access services. Acted will provide essential support and management for care facilities, prioritising integration programmes which aim to facilitate the reintegration of former prisoners and stigmatised minorities into society.

CSO Support: Acted will work closely with Moldovan CSOs to enhance their grant management and fundraising capabilities so that eventually they are able to take a leading role in delivering protection services. Organisational capacity strengthening support will focus on Finance, Logistics, HR, Transparency and Compliance, and MEAL skills, using Acted's flagship Grassroots Organisation Capacity Assessment (GOCA) tool. Trainings will be complemented by practical assistance from Acted teams, delivered during project implementation.

Enhancing Institutions: Acted will collaborate with Moldovan institutions to create more efficient, systematic, and comprehensive protection services for all segments of the population across the country, including through scaling up existing assistance. Activities will include the capacity building of state actors in accountability, alongside technical training and information on international law and protection.



STRATEGY PILLAR 3: DISASTER RISK REDUCTION

Rationale:

Moldova faces heightened vulnerabilities to a variety of natural and anthropogenic risks including droughts, floods, severe weather events, earthquakes, and landslides. Being a country highly dependent on agriculture, these natural hazards result in significant damage to the economy, infrastructure, and land productivity as well as increased risk of instability and the inability to meet policy goals. The country lacks the capacity and resources to respond to these challenges effectively for a variety of reasons, including the worsening of climate change impacts, economic stagnation, and low state capacity and coordination between the national and local levels.

Impact Statement:

Practices and policies on disaster risk reduction (DRR) and socioeconomic resilience are integrated into all sectors of Moldovan society which reduces the vulnerability to natural and anthropogenic hazards among the vulnerable populations. Coordination in the field of DRR between the public, private sector, and civil society is improved to identify and manage infrastructure in need of improvement, vulnerable ecosystems, and natural resources.

Key Activities:

With the objective of systematically reducing the underlying risk factors and vulnerabilities of communities to natural and anthropogenic disasters through comprehensive and integrated DRR measures, Acted's action will be tailored around three key activities with a long-term approach. Throughout these activities, Acted will also work on facilitating the coordination in the field of DRR between the public, private sector, and civil society to mainstream disaster risk management. All these actions will contribute to strengthening the resilience of affected populations to disasters.

Capacity Strengthening Support for Key Stakeholders: Acted will collaborate with and provide support to local authorities, state institutions and civil society to enhance their capacity to effectively integrate DRR into local



and national policy planning and operational frameworks. Acted may also provide financial and in-kind support, including through the use of our GOCA tool, which aims to build organizational capacity for CSOs, and support them to build resilience to external and internal instabilities. Acted will work with Local Action Groups (LAG) to improve the way they engage with media and reduce the risks of disinformation spreading.

Household Resilience: Acted will work with local farmers to strengthen their socio-economic resilience. This will include supporting a transition to the use of climate-resilient agricultural technologies, promoting more efficient methods of producing and processing agricultural harvests based on land characteristics and climate, and stronger marketing.

Early Warning Systems: Acted will also directly implement activities to strengthen Moldova's infrastructure, working on the improvement of DRR technologies with a special focus on early warning systems. This will include significant synergies with Pillar One (Infrastructure) of the strategy, focusing on safe havens in case of disaster. Acted also plans to develop an app through which the population can access information on DRR and be alerted on risks.



STRATEGY PILLAR 4: SUSTAINABLE RESOURCE AND WASTE MANAGEMENT

Rationale:

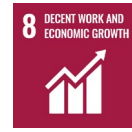
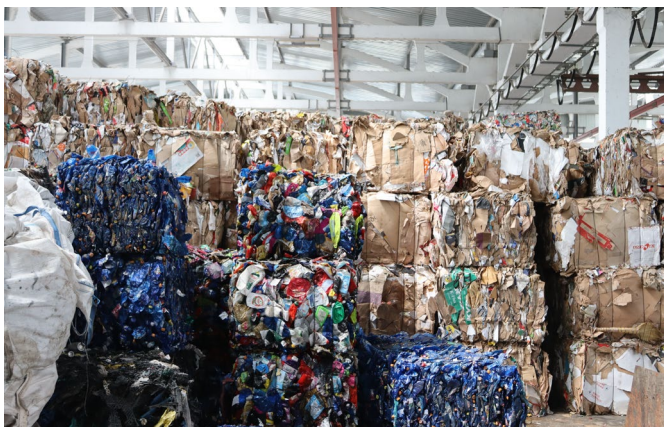
Moldova faces waste and resource depletion due to unrealised policies, limited budget, and insufficient education on Waste and Resource Management (WRM) at the institutional level. Moreover, consumption culture, lack of capacity to adapt to innovative and technological solutions at the market level, economic vulnerability, and continuous change in consumer culture at the household level are worsening the fragile situation. These circumstances have resulted in landscape degradation, illegal landfills, weakened ecosystem services, budget inefficiency, community tensions, food insecurity, climate change, and harm to human health caused by air pollution.

Impact Statement:

Effective solutions on sustainable resource and waste management are anchored in individual action at the household level, contributing to regenerative community development across Moldova by putting local resources, both human and natural, at the centre of planning and informing decision-making to guide financially viable actions.

Key Activities:

A well-planned long-term intervention is required to shift the institutional (local and central government) strategy, market culture, and the general population's perspective and habits on sustainable resource and waste management.



Acted will focus on three key activities in 2024-2027, with the launch of a “3ZERO House” - a collaborative hub aiming to connect diverse actors both locally and globally, to fuel ideas and actions contributing to the 3Zero vision.

Green Business: Acted will target private sector actors to promote the use of eco-friendly inputs in production, using Environmental Impact Assessments (EIA) and financial modelling to raise awareness of the environmental and financial benefits of introducing “green” practices in business. Activities will include a focus on renewable materials, bioenergy, and technology for sourcing into supply chains, including through organic certification support. Acted will also focus on supporting ecotourism initiatives to be developed.

Circular Economy (CE): Acted will work at two levels, with Moldovan institutions and communities, to strengthen the circular economy. Starting with a CE assessment, Acted will seek to find ways to embed zero waste initiatives in society. This may include waste collection and processing center, a sharing center, zero waste shops, composting initiatives, and forming accelerator and innovation networks.

Environmental mainstreaming: To enhance the awareness of sustainable resource and waste management at the household level and build partnerships with CSOs, Acted will implement environmental mainstreaming activities such as eco-marathons, eco-challenges on natural resource management and energy reduction, and art clean-up events. Planting events will also be organized along the Dniester river to reduce flood risks, aligning with Pillar 3 (DRR) of the strategy.

STRATEGY PILLAR 5: SOCIO-ECONOMIC SUPPORT

Rationale:

Especially in rural areas of Moldova, cyclical social and economic dynamics – such as pervasive traditional gender norms and a lack of economic opportunity - negatively affect resilience and quality of life, resulting in poor socio-economic growth. This issue is rooted in multiple complex causes, such as Moldova's geographic positioning, weak state institutions, widespread corruption, low investments in rural infrastructure, limited support to entrepreneurs and SMEs, and intervention by the state in economic activities.

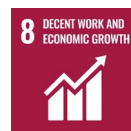
Impact Statement:

Negative cyclical socio-economic trends are interrupted, and the socio-economic fabric of Moldova is strengthened by supporting SME growth and resilience, improving infrastructure and social services, and investing in targeted vocational and educational training.

Key Activities:

Innovative solutions and sustainable activities at the local level are key factors to strengthening the socio-economic sector in Moldova. For this purpose, Acted will take evidence- and area-based action with measurable data across the sector, supporting small businesses to grow and develop.

Development of a New and Green Economical Sector: Acted will work towards the establishment of an innovative economic sector that will be embedded in the sustainable circular economy in the country.



Community-based activities will be designed to plug into wider market resilience, including SME union formulation, entrepreneurial growth assistance, and vocational training by the state. Moreover, Acted will utilise the 3ZERO House flagship programme as an innovative idea platform for green CSOs, SMEs, and any other stakeholders.

Improving Rural Services and Connectivity:

With the objective of reducing rural-urban migration by those seeking greater socio-economic conditions, Acted will work with state institutions to promote and support the roll-out of improved social care in rural areas, such as childcare and disability services, safety nets, and inclusive education opportunities. Additionally, Acted will work with the state to reform transportation services between Chisinau and other regions, improving possibilities for commuter mobility.

Promoting Local Culture for Socio-Economic Benefit:

Acted will promote cultural and leisure activities in rural areas through the development of cultural and social community network and vocational trainings at the local level. The activity will include social services, such as cinemas and museums, aiming at attracting both domestic and international tourists to cultural sites in rural areas.



3 FLAGSHIP PROGRAMMES



CCCM



GOCA



3ZERO HOUSE





CCCM



Acted provides [Camp Coordination and Camp Management \(CCCM\)](#) activities to support refugees in different emergency contexts. Through this flagship approach, Acted aims to improve the quality of life, safety, and dignity of displaced people by assuring the best protection and assistance in living conditions per international standards and advocating durable and sustainable solutions to end displacement from the very beginning of the operations. To guarantee that temporary relocated accommodation offers the best protection and supports environments for the affected population, Acted conducts camp management activities when there is currently no other long-term solution. As a member of the Global CCCM Cluster Strategic Advisory Group (SAG), Acted plays a key role in the development of global CCCM policies and strategies, at the global scale and in contexts of global displacement.

CCCM in Moldova:

Moldova has over 879,000 refugees from Ukraine since the full-scale invasion in late February 2022, resulting in a significant need for CCCM activities. Acted co-leads the Basic Needs Working Group with UNHCR, and coordinates with Refugee Accommodation Centers (RACs) directly collaborating with UNHCR, WFP, and ECHO to ensure dignified conditions through activities such as provision of protection services, transportation, and facility rehabilitation.



As part of the 2024-2027 strategy, Acted will enforce Pillar 1 of the strategy (Infrastructure and Energy), with this flagship programme by maintaining its collaborative efforts with strategic partners such as the European Delegation, UNHCR, and WFP. Acted will ensure a coordinated and comprehensive approach to addressing the continuously changing needs of displaced populations in Moldova.

CCCM will additionally contribute to the implementation of Pillar 2 of the strategy (Protection), by providing site management support to enhance the identification of critical protection cases requiring urgent attention. Additionally, Acted remains committed to supporting local authorities to develop and implement the exit and maintenance strategy, focusing on the RACs' decommissioning to enhance durable solutions.



GOCA



In line with our organisational commitment to supporting local knowledge and local solutions, Acted aims to reduce barriers that prevent local CSOs from receiving direct funding from international donors. To this end, in 2012, Acted developed the [Grassroots Organizational Capacity Assessment \(GOCA\)](#), a flagship programme which functions as a tool to rigorously assess the organisational strengths and capacity gaps of CSOs, with the objective of providing tailored capacity development support.

GOCA is conducted in a participatory manner, using focus groups and key informant interviews to gain a holistic understanding of partner CSOs' needs and capacities. Upon completion of the baseline GOCA, CSOs receive a score from 1 to 5 and an indication of their main capacity gaps in five main areas: governance and administration; organisational management; financial management; project cycle management; external relations, and resource mobilisation. The ultimate aim of the GOCA process and subsequent capacity building sessions is to ensure that CSOs can function sufficiently as organisations and demonstrate resilience in the face of external and internal instabilities through the appropriate application of internal procedures. By 2021, Acted had supported 1,518 CSOs with the GOCA tool, across 40 countries of intervention.



GOCA in Moldova:

Currently, Acted is implementing the GOCA tool with DRR-focussed CSOs, as part of our disaster risk reduction programming. Accordingly, as part of Pillar 3 (DRR) of the 2024-2027 programme strategy, Acted will continue to support CSOs with the GOCA tool, by adapting training approaches to include the key concepts and best practices in emergency resilience.

Under Pillar 2 (Protection) of the strategy, Acted aims to ensure the capacity building of CSOs with a special focus on finance, logistics, transparency and compliance, and MEAL. In this way, Acted aims to support the shift to having local organisations and structures functioning as the main protection actors in the country.

Finally, Acted will use the GOCA to strengthen CSOs working on environmental mainstreaming under Pillar 4 of the strategy (Sustainable Resource and Waste Management), and consequently to foster the sustainable development of the country.



ZERO EXCLUSION
CARBON
POVERTY



3ZERO HOUSE



The [3Zero House](#) (3ZH) aims to create a collaborative hub in a country that connects diverse actors such as social enterprises, CSOs, local authorities, and international organisations. It seeks to fuel actions towards the [Acted's 3Zero](#) global strategy, which aims to work towards a world with Zero Exclusion, Zero Carbon, and Zero Poverty. Through a mix of physical and digital programmes and events, such as workshops, competitions, and networking opportunities, the 3ZH fosters innovation and synergy to address local environmental and social challenges. The 3ZH serves as a showcase of ideas, breaking down silos and encouraging partnerships to solve problems effectively. By grounding itself in the local ecosystem, the project multiplies and accelerates partnerships, innovations, and solutions, empowering actors to lead the ecological and digital transformation towards a sustainable and inclusive world.

3ZH in Moldova:

In September 2023, Acted Moldova hosted the first 3ZH event in the country, with the objective of progressing beyond the internationally-led emergency response to the Ukraine refugee crisis, to supporting long-term sustainable development objectives led by local actors. Through the panel discussion and collective coordination, a theme of joint action for winter response was prioritised as the first 3ZERO focus.



The Moldova 3ZERO House will play a pivotal role in Acted's pursuit of its strategy goals. Under Pillar 1 (Infrastructure and Energy) of the strategy, Acted will aim to channel investments into ecologically sustainable infrastructure across the nation, with a specific focus on enhancing energy systems.

In the context of Pillar 3 (DRR), the 3ZH will act as a cohesive framework, bringing together diverse stakeholders to collaboratively address and mitigate risk factors, thereby enhancing community resilience and minimising vulnerabilities.

Additionally, Pillar 4 (Sustainable Resource and Waste Management) and Pillar 5 (Socio-Economic Support) of the strategy will benefit from the 3ZH through the promotion of eco-friendly production and implementation of environmental mainstreaming activities.

OUR PARTNERSHIPS

Globally, Acted leverages its experience to provide a strong and principled direct implementation approach, particularly in the early stages of a response. The same has been the case in Moldova since Acted's arrival in the country in February 2022, with a quick entry and scale-up to meet current humanitarian needs across sectors. While Acted will continue to contribute directly in this manner with its technical expertise and resourcing wherever relevant, our vision is to ensure that local actors and local solutions are at the centre of the response in Moldova.

As such, through the 2024-2027 strategy, Acted will seek to harness the strengths of key Moldovan governmental, civil society, and private sector actors, working through strategic partnerships based on complementary strengths and resources. Critically, Acted works in support of mandated national and local authorities, coordinating closely and providing technical and financial assistance as required, to improve the quality and effectiveness of service delivery for affected populations.

Governmental Institutions

Under the 2024-2027 strategy, Acted will continue to enhance our partnerships with local authorities – notably, the Offices for Reform at the Oblast level; the Ministry of Regional Development; the Association of Mayors, Agenția Națională Asistență Socială (ANAS); and local police forces. Acted will continue to engage in an open and collaborative manner with these key partners, including through regular coordination meetings, as well as seeking specific consultations on an ad hoc basis and when potential challenges arise.

Acted will ensure that our activities are aligned with local priorities, and act in support of local development plans. Acted will continue to contribute to several sectoral working groups to share information and develop collaborative programming with other key stakeholders in the response, including co-chairing the Basic Needs Working Group and participating actively in the Refugee Coordination Forum (RCF) and Information Management & Assessments working group (IMWG).

Civil Society

Simultaneously, Acted will collaborate with civil society and private sector actors, to ensure sustainability for the response. Through its flagship GOCA programme, Acted will work to build the operational capacity of CSOs, supporting them to better meet the needs of their constituent populations. Acted takes a principle approach to partnership, combining capacity building through the GOCA with financial assistance to support “learning by doing”, through gradually increasing grants to CSO partners.

International Partnerships

Finally, collaboration with international response actors remains essential to ensure cohesion in the broader response. To this end, Acted has successfully led multiple consortia since March 2022 focusing both on humanitarian response for refugees and vulnerable populations, and on longer-term development priorities. Acted will continue this engagement with a wide range of stakeholders to address critical needs in the country that cannot otherwise be addressed through direct implementation alone.

ACCOUNTABILITY TO AFFECTED POPULATIONS

Acted ensures Accountability to Affected Populations (AAP) by placing affected communities at the center of our work, decisions, and actions. Acted's independent Monitoring, Evaluation, Accountability & Learning (MEAL) unit, and operational project teams, prioritize AAP to build better and more trusting relationships with the communities we serve. Central to Acted's approach to AAP is transparent two-way communication with affected individuals, and active involvement of local communities in Acted's programme design, to ensure that our projects are relevant, meaningful, and Fit For Purpose. This includes the centrality of needs assessments, to ensure that affected populations can share their own priorities and preferences for receiving assistance, and open communication with communities, on topics such as Acted's background and mandate, beneficiary selection criteria, affected communities' entitlements and rights, and complaints procedures.

Acted has three complaints and feedback mechanisms that will be rolled out throughout the Actions: Grievance, Transparency, and the Acted Feedback Mechanism (AFM). Different action pathways are available based on the complaint's severity, with varying sensitivity levels assigned. Investigations are conducted with respect to anonymity and based on the principles of safety, confidentiality, and informed consent.

AFM is an integral part of project implementation to ensure AAP. In Moldova, Acted has an established AFM that provides a channel of communication for beneficiaries and non-beneficiaries to raise any query, such as complaints, questions, feedback, concerns, opinions, and suggestions, to Acted and receive a response. The MEAL unit oversees the AFM, and dedicated accountability staff, under the supervision of the MEAL manager, is responsible for operating the AFM, including receiving, logging, reporting, referring, and following up on queries, and that relevant processes occur in a timely, accountable, and effective manner. Received queries regarding project activities are raised to the relevant project teams or departments, such as logistics, finance, and HR, and followed up by the accountability

department until the issue is resolved. Similarly, when feedback in relation to project modalities, assistance gaps, or similar is documented, the information is shared with project implementation or project development teams. This information contributes to evidence-based decision-making, particularly in relation to future proposals, and relevant adaptations and/or adjustments to ongoing project implementation are based on an up-to-date understanding of the local context.

To ensure that the AFM is implemented effectively, the MEAL team utilizes guidelines and standard operating procedures that are specifically designed for managing complaints and feedback.

The AFM in Moldova records queries through a number of modalities including in-person during field visits, phone (standard calls/texts, WhatsApp, Viber, Telegram), email, social media such as Facebook, feedback boxes, through assessments, and inter-organizational referrals. Contact details to AFM, including QR codes for scanning WhatsApp/Viber/Telegram contact, are detailed on flyers distributed during assessments and/or distributions, as well as on posters at project implementation sites and in local offices. Additionally, during the project the project and MEAL teams continually raised awareness of the AFM, particularly regarding its existence, purpose, and means through which any query can be directly shared with Acted Moldova's dedicated accountability staff.

ACTED'S AAP FIGURES 2022-2023

- ✓ **2,756 complaints/feedback received**
- ✓ **4 days average closing lower sensitivity complaints (lvl1-3)**
- ✓ **92% of the complaints received from beneficiaries, (56% of affected populations)**
- ✓ **88% of the received complaints/feedbacks are Acted-related**
- ✓ **83% of complaints/feedbacks are received by phone or SMS**



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