

NEWSLETTER

of Joint Integrated Local Development Programme



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Dear colleagues from the local public administration,

We sincerely congratulate you on the occasion of the local autonomy day and LPA worker!

On this occasion we reiterate our respect for your honourable work you do every day, we wish that you will have perseverance and achievements, commitment, creativity, the spirit of initiative and be receptive to the wishes of all citizens.

The decentralization of power and ensuring local autonomy is one of the priorities of the Government of the Republic of Moldova. Decentralization presumes that local public authorities are the most empowered to meet the needs of citizens, know their problems best and the best ways to solve them. In this context, the efforts you apply to achieve reforms in local public administration are the most appreciated.



You are the closest to the problems of local communities and we wish you to be the most worthy to represent and promote the interests of each citizen who has faith in the professionalism, honesty and fairness of the LPA worker.

Thank you for being our main partners in achieving goals, including the achievement of EU-Republic of Moldova Association Agreement provisions, signed by the Republic of Moldova, to move closer to the European region.

Respectfully,

*The Team of the General Department for Decentralization Policy
and Local Administration, State Chancellery*

I WANT REAL PROGRESS IN AN AREA THAT PROVIDES A BETTER LIFE FOR PEOPLE



*Interview with Sergiu Ceaș,
Deputy Secretary General State Chancellery*

Mr. Ceaș, you come from the local administration of level two (you were the vice president of Criuleni district). Now you can analyze local public administration issues from two different levels. What are the issues that must be urgently solved?

Yes, I have worked for four years in Criuleni district council. There I had the possibility to change things in a visible and tangible way for the people of the entire district. We insisted on developing within the District Council the Investment and Foreign Economic Relations Division which met a team of young professionals speaking foreign languages. We proposed it to be the „White House” for the mayoralties in the district, in the sense of openness and support offered in the issues

they had in relation to funders. Namely with this young team we managed to give support to local authorities in writing, applying and getting financing for more than 600 projects for one year. As a result of this division work, side by side with local public authorities, 80 percent of kindergartens in Criuleni currently have been renovated, and most localities have water and sewerage systems.

I did not want to start by listing the problems. However, we are accustomed to complain about the many problems that seem to be an obstacle in the way of achieving a better life. Perhaps we should start from what each of us can change from where he already is. I have presented an applied and checked solution for LPAs big problem:- resources for capital investments. This approach has paid off even after the first year when the first grants were provided from donors. We got calls from colleagues around the country asking us to share this experience.

Being in Criuleni I understood that people needed to see other models. So we organized study visits for doctors, professors, officials from mayoralties in European countries. We have established relationships of cooperation with cities in other countries for this purpose. The result was unexpected. The participants of the study visits changed their vision, which served as a stimulus for writing projects to bring quality services to their fellow villagers.

This being said, I am totally convinced that no matter where we are, and whatever position we have (the city hall, district council or the State Chancellery); we should not wait for someone to change things. Each of us has part of the solution, it is important to want to find it.

However, we can not deny that mayor's offices in the Republic of Moldova are facing a number of problems. What are they?

I do not want to say that there are no local problems or that they can easily be solved. We all understand that for solving some problems that have persisted for many years at a local level, a comprehensive and emphatic approach is needed. I'll start by saying that 30 percent of Moldovan mayoralties have about 1,500 residents. This problem is more acute the more it affects people's lives at a local level, because such mayoralties are not and can not be efficient from the economic point of view, of human resources employed in the mayoralty, local infrastructure development etc. This is a problem that requires a policy change at a national level. Most mayoralties of the country do not have proper management capacity. The majority of mayors complain about insufficient resources to manage the village's affairs due to the lack of local economic development environment, and resources for capital investments.

I know it has been said many times and I risk repeating the same thing, but really, I think that the solution to these and other problems that I have not mentioned is decentralization and administrative territorial reform.

Lately, decentralization reform has been criticized for inconsistency. What is your approach to this subject?

First we must understand how complex this reform is. This requires changing the entire operational mechanism of the management system at all levels. It is not about changing one aspect of it. Only after a few years after these changes are carried out effectively, Moldova will change its face, in the best sense of the word. Great things are not done hastily and decentralization reform is a very complex issue.

After almost two months from your appointment to the position of Deputy Secretary General of the State Chancellery, what have you managed to find out?

I discovered there is a lot of work. In fact, I accepted this position with the desire to be useful in a field that I know and that is close to me professionally, but also something close to my heart, because the final result is improving people's lives. I got this taste from previous experiences and it's good that I have a good team that can bring about beneficial changes.

You had a number of meetings. What are the major issues you have approached? What messages did you deliver?

Indeed, immediately after my appointment as Deputy Secretary General of the Government, we put on the agenda meetings with development partners, supporting the efforts of the Government of the Republic of Moldova in decentralization reform and contributing essentially to improving the quality of public services provided by mayoralities and local councils.

I had meetings and exchanged views with representatives of UNDP Moldova, Joint Integrated Local Development Programme (JILDP) and representatives of USAID Local Government Support Project in Moldova (LGSP) etc.

Thus, JILDP team members discussed issues concerning the implementation of the National Decentralization Strategy, evaluation of steps taken, the need to monitor the results of the new system of local public finances and the need to extend inter-municipal cooperation on good practices.

Since inter-municipal cooperation is an important tool in supporting the decentralization process and JILDP helped to develop legislative and regulatory framework in this segment, we have reiterated the importance of further strengthening local capacities and implementing a wider range of public services based on cooperation.

During the meeting we analyzed the results of the mayoralities which had received assistance in JILDP and discussed several proposals to improve communication with all partners in the local public administration.

We also had a series of meetings with development partners and key players in local public administration. We met with

donors: representatives of the Project of the German Agency for International Cooperation (GIZ) those in charge of modernizing local public services in the Republic of Moldova, the Head of Democratic Institutions and Governance Department, CoE Directorate General of Democracy and Jose Luis Herrero, Head of the Council of Europe Office in Moldova and local experts in the field of local autonomy and decentralization.

The topics discussed were related to the current situation in the local public administration, the National Decentralization Strategy implementation, the need to strengthen institutional capacities of elected mayoralities and councils, local public finance reform and development perspectives of cooperating with European institutions, including the Council of Europe programmes.

Also during the discussions, topics on possible administrative-territorial reforms and the political determining factors for achieving this goal, were broached I was assured by the Council of Europe team's willingness to provide support and expertise to the Government of the Republic of Moldova for adjusting the legal framework related to the LPA activity.

For my part, I wanted to reconfirm the commitment to take the best standards of good local governance and successful European practices of delivering public services.



I really wanted to talk to representatives of Congress of Local Authorities from Moldova. Firstly, reference was made to the implementation of the National Decentralization Strategy and the constraints which were encountered; benefits and also the main difficulties during the practical application of the new system of local public finances, were emphasised; the need to speed up the patrimonial decentralization; the improvement of the tax base to generate their own revenue; the clarification of several issues and gaps in the public procurement process, etc. We also talked about a possible common working agenda and the restart of the Parity Commission on Decentralization activity.

I met with the Prime Minister, Mr. Gaburici, with whom we discussed the problems of reform in decentralization. He reiterated all the necessary support for reforming the local public administration.



Besides this, I use every opportunity to meet with mayors, public servants, but also with people around the country.

How would you define the relations of central authorities with local public authorities?

I believe that the sustainability of these relations also depends on both the local and central authorities. In this way, decentralization does not mean actions accomplished chaotically by each local public authority or central authorities ridding themselves of certain responsibilities.. Rather, it should be implemented by mutually advantageous cooperation based on the principles suggested by the Decentralization strategy and the package of laws in various areas of intervention.

How would you describe the current state of the local public administration in a few words? How would you prefer it to be?

I think it is unfinished, confused and muddled I'd like to have local administrations with constructive initiatives which are responsive to people's needs combined with strategic planning. I note with satisfaction that we have such examples and I admire people who achieve great things wherever they are.

In the context of implementing the new system of local public finances, what are the opportunities and challenges that local authorities must respond to?

Local authorities will have opportunities and challenges in equal measure. But the challenges should be transformed into opportunities. The new Law on local public finances makes communities more independent financially. This can be seen equally as a challenge but also, as an opportunity. We often hear that LPAs have deficiencies in raising sufficient revenue for the needs of their village. It is here that mayors should take an interest in the business development in the commu-

nity. Also, mayors must develop the capacity to attract European funds.

Several politicians have insisted in the media on the necessity of territorial-administrative reform. What plans does the Government have in this context?

The Government is the executive power and realizes that all prerequisites signal that decentralization reform is needed. But for this, a strong political will is needed.

This is the last year for the implementation of the Action Plan of the Decentralization Strategy? How do you assess the results? What's next?

I think the results are not the ones planned for this step. However, good results can be found in the inter-municipal cooperation that brings initial evidence that decentralization brings tangible benefits.

The new pilot law on local public finances was implemented in 2015. Several mayors expressed their conviction that this is a beneficial change for their communities.

I believe we must continue to implement the Decentralization reform by achieving administrative-territorial reform.

If you had to give an interview a year ago, what would you be thinking, what have you got to say?

I would very much like to reiterate real progress in an area that provides a better life for the people of our country.

MAYORALTIES HAVE ACCESS TO THE MOST RELIABLE RESOURCES FOR LOCAL DEVELOPMENT

THE SITE OF THE MAYORALTY IS AN EFFECTIVE RESOURCE TO CREATE AN IMAGE, TO ATTRACT INVESTMENTS, TO DEVELOP LOCAL TOURISM, AND A NEW WAY BRING THE COMMUNITY TOGETHER TO WORK ON LOCAL DEVELOPMENT IDEAS.

This principle has been understood by 19 mayoralties which have opened their doors to the cyberspace to communicate in another way with citizens. JILDIP trained the people responsible for web-page design and the management of web pages from the mayoralties which have shown an interest in this opportunity.



Leonidas Crisciunas, JILDIP consultant in developing websites, said that initially the representatives of mayoralties learned about introductory elements on web pages. "It was a presentation of the main concepts used in web page design and content management, as well as the main differences between static and dynamic content."

Leonidas Crisciunas said that the training helped those present to understand the principles of website management.

"Most of those trained have completed the platform provided for creating web pages. It is more complicated to make a habit of regularly placing daily news about mayoralty activity and other institutions, as well as village life," says Crisciunas.

Asked how should a mayoralty should organize the process of updating web pages, Crisciunas said that there needs to be

the will, organization and a small salary to motivate a person responsible for this process.

"If a person is appointed, this does not mean that employees of the mayoralty and the community are exempted from this process. First, the mayor or the secretary must set an example to other local institutions by being open to this resource. They should generate news topics, invite the responsible person to local council meetings, remind employees of other institutions (school, kindergarten, active centres) to work with the person in charge", Crisciunas suggested.

To ensure more effective communication with the participants, trainers have used pre-designed case studies. Guided by trainers, participants have performed case studies which are designed to accurately describe the real working atmosphere of a mayoralty with the website that it creates which contains a local news poll, petitions, etc. The participants put into practice the knowledge they acquired during the training. For several months, mayoralties were guided in creating and placing website content.

"The mayor together with mayoralty employees should understand that this institution is not only the building where people come for certain certificates, but it is the "face" of the village. An image can only be created by communicating. One of the most appropriate ways is the mayoralty website which can be accessed by citizens who are working abroad, students who are studying away from home, and residents who have remained home," says Crisciunas.

THE PLATFORM CONTROL MANAGEMENT SYSTEM AND THE ADVANTAGES OF THE NEW PLATFORM FOR LPA (WEBAPL CMS).

After the introductory part, the beneficiaries proceeded to the actual configuration of the web page of the mayoralty on WebLPA platform.

"Those present were trained in practical terms about setting up an e-mail, the creation of a Facebook page, creating Google Analytics, Firebase (chat mode) Disqus (module related to comments), LPA location on GoogleMaps etc.," says Leonidas.

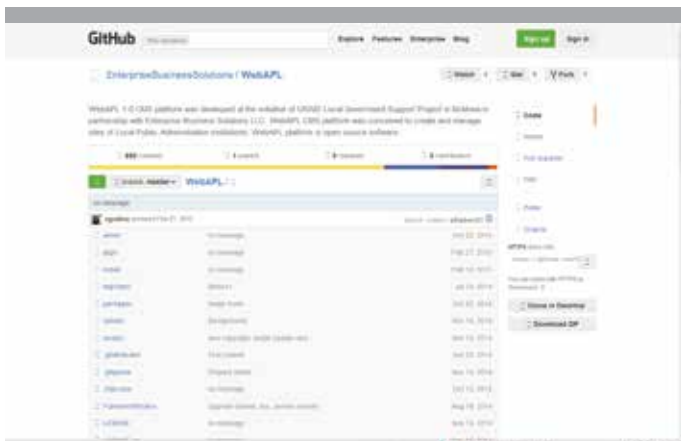
According to Leonidas, beneficiaries were informed in detail about the initial setup of main parameters of the web page, the main menu, configuring settings, editing the main variables (telephone numbers, structure, location, etc.), creating simple and advanced pages, editing the list of "Frequently Asked Questions" creating and posting News and Alerts, complaints management, etc.

Leonidas Crisciunas wanted to inform all mayors in the country about the possibility of creating a free website.

„This is possible by accessing the platform:

<https://github.com/EnterpriseBusinessSolutions/WebAPL>

For the management of the new created site, the detailed user



Pentru crearea unui site gratis, accesați platforma:
<https://github.com/EnterpriseBusinessSolutions/WebAPL>

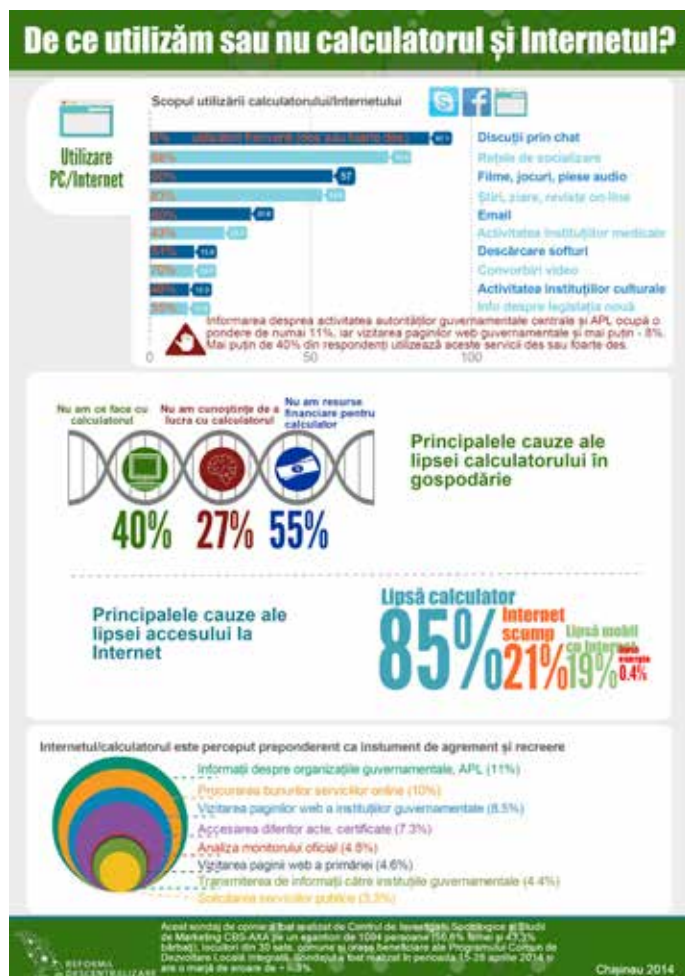
guide is made available: <http://lpa.devebs.net/help/index.html>. So local authorities have no other choice but to open the doors in cyberspace!" urged the JILDP councillor.

Note: CMS platform was developed at the initiative of USAID project local government support in the Republic of Moldova in partnership with Enterprise Business Solutions LLC. WebLPA CMS platform was designed to create and manage websites of local public administration institutions. The WebLPA platform is an open source software.

E-local government taken from mayoralty Larga

The Mayor of Larga, Briceni district, Radu Urechean, was asked by several mayors from Moldova to explain the technical and conceptual solutions for e-governance that he has been applying for more than a year to be closer to citizens.

Thus, Radu Urechean, launched an invitation, and 30 Moldovan mayors have visited Larga mayoralty. Their discussion was broadcasted online on the website of Larga mayoralty - www.larga.md.



"Everything is very simple. We created the site of the village where we permanently update the news section and broadcast local Council meetings online so that villagers, businesses who participate in auctions or migrants who left Larga are able to be informed about decisions passed by local councillors. We, also, send text messages to villagers and print a monthly newsletter. All these, for citizens to have more available channels for information about activities within the mayoralty and village life," said Radu Urechean. "We intend to disseminate the positive experience of the mayor of Larga, who is a pioneer in the mayoralty "opening doors" by citizens. All this is to stimulate mayors and other local people to talk to people given that information technologies can be of great use for this purpose. Transparency in decision making is an important element in the development of any community," says the project coordinator within the Joint Integrated Local Development, Olesea Cazacu.

According to a survey, only 75 percent of the citizens of the Republic of Moldova consider themselves less informed about decision making at the local level. At the same time, 50 percent of the rural population has access to computers and Internet, and 85 percent of them have Internet at home.

The study visit was organized by the Joint Integrated Local Development within e-government.

CROSS-BORDER COOPERATION OPENS NEW HORIZONS

STUDY VISIT IN UKRAINE

ON JANUARY 21-24, JILDIP ORGANIZED A STUDY VISIT TO UKRAINE, VINITSIA REGION. THE PURPOSE OF THIS VISIT WAS TO ESTABLISH CONTACTS AND PARTNERSHIPS FOR CROSS-BORDER COOPERATION PROJECTS (EATPC EU PROGRAMME TO BE LAUNCHED MOLDOVA-UKRAINE).

The study visit was attended by mayoralities that have shown interest in such projects.

Participants who established contacts with Ukrainian partners and vice versa will write regional development projects.

The mayors who went to this study visit said it was a unique experience as they learned specific and new things from the work of Ukrainian colleagues.

Silvia Țurcanu, mayor of Chișcăreni (Sîngerei) declared that such study visits open doors to those who get to see the experience of local authorities in other countries.

„Ukrainian colleagues have shown themselves to be very open and we intend at the end of April to begin cooperation on the basis of jointly developed projects. We're friends on Facebook, we had several teleconferences. As a result more benefits arose both for us and for our Ukrainian partners. We are very excited. We plan common projects. One of the projects is related to the purchase of a mobile scene – an object necessary for both localities. Another common challenge is to repair museums in our localities,” says Silvia Țurcanu. ■



LOCAL ECONOMIC DEVELOPMENT - LEARNED FROM THE MAYORS FROM THE SOUTH OF THE COUNTRY

A GROUP OF 30 MAYORS AND OTHER PUBLIC OFFICIALS OF LEVEL I FROM THE CENTRE AND NORTH OF MOLDOVA VISITED VILLAGE COLIBAȘI IN THE CAHUL DISTRICT, FOR AN EXCHANGE OF EXPERIENCE IN LOCAL ECONOMIC DEVELOPMENT.

Zinaida Adam, a consultant for local government capacity building within the joint programme of integrated local development, says she chose Colibași, Văleni and Giurgiulești in the south of Moldova for this study visit, because besides being attractive both in terms of geographical location, as well as the potential for local economic development they demonstrate several examples of good practice which mayors from other places can learn from.

Ion Dolganiuc, mayor of Colibași, greeted guests with bread and salt, (suggestion: you could add “a traditional Moldovan greeting”) as befits a host, and then made a short presentation on the socio-economic development of his locality.

From the mayor's comments, we found out that Colibași is a multilaterally developed village, one of the most populated villages in the country, with over 6,000 inhabitants, according to last census in 2004.. Being a large village Colibași has a range of cultural and educational objectives, such as two kindergartens with nearly 250 children, the school, which is considered one of the biggest on the bank of river Prut which in 1998 was awarded obtained the status of “high school.” Not only local children but also children from neighbouring localities Brînza and Vadul lui Isac study here. In the village there are two libraries, where children can cultivate a love for books: a school library, and the village public library. The health system is quite advanced here with a hospital that serves both the local population, as well as neighbouring villages. This is where patients are diagnosed and



Mayors from Moldova and Ukraine discuss positive experiences in local development

hospitalized. Colibași also provides emergency medical assistance for surrounding villages. A big advantage for villagers' health is the existence of pharmacies.

PEACE AND SPIRITUAL HARMONY

Colibași villagers live in peace, harmony and demonstrate mutual tolerance. In the village there are three religious communities. Besides the Orthodox Church, there is also a Baptist Church and a Seventh-day Adventist Church.

The Community Centre also "speaks" about the village with two model folkloric ensembles „Colibășeanca" and „Doina Prutului". The entrepreneurial branch of the village is represented by 14 commercial units, from which villagers can buy food, household items, a market, a bakery, a poultry farm, a knitwear factory etc. The building of the former public bath, which will become a centre for fruit and vegetable processing was renovated from the ground upward. This is the result of a trilateral project „Creation of a trilateral network for the development and marketing of local and traditional food products in the Crossborder Lower Danube Euroregion." The project is implemented by the Association for Sustainable Development

and bio products; creating sustainable facilities to stimulate new economic development initiatives in the Lower Danube Euroregion and increasing the level of cooperation of all factors in the processing of local food products in the trilateral cross-border area covered by the project.

COLIBAȘI COULD BECOME A BRAND

Lucica Costachi, Project Manager, emphasized that these communal kitchens, as these vegetables and fruits processing centres are called, come to the aid of local producers, to be able to make capital out of local production in jars and to be able to sell them legally on the market, obtaining extra income.

Maria Ajder, project partner, is confident about the creation of this centre, „When people will understand that they have only to gain in time, means and opportunity to promote their product, the project will develop the initiative to make a business out of what they have. We strive to even make a brand out of it."

The delegation of mayors had the opportunity to visit the greenhouse business of Vasile Dolganiuc which covers one hectare. The owner says it is a family business: „We grow vegetables, presently, radish and potatoes. Among the rows of potatoes I have cultivated radish that I picked before Easter. A week or two later, we harvest potatoes. The farmer says that the harvest of early potatoes in previous years was about 18-20 tons per hectare and he hopes that this year will be as productive. The construction of greenhouses involved a lot of work and investment. „I have used my own resources, and my son was returned 70% by state subsidies. With irrigation it is not a problem, because we are conveniently located to the river Prut, which is 200 m from our greenhouses," says Vasile Dolganiuc.

The mayor from Colibași finally said: „Spiritually, I feel very good, because our village has been selected by the United Nations for this exchange, it is already an indicator, at least for me. I think it is not my personal assessment, but ours, for what we have done at a local level, because I always put emphasis on the team and the involvement of citizens. I am satisfied that I could show something to our colleagues, respectively, we gained experience from other regions of Moldova." ■

Source: Gazeta de sud



of the Danube Delta, Tulcea, Romania, in partnership with the Territorial Administrative Unit Sarichioi in Tulcea, Romania, Agency for Sustainable Development and European Integration „Lower Danube" Euroregion in Odessa region, Ukraine, Cross-border Cooperation and European Integration Agency from Cahul district, Moldova, and Colibași Mayoralty. The project has a total budget of 553,599 euros, of which 498,049 euros is non-reimbursable. The EU contribution and co-financing represents 55,550 euros and the money will be provided from the budgets of the five partners.

The aims of the project are: strengthening the capacity of local agricultural producers to develop an entrepreneurship spirit in local food processing, especially in the marketing of eco

MAYORS OF 30 TARGET-MAYORALTIES OF JILDP DISCUSSED TOPICS ON LOCAL DEVELOPMENT

THIRTY MAYORS FROM TARGET-LOCALITIES OF THE JOINT INTEGRATED LOCAL DEVELOPMENT MET IN CHIȘINĂU TO DISCUSS LOCAL DEVELOPMENT ISSUES AT THE FIRST MEETING OF THE YEAR.

Mayors have been presented JILDP results for 2014 and planned activities for 2015. Those present were informed that JILDP will continue to support mayoralities in implementing institutional capacities development plans. The employees of these mayoralities will be trained in information technology. Thus, each mayorality may delegate five people to attend training in IT, and web page development in seminars organized by JILDP.



A competition for innovative ideas was launched during the event. To enter the contest, mayors will identify a community problem and will propose innovative ideas for solving it. JILDP will provide the money needed to implement the best proposed solutions which will be chosen by an evaluation committee.

Also this year, JILDP will continue to empower vulnerable groups and local NGOs in implementing projects which empower women, elderly people and the disabled etc.

Mayors were informed in during quarterly meetings in 2015 study visits will be organized to communities which have had positive experiences that deserve to be shared.

Two study visits for mayors in economic development and e-governance are to be held in Denmark and Poland by the end of the year. During the meeting, the Grants Programme for small business development in rural communities, partners of JILDP, has been launched.

Joint Integrated Local Development Programme invited representatives of Milab project and SYSLAB (UNPD-Moldova) to the quarterly meeting of mayors, to talk about the specific activity of these projects. For local authorities these were absolutely new, larger employment opportunities of people with higher education who are unemployed - the SYSLAB project.



Authorities were very interested and had constructive discussions about the specifics of innovative design thinking method presented by Milab for improving the quality of services provided by mayoralities to citizens.

Those present were informed that Transparency Week will be held in October. Another major event will be the International Conference on inter-municipal cooperation.

The 30 mayors will exchange experiences gained on the ground and will make use of the opportunities offered by these projects. As a result, residents from target-mayoralities of JILDP will have a better life, enjoying more qualitative services. ■

LOCAL EMPLOYMENT OPPORTUNITIES OFFERED BY SYSLAB CENTRE.

PROJECTS UNDER UNDP-MOLDOVA CREATE USEFUL SYNERGIES AT LOCAL LEVEL

THE WELFARE OF EACH FAMILY AND OF THE COMMUNITY DEPENDS LARGELY ON THE DEGREE OF PEOPLE EMPLOYED.

Given the fact that the employment rate of the population is only 41.8% in urban area and 38% in rural areas, the SYSLAB project aims to support unemployed people with higher education to find a job.



According to Victoria Belous, a career consultant SYSLAB project (UNDP), the unemployed person is also a product to sell and represents a brand. "In the Republic of Moldova it is not common to work in teams. We encourage participants to work in groups to identify the strengths in employment. Another activity we perform is support in starting a business. SYSLAB centres have computer rooms with all the necessary conditions for trainings, meetings, personal development."

According to the cited source, before coming to SYSLAB the unemployed person imagines that employers should be happy to employ him. Benefiting from project's services, they understand that they are the ones who have to visit the company, realize that have to do a lot to work in order to grow.

"The beneficiaries are divided into departments depending on the field; they are given specific assignments to increase professional skills. Being simply here, they create relationships with other people looking for a job. The proper creation of a communication network and how to use it for business purposes is a great opportunity," said Victoria Belous, career consultant SYSLAB project (UNDP).

SYSLAB project beneficiaries learn how to write a CV, a letter of motivation, how to apply for a job, how to present themselves at a job interview, how to present themselves on the phone, how to write a business plan.

"Beneficiaries can stay inside the centre for 4 months at the most. It is believed that after four months, beneficiaries are ready to be employed. Statistics shows that unemployed beneficiaries succeed in finding a job in two months on average," Belous concluded.

In the Republic of Moldova there are five such centres operating: in Chişinău, Rezina, Cahul, Bălţi, Comrat. ■

MILAB – CREATES SOLUTIONS TOGETHER WITH AND FOR PEOPLE

IF I HAD TO SOLVE A PROBLEM IN AN HOUR, I WOULD SPEND 55 MINUTES ANALYZING THE PROBLEM AND ONLY 5 MINUTES SOLVING IT.

The innovations' laboratory which creates solutions with people to improve everyday life is the UNDP's MiLab project.

"The design process is what we conventionally mean. The designing service has four stages: the discovery of the problem, defining (discussing with users) what the problem is, and the feedback analysis. The last step is to develop a pilot version of the design solution identified. The secret of this innovative and interesting method is that it can be applied at a local level and does not foresee expenditure resources, instead it makes simple the understanding at an early stage of what works and what does not. The process is human. It considers the factors that determine users' behaviours, says Cristina Lisii, the communication coordinator MiLab project.

THE EXPERT IS THE BENEFICIARY

"The solutions have to be real and cost effective. For example, the MiLab colleagues made use of the experience and redefined the material aid service from Ciuciuleni. Ciuciuleni administration in redefining the way in which services are provided, and determined the main factors that prevent local administrations from innovating their daily activity."

"Another way to test potential solutions is the scenario. I made a scenario of the police station from Buiucani sector. I called designers and I picked out young people from a nearby school. With sticking tape on the sidewalk I tried to imitate the new police office. The original idea to have two tables in the office has shown us that people feel embarrassed to discuss openly. Usually costly or risky things are tested by such prototypes and we're not sure if they are any good. So we test on a smaller scale," says Cristina Lisii.

Mayors were engaged in an exercise to identify problems and find solutions for them by the method of design thinking. ■



INNOVATION COMPETITION AMONG MAYORALTIES

JOINT INTEGRATED LOCAL DEVELOPMENT PROGRAMME HELD AN INNOVATIVE IDEAS CONTEST IN THE 30 TARGETED COMMUNITIES OF JILD. IN THE CONTEST, 11 APPLICATIONS WERE FILED FROM 10 LOCALITIES.

The purpose of the projects contest launched by the Joint Integrated Local Development (JILD) is to identify local authorities concerned with solving local problems in a different way rather than the traditional way.

JILD will provide selected communities methodological support to rethink the way in which it provides local services and financial assistance to develop and implement innovative solutions. JILD will support local authorities that come up with innovative ideas to save money and resources to provide more efficient public services. Local governments can apply until March 15, 2015. ■

FOUR MAYORALTIES FROM HÎNCEȘTI TOGETHER SOLVED ROAD MAINTENANCE PROBLEMS AND SNOW REMOVAL

Mayoralties from Ciuciuleni, Drăgușenii Noi, Pașcani and Secăreni (Hîncești) have joined forces and are able to jointly solve the problem of maintenance and snow removal from local roads. For the first time the Inter-municipal utility company (IUC) was launched in Ciuciuleni.

„Thanks to the new inter-municipal service, we managed to remove snow by ourselves on areas twice as large at half the cost. The substantial savings achieved in local budgets helps to redirect the money to other community priorities,” said Grigore Grigoraș, mayor of Ciuciuleni, at the launch of the new inter-municipal utility company.

At the event, which was organized in Ciuciuleni, the mandate of the inter-municipal utility company was presented and the multifunction equipment serving these localities was tested. As a result, the four mayoralties and over 13,000 people in the area will no longer have to wait 2-3 days for the tractor to arrive from Hîncești to localities for snow removal.



Jesper Toftlund, representative of the Danish Government said it was an honour to see that the Danish people's contribution proved to be so useful in the improvement of living conditions of Moldova's population. "It is a pleasure to see that children can go to school in winter without difficulties, older people can bring water for themselves, and the population has access to roads of national importance."

Victoria Cujbă, Head of Decentralization Policy Department of the State Chancellery said that through decentralization reform, mayoralties can become stronger and autonomous. „Inter-municipal cooperation is an innovative method for Moldovan mayoralties that can not provide individual services of utmost necessity for their citizens. The Government of the Republic of Moldova encourages taking this model to other mayoralties in the country. We are confident that only with joint efforts we will have a cleaner, brighter Moldova, with accessible roads for the citizens of our country,” said Victoria Cujbă. ■

A UNIQUE UTILITIES MANAGEMENT MODEL IS RELEASED IN ATU GĂGĂUZIA

In the village of Congaz, ATU Găgăuzia an inter-municipal utility company that provides quality services to 15,000 residents in three localities in the region was launched. Thus, Congaz mayoralty cooperated with Cotovscoe and Chiose-lia Rusă mayoralties to provide a unique service for quick and effective solving of community problems, such as waste collection and disposal, street lighting, road maintenance and snow removal etc.

„In our communities several projects were developed that have brought prosperity to residents: a modern water supply, street lighting, sanitation service, road maintenance. I think we're the only ones in Moldova that decided to concentrate these services in a single company to serve more communities. This ensures the sustainability of implemented infrastructure projects, and the rational use of resources available for mayoralties partners of the project,” said Constantin Telpiz, mayor of Congaz, at the launch of the new inter-municipal utility company.



IN THE NORTH OF THE REPUBLIC OF MOLDOVA THE FIRST INTER-MUNICIPAL UTILITY COMPANY WAS LAUNCHED

Six neighbouring mayoralities - Lipcani, Criva, Drepcăuți, Hlina, Șirăuți and Slobozia Șirăuți have created the first inter-municipal utility company in the north of the country. As a result, about 14,000 people will benefit from snow removal and road maintenance, waste disposal and arrangement of communal tip, maintenance of electrical networks, development and maintenance of water supply systems, etc.

According to the mayors of the six localities, the idea of joining forces to solve local problems was dictated by practical realities. „It's very difficult and very expensive to organize

utility companies in each locality, for for each service because settlements are small and local budgets are modest,” the mayors believe.

In particular, the company to provide utility services „Comprod-Lipcani” was reorganized and modernized; a grant of US \$ 100,000 has been provided for the purchase of the necessary equipment and machineries: a multipurpose tractor, a car and specialized equipment.

Mihail Roșcovan, manager of the Joint Integrated Local Development Programme said that while 25% of the mayoralities in Moldova have a population of up to 1,500 people, and over 80% of them - up to 5,000 inhabitants, creating inter-municipal companies is the most appropriate solution. „The European experience shows that the creation of local public services in localities of less than 5,000 inhabitants is expensive and difficult. The solution lies in joining efforts of several small mayoralities to jointly create and to provide qualitative public services,” said Mihail Roșcovan. ■



INTER-MUNICIPAL COOPERATION – CAPTURES THE ATTENTION OF MAYORS FROM AROUND THE COUNTRY

After seeing information in the press about the possibilities offered by the inter-municipal cooperation, four mayors from Nisporeni have created an inter-municipal company, which was their own initiative. The newly created structure will provide maintenance services for the water supply and waste management.

At the event, organized today in Congaz, the range of services provided by the multifunctional inter-municipal utility company (IUC) was presented. The Director of the company has demonstrated innovative methods that he applies in IUC activity, for more efficient management. As a result, the three mayoralities and more than 15,000 inhabitants in the area benefit from more qualitative services of centralized waste disposal, snow removal, road maintenance and street lighting networks, development and maintenance of water supply etc.

“Congaz is not only the largest village in the Republic of Moldova, but also in Europe and the creation here of the first company of this kind – it is not only symbolic but also logical because it serves as an example to all localities of ATU Găgăuzia and around Moldova. To be an example village this means, above all, the existence of a developed infrastructure, ensuring a better quality of life for people - the most important element in the work of the authorities,” said Narine Sahakyan, Deputy Permanent Representative, UNDP Moldova. ■

„I eagerly awaited the amendment of the Government Decision allowing the creation of intermunicipal companies and have united efforts to solve problems in the four mayoralities. We have a special vehicle and we are now seeking funds to procure other equipment for the development of our company,” says Alexei Secieru, mayor of Cristești.

According to him, what the Joint Integrated Local Development Programme (JILDP) is a very good experience and he would like to take certain aspects to strengthen the inter-municipal company „Crisbolțun,” created at the initiative of the mayors. ■



OVER 15,000 RESIDENTS FROM SÎNGEREI DISTRICT WILL HAVE MORE ACCESSIBLE AND CHEAPER SERVICES

Mayors of six neighbouring villages in the Sîngerei district joined efforts to solve local utilities problems together. At the launching of the „Servcom-Chișcăreni „ municipal company mayors and citizens of the partner localities participated, sharing the message „Cheaper. Cleaner. Now in my village.”

Thus, about 15,000 residents of Chișcăreni, Ciuciueni, Coșcodeni, Dumbrăvița, Iezărenii Vechi and Taura Veche will benefit from better services. The company will provide waste disposal services, road maintenance and snow removal, maintenance of electrical networks and water and sewerage networks.

„The biggest challenge for every mayor in Moldova is to provide quality services to citizens. Inter-municipal cooperation is a new trend that is a lifebuoy for mayoralities. At the moment we have created a legal entity, we have the necessary technique for providing such services, but we must work to educate people, to convince them that we must appreciate and make efforts to be able to say: „Cheaper, cleaner, now and in our villages,” noted Silvia Țurcanu, mayor of Chișcăreni.

Victor Buceațchi, mayor of Iezăreni said he listened to what residents thought, and as a result, it was decided that the village should cooperate with other mayoralities to solve local problems together. “It is very difficult and expensive to provide quality services in each community individually. Uniting efforts makes these services half the price and they are of a superior quality,” said Buceațchi.

At the event an exhibition of objects made from recyclable waste was opened and people participated in workshops dedicated to making such objects.

Also for public education, young people from six villages have organized a flash mob that urged the villagers to take care of the communities they live in.

„Local authorities can offer quality services, but without our support, the support of citizens, the continuity of such services cannot be ensured. We have beautiful villages, we just have to keep this treasure,” said Ecaterina Țurcanu, a XII-th grade pupil. ■



RESIDENTS OF THREE VILLAGES IN ȘTEFAN VODA DISTRICT HAVE WELL-LIT STREETS

Residents of three villages from the Ștefan Voda district celebrated the launch of street lighting in the event „Hora luminii” (Light Hora). At Easter, 200 LEDs were lit simultaneously in Popeasca, Ermoclia and Feștești, and the Ștefan Voda district, due to the creation of a specialized company for the first time.

At „Hora luminii” (Light Hora), which was organized by the three mayoralities in the centre of the village of Popeasca, about 300 people gathered to celebrate benefiting from a service that they have not had in the last 20 years.

„We are proud that we managed to bring light into our villages. The problem of public lighting had to be solved, for women, children and elderly people to feel safe on the streets at night. Three mayors have united efforts and we implemented a project where „Lumen-Ermoclia,” a municipal company providing services for street lighting, was created, noted Alexandru Pavlicenco, mayor of Ermoclia.

The approximately 20 kilometers of street lighting networks are to be extended during from 2014 to 2024 to the secondary streets of the three localities.

„If for 20 years we have walked around dark streets, it seemed normal, today, with the lights on and we realize how complicated it was for us to walk with our children in the dark even on the main streets of the village,” said Sergiu Golubenco, a resident of Popeasca village.

The „Lumen-Ermoclia” company will provide maintenance and servicing of public lighting networks, maintenance of electrical networks of public institutions and serve citizens at home in the three localities.

„Mayors and residents from Moldovan villages have solved many problems at the local level to access quality services. Cooperation between communities is the force that is capable of changing things for the better in different areas of the country. However, with joint efforts we can identify and implement best solutions at a low cost. One example is today, when the joint forces are solving common problems, and local authorities and residents celebrate success together,” said Ghenadie Ivasenco, a consultant in inter-municipal cooperation within the Joint Integrated Local Development. ■

NOTE: JILDLP implemented 10 projects of inter-municipal cooperation in several districts of the Republic of Moldova, which translate in practice the National Decentralization Strategy of the Republic of Moldova, approved by the Parliament in April 2012. The total amount of grants offered is US \$ 1 million. Beneficiaries of the project are more than 120,000 citizens in 40 localities in Moldova. The project is implemented with the support of the Joint Integrated Local Development Programme (UNDP Moldova and UN Women) with the financial support of the Government of Denmark.



ENTREPRENEURS IN 20 LOCALITIES HAVE RECEIVED GRANTS TOTALING OVER 100 THOUSAND USD FOR BUSINESS DEVELOPMENT

Entrepreneurs in 20 localities have received grants for business development in rural areas at a ceremony of handing over grant cheques that took place in the village of Cărpineni (Hîncești), where small entrepreneurs have come up with the goods they produce in their business and exhibited them at the fair-exhibition „Beautiful business at home.”

„It's hard to be an entrepreneur in the Republic of Moldova, especially in rural areas, because here the conditions of business development are tougher and the entrepreneurial environment is less attractive. Despite this, we were happy to see, together with partners from the Joint Integrated Local Development Programme that some young people aged between 24 and 35 years want to do business at home and convinced us that they are small entrepreneurs with secure business plans. Mayors also need to understand that small business is the engine of the local economy and to provide the necessary support to sustain this important catalyst,” said Sergiu Ceauș, deputy secretary general of the State Chancellery of the Government of the Republic of Moldova.

Over 230 entrepreneurs from the Republic of Moldova participated in the economic component of the Joint Integrated Local

Development Programme and benefitted from business training. More than 80 of them have applied for the business plan competition to receive grants for business development. Some 21 entrepreneurs were selected who have raised their grant cheques of \$5 000. In addition, the programme will provide assistance to small businesses for six months to successfully start the implementation of the business plan.

„Although you are called small business, I think you represent a significant force, capable of improving Moldova. A well-developed economic environment in every community provides affordable and quality services and jobs. We were pleasantly surprised by the large number of people wishing to benefit from the training provided under this Programme. This means that Moldovan entrepreneurs understand that knowledge is the most important capital. UNDP is ready to continue to provide the necessary support for local business in the Republic of Moldova,” said Narine SAHAKYAN, Deputy Permanent Representative, UNDP Moldova.

Grantees have or will start a business in apiculture, zootechnics, food processing, horticulture, flower growing, crafts, clothing etc. A total of 75 new jobs will be created.

Diana Lecari, who has a beekeeping business said that the grant she received will be invested in buying new hives complete with bees. „I have six children and we plan to develop this business. This will be a good opportunity to work at home in a pleasant business,” said the entrepreneur from Larga (Briceni).

The event took place in the economic component of the Joint Integrated Local Development Programme (UNDP and UN Women) and aims to develop the local economic environment in 20 target communities. This is part of the provisions of the National Decentralization Strategy of the Republic of Moldova, approved by the Parliament of the Republic of Moldova in April 2012.

The project is realized with the financial support of the Government of Denmark. ■



ON MARCH, 4 WOMEN MAYORS, SECRETARIES OF LOCAL COUNCILS AND DISTRICT MAYORS - MEMBERS OF WOMEN NETWORK OF THE CONGRESS OF LOCAL AUTHORITIES FROM MOLDOVA WERE AWARDED FOR THE BEST ACHIEVEMENTS IN LOCALITIES DURING THE EVENT "WOMEN IN LOCALITY: AUTHORITY, POWER, LEADERSHIP," ORGANIZED ON INTERNATIONAL WOMEN'S DAY.



WOMEN FROM THE REPUBLIC OF MOLDOVA MAYORALTIES CELEBRATED SUCCESS AT THE LOCAL LEVEL

Tatiana Badan, mayor of Selemet (Cimișlia) and the President of the Congress of Local Authorities in Moldova said that the success of women mayors depends heavily on family support. „Women mayors care for an entire locality, and often, have little time for their families. Instead, they manage to bring prosperity in communities by implementing environmental, social, education projects etc.”, said Tatiana Badan.

Narine Sahakyan, the Deputy Permanent Representative, UNDP Moldova said that the Republic of Moldova Government together with development partners are combining efforts in a country where women enjoy rights at home, at work and in public life. „Your contribution, as community leaders contributes to qualitative advancing of these objectives. Unfortunately, only 20 percent of mayoralties are led by women. This number should be at least double.”

The Deputy Permanent Representative, UNDP Moldova considers that communities which are led by women are fortunate because only women can combine authority, power and leadership with kindness and empathy toward people. „We want to create higher living standards for people by by creating quality services,” said Narine Sahakyan.

Some unique moments were offered to women mayors. Men from LPA who have already demonstrated their talents, organized an exclusive concert, with recitals, which had choral and instrumental elements and also theatre.

For the first time, all the women mayors received the Sash (it looks like a sash to me, not a scarf) - the symbol of the public authorities.

The event entitled „Woman in the community: Authority, Power, Leadership” aims to strengthen the Women Network of CLAM that is a platform of all women in LPA: mayors, secretaries of local councils and district mayors.

The United Nations has closely supported the creation of the Women Network of the Congress of Local Authorities created by Moldovan authorities in 2011 and the development of this institution until today. There are 164 women mayors in the Republic of Moldova. ■



„RAZA SOARELUI” (RAY OF SUNLIGHT FOR FAMILIES WITH DISABLED CHILDREN FROM CONGAZ

JILDP CONTINUES TO SUPPORT THE EMPOWERMENT OF COMMUNITY GROUPS

JILDP continues to support the empowerment of community groups to become dialogue partners of LPA. As a result, 18 community organizations were created in 2014 by representatives of vulnerable groups (11 of them having women leaders), organizations which were recorded by the LPA.

A noteworthy outcome of this project is the creation of the Rehabilitation Centre „Raza soarelui” (Ray of Sunlight).

The group of people affected together with the mayoralty administration decided to create this centre. In 2013, the village mayoralty donated a building. Smarandi Elena, a social worker and other teachers and parents of children with disabilities, supported by the LPA conducted ongoing fundraising campaigns to create services for children. In total, about 1.150 million lei was invested in this centre from different sources, but more than this, people put in their hearts, their devotion and made sacrifices for it. Most of the resources were collected from businesses, local religious groups and various individuals.

As a result, it was possible to install windows and doors; a local religious group repaired the roof, various individuals and businesses helped with the many building materials. Last year a heating system was installed. This year, the centre became a subdivision of the mayoralty with its own budget, so it could create massage services, psychological counselling and cognitive therapy, all offered for half a day. Meanwhile, the centre has improved its didactic material basis and has benefited from donations of furniture from Denmark.

Currently, the centre's employees are concerned about widening their services which would enable them to develop the capacities of children with disabilities to help them to integrate and have an independent life with activities such as occupational therapy, speech therapy, artistic activities, etc. At the same time, the centre is concerned with the capacity of its personnel, and also the methodical support of families with children and youth with disabilities. More than that, in the surrounding villages there are still about 40 children and youth with disabilities.

One of the beneficiaries of the centre is Ghenadie Garaseni who is 21. Ghenadie, who is in a wheelchair was supported by the centre to carry out research, to do IT studies at a distance. He currently teaches children computer skills in the centre. He and other specialists work part-time, where they

can be supported by the annual budget of the centre. The centre's nanny Iancova Maria is, in fact, a mother of two children with disabilities - who are beneficiaries of the centre which thanks to the support of the centre have begun to study - she is a student at the Pedagogical Institute from Tiraspol, the psychology faculty.

Parents and specialists of the centre have developed a specific project concept for creating additional services for children with disabilities through artistic activities. To this end, they have employed a specialist who deals with children in this regard. Children here benefit from massage services. At the Centre for children with disabilities in Congaz there are currently 20 children with disabilities who are being cared for. Parents can leave their children during the working day and a specific programme is selected for each of them.

To finance the Rehabilitation centre „Raza soarelui” (Ray of Sunlight) in Congaz (Comrat) local authorities allocate 1.19 million lei annually. Employees of the institution hope to continue to benefit from the necessary support for the proper functioning of the Centre. ■

SOCIAL LAUNDRY – MODEL OF INCLUSION OF ELDERLY PEOPLE IN RURAL COMMUNITIES

In Sîngerei Noi there are about 900 elderly people, of which over 800 are women and more than 90 people with disabilities (70 women). Most elderly people from Moldova have poor living conditions, which makes them extremely vulnerable. Community social services demand exceeds the capacity of local public administration to provide them. Therefore, the need for developing services as an alternative to institutional services, is clear and obvious.

An initiative group of people from Sîngerei Noi (Sîngerei) have initiated a partnership with local public authorities to develop a laundry service for elderly people. The centre is equipped with washing machines, purchased from a grant pro-



vided by the Joint Integrated Local Development (JILD). To create such a service, local authorities have provided the necessary space and the residents were mobilized and donated money, furniture, library books, and interactive games. The Centre has turned into a social friendly environment for elderly people. Free laundry services for the most vulnerable elderly people and disabled are offered here. Local social assistance service has identified potential beneficiaries and approved a list of 150 people who can benefit from free laundry services. The others who are willing to wash laundry do it for a fee. The service is essential to the community, as there is a water supply system in Sîngerei Noi. The money raised as a result of the service which is offered adds to the further development of the Centre's activities which ensures durability.

Ana Marinovschi is 78 years old and she is unable to get to the laundry centre by herself. Therefore, her neighbour takes her clothes and from several elderly people and takes them to the laundry by cart. Sometimes he takes Ana who is very happy to be able to communicate with her peers. „I do not have anybody to bring me even water to drink, not to mention laundry. We do not have running water and washing is complicated. You can not even imagine how much this service



means to elderly people," confesses Ana Marinovschi, who lives in Sîngerei Noi.

It is worth mentioning that besides the fact that it is a project accomplished under a community initiative, several partnerships were established under the newly created service. For example, the initiative group involved pupils who aided elderly people who have problems with mobility to bring laundry to the centre in the morning, on their way to school and take the clean clothes back after classes.

The creation of laundry and socialization service for older people is one of the 20 projects supported financially and methodologically by the Joint Integrated Local Development Programme (UNDP and UN Women) with the financial support of the Government of Denmark.

JILD supported empowering community groups in 20 localities from the Republic of Moldova so they can become dialogue partners of LPA. As a result, 20 integrated projects that target human rights and gender equality (with JILD contribution of up to \$ 5,000) have been implemented. Projects aim at improving spaces for sports activities, renovating nutrition spaces in educational institutions, improving access to local service providers, establishing community information centres, accessibility services for women and vulnerable groups in access to education, healthcare and social services, as well as inclusion and capacity building.

To disseminate the positive experience obtained, the initiative group from Sîngerei Noi organized an official launching event of the Centre, where other local community groups who want to start similar community services participated. ■

THE DIRECTOR OF THE INTER-MUNICIPAL SERVICE FROM VILLAGE CONGAZ, COMRAT DISTRICT, ION BUZADJI, INVENTED A SYSTEM THAT ALLOWS HIM TO REMOTELY MANAGE A LOCAL ARTESIAN WELL VIA MOBILE PHONE.

He introduces a code on the mobile phone and this activates the artesian well to start or stop. Even if he does not have the time for this, the system stops or turns on automatically when the well is either empty or full.

„Systems exactly like they have in Europe. There's nothing new about these, you just need the skills and the will and to know how to put them into practice. It makes work easier. Someday it may happen that I am away from the village, but

people still need water. So I quickly introduce the code, the engine starts and we solved the problem," says Ivan Buzadji proudly.

Congaz is not only the largest village in Moldova, but also in Europe. Yesterday February 5, a unique model of utilities services management, an inter-municipal company was put into operation. It will provide services to 15,000 residents in three communities in the region. We are talking about the villages of Congaz, Cotovscoe and Chioselia Rusă. ■

Source: Ziarul Național

JANUARY			
IMC Launching event Ciuciuleni	Ciuciuleni (Hîncești)	January, 30	Mayorality Ciuciuleni JILD DP
FEBRUARY			
IMC Launching event Congaz Study visit Larga	Congaz (ATU Găgăuzia)	February, 11	Mayorality Congaz JILD DP
Presentation of the centre „Rază de soare” (Sun Ray) Congaz	Congaz (ATU Găgăuzia)	February, 11	JILD DP Community center Congaz
Study visit in IT	Larga (Briceni)	February, 27	Mayorality Larga JILD DP
MARCH			
„Woman in locality: Leadership, Power, Authority ”	Chișinău	March, 4	JILD DP, CLAM, GIZ, USAID
IMC Launching Lipcani	town Lipcani	March, 11	Mayorality Lipcani JILD DP
Communication course for local public authorities „ How do model mayoralties communicate ”	Chișinău	March, 20, 9.30	JILD DP
APRIL			
Event „Beautiful business at home” – handing grant cheques to businesses	Cărpineni (Hîncești)	April, 8, 14.00	Business Cărpineni (Hîncești)
Event “Hora luminii” (Light Hora) Launching of the municipal company “Lumen-Ermoclia” (Ermoclia, Ștefan Vodă)	Ermoclia, Ștefan Vodă	April, 12, 18.00	IMC Ermoclia JILD DP IDIS „Viitorul”
IMC Launching Chișcăreni	Chișcăreni (Sîngerei)	April, 16, 12.00	IMC Chișcăreni
IMC Launching Gura Galbenei	Gura Galbenei (Cimișlia)		IMC Gura Galbenei (Cimișlia)
Study visit for mayors „Local economic development”	- village Colibași (Giurgiulești) - Giurgiulești International Free Port	April, 23-24	JILD DP Mayorality Colibași

The Programme is implemented by the United Nations Development Programme (UNDP), the UN Entity for Gender Equality and the Empowerment of Women (UN Women), with financial support from the Government of Denmark. JILD's National Coordinator is the State Chancellery of the Government of the Republic of Moldova.

Opinions expressed in this News Digest are those of the authors and do not necessarily reflect the position of UNDP, UN Women, or the Government of Denmark.

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JILD target localities (2013-2015)



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