



Youth sector development strategy "Youth 2030"



MINISTERUL EDUCAȚIEI
ȘI CERCETĂRII
AL REPUBLICII MOLDOVA

YOUTH SECTOR DEVELOPMENT STRATEGY "YOUTH 2030"

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Chapter I

INTRODUCTION

1. The Strategy for Youth Sector Development "Youth 2030" (hereinafter – *"Youth 2030"* Strategy) is the fourth public policy document in the field. Based on the conclusions and recommendations of the final evaluation report of the National Strategy for Youth Sector Development 2020, approved by Government Decision no. 1006/2014, the "Youth 2030" Strategy approaches the well-being of young people through the perspective of the need to develop an ecosystem of institutions and responsible actors that coordinate their activities and base their interventions on the real needs of young people. Even if the main subject of state policy is young people, the youth sector strategy outlines interventions oriented towards the activity of associative structures and initiative groups of young people, youth workers, public and private institutions, public authorities as elements of policy implementation pursuing the objectives of development and activation of youth.

2. The Republic of Moldova promotes a youth policy anchored in the policies of the Council of Europe, assumed in the "Youth 2030" Strategy, and emphasizes the role of young people and youth organizations in the construction of participatory democracy and modern society. Following the imperative of European integration, the Republic of Moldova aligns itself with the youth work development trends assumed by the European Union through the European Youth Work Agenda, the EU Youth Objectives and the EU Youth Strategy 2019-2027 and approaches young people and youth structures as actors leading in the process of realizing the National Development Strategy "European Moldova 2030" and achieving the Sustainable Development Goals (hereinafter – SDGs).

3. The ability of a modern state to develop socially and economically is based on a sufficiently prepared and active human capital to contribute qualitatively to all public or private sectors and domains. The human capital of the Republic of Moldova has registered, since the declaration of independence until now, a negative demographic trend characterized by the aging of the population and an accentuated phenomenon of migration, especially among the young population. Among the main causes of migration are the lack of employment opportunities and unattractive wages, the low quality of the education system, reduced opportunities and poor-quality services, poorly developed infrastructure, especially in rural areas. The most likely to migrate are young people who choose to study outside the Republic of Moldova or dissatisfied with the salary level and occupational offer, that choose a better paid job in EU or CIS countries.

4. One of the primary roles of the state is to prepare, through the education system, active and competent citizens to integrate economically and socially. The educational offer in this case must correspond to the needs of development in the digital era and be sufficiently linked to the needs of the labor market. The construction of the formal national education system is rigid in principle and requires considerable human and financial effort to be shaped in a timely manner to respond to changing external factors. This highlights the need to expand and develop the informal and non-formal education system as a complementary element, to help increase the success rate of integration into the labor market and social life.

5. According to the World Economic Forum, in 2022, among the most valued and requested skills, that a successful citizen needs to possess, are analytical thinking and innovation; creativity, originality and initiative; leadership and social influence; emotional intelligence etc. To the extent that the formal education system cannot fully cover the qualitative development of the skills required in the digital era, being insufficiently flexible, the state invests in the construction of a non-formal and informal education system. This one, focused on the concept of "learning by doing", uses methods and tools to work with young people in the

framework of non-formal education activities and programs that target to develop a set of skills and competences necessary for young people to become active and capable citizens.

In this sense, youth policy focuses on creating a development offer complementary to formal education policy, focusing on competences and values of participation, innovation and problem-solving centered on young people and their needs.

Acting in balance with other national policies that are oriented towards the well-being of young people, the youth policy projects interventions on segments such as civic and decision-making participation, youth work and programs, community involvement, volunteering and social innovation.

6. The public health crisis generated by the COVID-19 pandemic and the crisis generated by the war in the region, have demonstrated that the tools used by the state to intervene directly to the beneficiary remain too inflexible and tend to focus on mitigation measures. On the one hand, even though young people and youth organizations have played a key role in mitigating the negative impact of these crises and in supporting those affected by them, young people themselves continue to be a group strongly affected by the crises; on the other hand, the solidarity and activism of young people contributes significantly to the increased results achieved in managing these crises, namely by using their potential to engage and generate innovative solutions. The creation of an enabling environment in which young people and youth organizations can get involved in situations requiring rapid mobilization is an expected outcome of the "Youth 2030" Strategy.

Regardless of the economic, political and social situation, national policies promote an inclusive, equal and empowering approach to all groups and categories of young people in society, accompanied by explicit safeguards against exclusion and discrimination, and the establishment of clear and accessible mechanisms for redress and accountability.

7. The "Youth 2030" Strategy maintains the guidelines of the last policy cycle and builds on the positive experiences from its implementation, ensures continuity and refines certain dimensions and areas of intervention, creates new approaches and innovates in the context of new national and international challenges and circumstances.

8. The "Youth 2030" Strategy resides in:

1) developing a system to ensure young people with opportunities for quality non-formal education, civic and decision-making participation, involvement in community development, focused on the development of life skills necessary for socio-economic integration, harmonious development and the well-being of young people, complementary to the formal education system and their correlation;

2) boosting and supporting the development of the youth associative sector and its recognition as an essential actor in the social and economic development of the state;

3) the transversal approach of youth policies, consolidated at national level, which is drawn at central level and taken up, multiplied and linked at local level;

4) creating flexible response mechanisms to potential social, pandemic, economic shocks, etc. affecting the well-being of young people and the youth sector;

5) strengthening, recognizing and promoting youth work as a tool-key in the development and implementation of projects and programs dedicated to young people;

6) promoting and implementing a strategic and systemic approach in the development of programs and social services for young people at risk.

9. The "Youth 2030" Strategy has been designed to be sufficiently relevant so that its policy guidelines and priorities do not quickly become outdated, thus providing the necessary socio-legal framework to be included in the next Implementation Program, phased in two 4-year periods.

10. Grounded in the need to promote a strategic approach in the implementation of the youth policy assumed within the framework of the Association Agreement between the Republic of Moldova, on the one hand, and the European Union and the European Atomic Energy Community and their member states, on the other hand, in the diversity and the amplitude of the

designed interventions, the strategy contributes to the achievement of the following Sustainable Development Goals (SDGs):

1) By 2030, the number of young people and adults who have relevant skills for employment will increase substantially (SDG 4.4).

2) All pupils/students will acquire knowledge and skills necessary to promote sustainable development and sustainable lifestyles, environmental protection, healthy lifestyles, human rights, gender equality, culture of peace and nonviolence, global citizenship and appreciation of cultural diversity, as well as of the contribution of culture to sustainable development (SDG 4.7).

3) Increasing the participation rate of young people and adults in the process of formal and non-formal education throughout life, by gender (SDG 4.3.1).

4) Ensure and promote the full and effective participation of girls and women and equal opportunities in leadership positions at all levels of decision-making in political, economic and public life (SDG 5.5).

5) Increasing the share of the population that considers the decision-making process to be inclusive and participatory, etc. (SDG 16.7.2.1).

6) Encouraging and promoting partnerships between youth and public authorities to develop viable platforms for youth participation in decision-making processes, based on the experience and resource strategies of partnerships (SDG 17).

Chapter II

INTERACTION WITH NATIONAL AND INTERNATIONAL POLICY DOCUMENTS

11. Consistency with the National Development Strategy "European Moldova 2030". The "Youth 2030" Strategy operationalizes the strategic objectives of convergence assumed by the National Development Strategy "European Moldova 2030", as follows:

1) institutionalizing and ensuring the functionality of co-management commissions for youth policies, in order to coordinate sectoral interventions for young people and youth organizations, as well as ensuring, supporting their activity through co-financing and support programs;

2) promoting a strategic and systemic approach in the development of the youth sector and programs dedicated to young people. Development of infrastructure, structures and opportunities for youth civic engagement and participation at all levels;

3) systematic support of social innovation initiatives of young people and youth organizations through non-reimbursable financing mechanisms and material support;

4) expanding youth programs to cover socially vulnerable groups and hard-to-reach areas;

5) promoting the civic participation of young people and strengthening participative democracy among young people through dedicated and focused programs;

6) the institutionalization and recognition of youth work as a tool for carrying out activities with young people and expanding the community of practitioners in the field;

7) the development of support mechanisms for the integration of non-formal education activities dedicated to young people in higher education institutions;

8) creating opportunities for spending free time in extracurricular activities and civilized socialization, to reduce the incidence of juvenile delinquency.

12. Consistency with the Government's Activity Program "Prosperous, safe, European Moldova". The "Youth 2030" Strategy outlines the strategic vision on how to achieve the objectives set in the Government's Activity Program "Prosperous, Safe, European Moldova" in a sustainable and systemic form, or the support instruments that are proposed to be created contribute to carrying out youth programs, supporting young people, and should not represent a singular intervention.

The activity program of the Government "Prosperous, safe, European Moldova" recognizes the importance of the development of young people and youth structures and proposes the quantitative increase of financial resources allocated to support the initiatives of young people and the youth sector, as well as the institutional support and strengthening of key actors with duties in the development and implementation of youth policies and programs. The strategic vision of the Government's activity program "Prosperous, safe, European Moldova" focuses on the civic and decision-making participation of young people and by empowering and strengthening their skills. Also, the Government's activity program "Prosperous, safe, European Moldova" emphasizes the creation of entrepreneurial thinking among young people, which will contribute to financial integration, but also on the innovation side. The "Youth 2030" Strategy addresses the guidelines drawn by the Government's Activity Program "Prosperous, safe, European Moldova" through interventions at the level of creating the ecosystem and increasing the quality of the programs carried out and the funding allocated.

13. Consistency with the Youth Action Plan in the European Union's external action 2027. The promotion of the significant participation of young people and their empowerment in the EU's external action for sustainable development, equality and peace is outlined in the following strategic visions addressed:

- 1) fostering partnerships for engagement, empowerment and connection;
- 2) promoting the meaningful participation of young people in policy-making, as well as in the peace and security agenda;
- 3) creating systematic dialogue platforms with youth organizations;
- 4) increasing institutional capacity and expertise on how to work with and for young people, as well as child protection through training, guidance and exchange of best practices;
- 5) ensuring that no one is left behind by addressing inequalities and structural barriers, mainstreaming gender equality and applying an intersectional approach.

14. The "Youth 2030" Strategy cross-sectorally addresses related issues and with other public policy documents currently being implemented or in the process of development, such as: Draft Development Strategy "Education 2030" and Draft Program for the Implementation of the Development Strategy "Education 2030" by expanding the number of active student organizations and developing grant programs for them; Draft National Program for the Promotion of Entrepreneurship and Increased Competitiveness 2022-2026 by strengthening entrepreneurial thinking among young people, channeling the ability of young people to innovate in areas of development of the national economy; Draft National Program on Active and Healthy Aging 2023-2027 by ensuring inter-generational knowledge and skills transfer and inter-generational dialogue.

15. The "Youth 2030" Strategy addresses the visions, actions and impact of the following actors:

- 1) young people and young families;
- 2) youth organizations, non-formal youth participation structures and initiative groups;
- 3) youth centers and other institutions that carry out youth programs;
- 4) higher education institutions and structures of youth from these;
- 5) central, local and autonomous public authorities;
- 6) youth workers, community organizers and peer educators;
- 7) volunteers and organizations active in the field of volunteering;
- 8) organizations from other sectors working with and for young people.

16. The "Youth 2030" Strategy interacts in terms of alignment and complementarity with a series of sectoral policy documents in force. Thus, it complementarily approaches the Development Strategy "Education 2030" on the dimensions of establishment and consolidation of the system of certification of skills acquired in a non-formal learning process, including through extracurricular and extracurricular activities.

Through the complex approach focused on the development of the system and human resources in the sector to contribute to the quality of programs focused on young people, the

"Youth 2030" Strategy contributes to the achievement of the objectives set in the National Employment Program 2022-2026.

17. The "Youth 2030" Strategy is developed by the Ministry of Education and Research in partnership with The National Youth Council of Moldova and the Center Partnership for Development, with the support of the UN Population Fund (hereinafter - UNFPA), UNICEF Moldova and the German International Cooperation Agency, with the prior consultation of all interested parties.

18. The "Youth 2030" Strategy outlines the state's vision in the field and projects the results and targets to be achieved by 2030. The implementation program of the "Youth 2030" Strategy represents a medium-term strategic planning document (4 years). Moreover, the Implementation Program of the "Youth 2030" Strategy is closely related to the Government's "Prosperous, Safe, European Moldova" Activity Program which will strengthen and support the development of the youth sector, as well as youth initiatives.

Taken together, the national and international policies should complement and unify efforts in the development of the youth sector and ensure a common vision for the strategic documents for the development of the youth sector in the Republic of Moldova.

Chapter III **ANALYSIS OF THE SITUATION**

19. For the Republic of Moldova, human capital represents the basic resource of long-term development. The ability to transform young people into imperative actors in the socio-economic development of the state largely depends on the quality of the national education system, but also the existence of the infrastructure that will ensure the significant participation of young people, thus transforming them into active actors and community development.

20. The notion of a young man, according to the national legal framework, means people aged between 14 and 35 years. The number of the population with usual residence on January 1, 2022 was 2603.8 thousand people, of which 670.9 thousand or 25.8% are young people aged between 14 and 34, of which 49.3% are women and 50.7% men. If in 2019 young people between ages of 14 and 35 constituted 743.2 thousand or 27.7% of the total population, by 2035 the number of young people is forecast to decrease to 575.5 thousand people and 21.7% of the total population. These changes can increase the vulnerability of young people through low representation in central and local governing bodies, ignoring their interests and needs.

21. In the period 2018-2022, the population aged 14-19 decreased by 5.2 thousand people (or by 3.0%), and the share of this category in the total number of young people aged 14-34 increased by 22.1% to 25.0%. The number of people aged 20-24 decreased by 45.5 thousand people (or by 26%), their share decreasing in the analyzed period by 3 p.p., and of those aged 25-29 by 43.3 thousand (respectively by 20.5% and by 1.9 p.p.). The number of young people aged 30-34 decreased by 20.0 thousand (or by 8.9%), their share increasing in the analyzed period by 2.0 p.p.

22. According to the results of the Labor Force Survey, in relation to the current activity status, more than a third of young people aged 15-34 were employed (37.3% or about 244 thousand people), that is, they had a job, about 2.0% (11 thousand) were unemployed and the rest, 61.0% (over 398 thousand), were economically inactive (people outside the labor force). Among the latter, over 42.0% were enrolled in the national education system.

23. According to NBS data, in 2021, every sixth young person aged 15-24 (17.2%), over a quarter of young people aged 15-29 (26.4%) and almost every third person aged 15-34 (30.4%) were not even included in the education process (formal or informal), nor in employment (hereinafter – NEET). The phenomenon of NEET young people in the Republic of Moldova is quite emphasized. Up by 3% compared to 2020, the rate of NEET young people in the Republic of Moldova is one of the highest from Europe. NEET young people are the most vulnerable in the labor market, that is why the state must come up with more proactive measures addressed to

this group of beneficiaries, with the aim of activation and social inclusion through non-formal education that the "Youth 2030" Strategy offers them.

24. Most of families consisting only of young members are located in the urban environment, being a phenomenon of young people migration from the rural environment generated by the lack of opportunities for education, professionalization and employment, as well as the low standard of living.

25. Thus, in case of hesitation and lack of investment to strengthen the youth sector in the Republic of Moldova, especially in rural areas, the demographic decline will be felt even more in the years to come, as well as the flow of migration of young people will continue at an accelerated pace in the absence of sufficient development opportunities at home. The negative effects of migration are already being felt to a considerable extent in the country's economy, social protection system and education.

26. Youth centers represent some of the main institutions providing programs aimed at the multilateral development of young people. The youth center development Program implemented in 2017-2022 by the central authority with competences in the field has boosted the creation of 22 district centers and 22 local branches. As part of the Program, continuous support was provided for the development of the technical and material base, professionalization of youth workers and financial support through a mechanism of parity for youth initiatives through non-reimbursable grants. The model of organization and functioning of the institutions is set by the Government, taken over and implemented by the local public administration authorities.

27. Currently, youth centers provide a limited number of programs (services) for young people. The development and expansion of youth programs (services) provided through the centers was directly dependent on the establishment of an institution responsible for the certification and professionalization of youth workers. In the absence of a functional institution, the position and salary of youth workers has become less attractive to ensure staff stability, which also determines the quality of the programs and services provided. In essence, the design of the expected results on the insurance component with qualitative youth programs was not focused on the construction of a sustainable administrative and financial system of institutions, concentrating efforts on support instruments to stimulate local public authorities to establish centers. The actions planned in the previous strategic cycle did not lead to the achievement of the goal set for 2020 of covering 90% of young people with quality youth programs (services).

28. Organizations of and for youth, as distinct structures to ensure the development of young people, faces challenges in what concerns their institutional development. According to one study on the development of the youth sector, the organizations are positioned at an average level in terms of strategic planning, management and governance, advocacy capabilities. According to the report, 22% of the evaluated organizations have an evaluation and monitoring system that contains well-defined indicators and data collection and analysis systems, which is twice as high as in 2013 (10%). At the same time, only 36% of the organizations have links or partnerships with local/national level decision-makers or government structures. The level of organizational development was evaluated on a scale from 0 to 4, each coefficient being the average of a set of indicators relevant to the field of analysis.

	STRATEGICAL PLANNING	GOOD GOVERNANCE	ADVOCACY
COEFFICIENT 2013	▪ 1,82	▪ 1,59	▪ 1,69
COEFFICIENT 2018	▪ 2,40	▪ 3,00	▪ 2,60

Figure 1. Evolution of the institutional development of organizations in the associative sector
Source: National Youth Council of Moldova

29. At the same time, the financial and organizational capacity of youth structures continues to be limited. In recent years, the strengthening of the capacities of and for youth structures has been achieved through capacity building and institutional development programs,

but the systemic approach has been lacking, these being mainly achieved through the grant program. Despite the efforts made, the financial capacities of the organizations are still limited. According to the study on the development of the youth associative sector, the coefficient for the financial viability of organizations increased from 1.35 in 2013 to 2.4 in 2018 (measured on a scale from 0 to 4), which indicates an average level of financial capacity. The same study reveals that currently only 22.7% of the organizations have the budgeting process integrated into the annual strategic and operational planning. The limited financial capacity of youth structures requires the provision of services/activities by/and for youth in small projects with sustainability and low impact for young people and the community.

30. The quality and effectiveness of youth work depends on the capacity of human resources in the youth sector, which is proving to be low. The lack of personnel, the reduced level of skills in youth work, as well as the increased fluctuation of human resources in the field of the youth sector (due to unattractive salaries, insecurity and uncertainty regarding the sustainability of the occupation of worker/specialist in youth work, etc.) undermines the effectiveness of youth work. Another problem relates to the fact that a good part of the specialists and youth workers come from different fields, not having special training and the necessary qualifications. Efforts to increase human capital skills in the youth sector have intensified in recent years, but the country's socio-economic and political context has diminished the sustainability of efforts.

31. Gaps related to the capacity of human capital involved in youth work persist over time. Comprehensive analysis of the youth sector and previous evaluations speak about the persistence of systemic gaps related to insufficient specialists in the youth sector and low level of professionalism adapted to the specific needs of the young generation; lack of a regulated framework for the development of managerial capacity in increasing the competence and performance of employees in the sector (minimum quality standards, etc.); lack of a framework for evaluating the performance of employees in structures oriented towards youth work and services; low professional capacity to provide equitable services and activities, etc.

32. Constraints related to institutional capacities and human resources determine the low level of access of young people to services. According to a study on the perceptions and situation of young people in Moldova, conducted by OECD in 2016, only 25.3% of them knew about the existence of youth centers, of which only 16.3% benefited from the services. Around 70% of young people who have not previously benefited from the services of a youth center say they do not have such a need. This implies that: either the services and the way they are provided do not correspond to the real needs of young people, or the level of information and awareness about their content is low. The study on the impact of the COVID-19 pandemic on young people's participation, carried out by the Center Partnership for Development, shows that only 20% of young people are interested in services and feel the need to be involved in personal and professional development activities. Of these, only half were able to access the services.

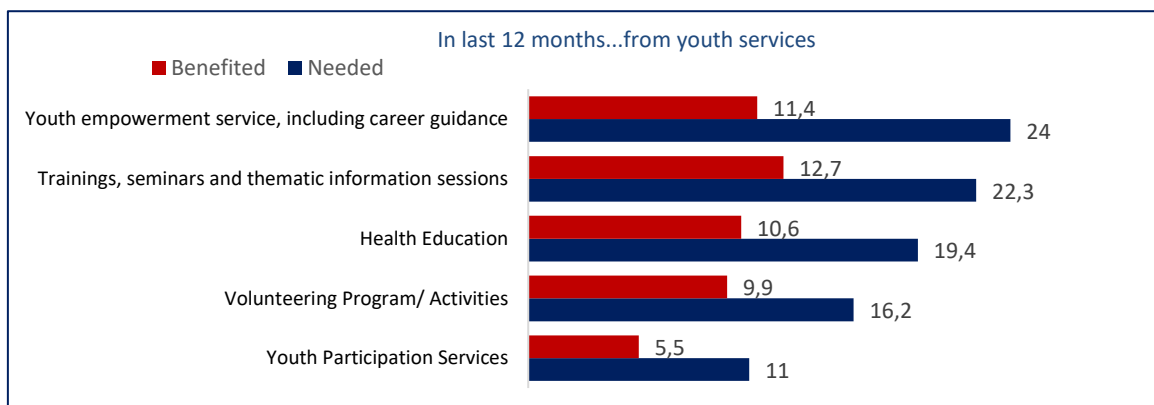


Figure 2. Share of young people who needed and benefited from services, %
 Source: Opinion poll Center Partnership for Development, UNFPA, 2020

33. Young girls/women are more actively involved in youth activities and are to a greater extent beneficiaries of youth services. The level of access to the services provided for young people is directly correlated with the visibility of the structures that provide them. Young women were more informed than young men, and awareness was higher among urban youth than rural youth.

34. Youth-oriented services have a low representation in rural localities. Youth structures are found, for the most part, in the urban environment. Respectively, the activity for/and for the youth is limited to a certain group of young people who are characterized by a relatively higher degree of activism, predominantly from the urban environment, with wider access to various sources of information. At the same time, specialists and youth workers, representatives of youth structures, mostly focus on young people enrolled in studies from the younger age group (14-19 years old), considering that older young people are more difficult to involve for various reasons: mobility for study purposes (university), employment, family creation, care responsibilities, etc.

35. Access to services and programs is even lower among youth from disadvantaged groups. Young people with few opportunities (such as young people with disabilities, ethnic minorities, NEET young people, young people from poor families, low school achievement, etc.) are less likely to be included in development programs and services. Selective practices (focusing on the most active, motivated), lack of mechanisms to support and encourage the participation of vulnerable categories of young people, poorly developed accessible infrastructure, insufficient specialists trained to work with vulnerable categories of young people, low information of young people regarding activities and services relevant to them make it difficult to work with these categories.

36. Young people with disabilities have less access to youth services and activities. This situation is determined by the low level of institutional capacities and professional skills of youth specialists to work with vulnerable groups, on the one hand, as well as the poorly developed infrastructure not adapted to the needs of young people with disabilities, on the other hand.

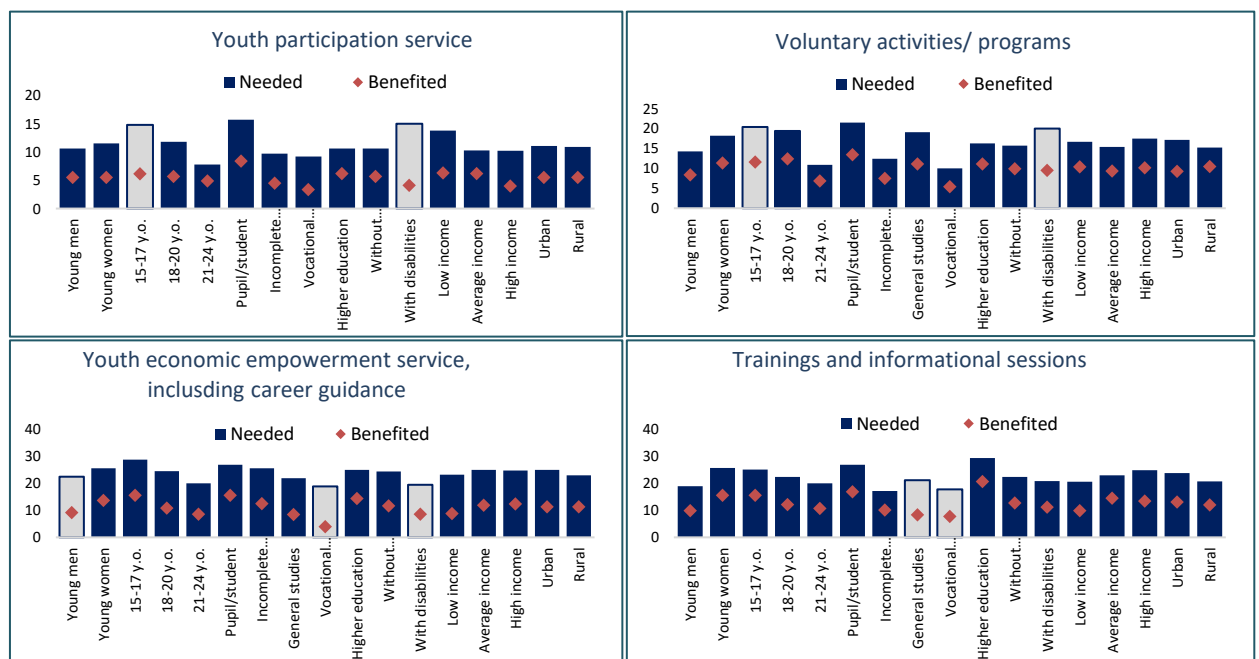


Figure 3. Access to services by socio-demographic categories, %
Source: Opinion poll Center Partnership for Development, UNFPA, 2020

37. Participation refers to the right and opportunity of young people to get involved in civic and decision-making activities in order to promote their interests and needs by positively influencing decisions made at local and national level, without facing any form of exclusion.

According to Law no. 215/2016 regarding youth, participation provides the active involvement of young people in the decision-making process, public consultations, carrying out activities that occur in society and that concern them directly or indirectly. The conditions for the development of active participation represent a balance between the skills of young people to get involved and the opportunities to apply these skills in practice.

38. During the implementation of the National Strategy for Youth Sector Development 2020, several legislative and normative acts have been elaborated and promulgated in order to create the necessary conditions to facilitate the participation and a more active involvement of young people at social and decision-making level. These include: the Law on Youth no. 215/2016, the Framework Regulation on the organization and functioning of local youth councils, Government Decision no. 598/2020 on the organization and functioning of the National Agency for Programs Development and Youth Work, etc. Similarly, the foundations were laid for the activity of youth structures operating at district and local level, youth initiatives were supported through the grant program, a series of training and information activities were carried out for the main relevant actors of the youth sector, etc. Moreover, the concepts of youth participation programs were developed, such as: the draft Regulation for the functioning of youth consultative commissions based on the principles of co-management; "Youth delegate to the UN" draft program. Although the proposed strategic interventions have contributed to some progress, the lack of a homogeneous monitoring framework and of macro indicators specific to youth participation in the Republic of Moldova has made it difficult to estimate the impact of the strategic interventions on major issues related to youth participation.

39. The findings of international and national reports that come to evaluate the presence of young people in civic and decision-making activities, show a low level of participation. The Youth Index of the Republic of Moldova for 2020, the tool that measures the disparities between young people and the adult population in different socio-economic fields (participation in the decision-making process, economic vulnerability, economic activity, risk situations and health) suggests that the level of participation of young people in political and decision-making processes at the local level is much lower than that of adults, registering a value of 0.69 points (on a scale from 0 to 1, where 0 implies that there are no gaps between the comparison groups, and 1 – that the gap takes its maximum value).

40. As a structure to stimulate the participation of young people in the period 2016-2022 with the support of the Ministry of Education and Research, the National Network of Local Youth Councils from Moldova (hereinafter - NNLYCM) was created, launched and developed, which was designed to establish and strengthen the organizational and operational capacities of district/municipal youth councils at local and regional level. The local youth councils are platforms for the participation of young people in decision-making processes alongside local public authorities in all areas with an impact on their well-being. The concept of youth participation is based on supporting the development of local public policies starting from the real needs of young people and with their involvement in the development of innovative solutions. NNLYCM has a coverage of 65.7% among second-level local public authorities (23 districts and municipalities) and a more modest representation at the level of first-level local public authorities (14.9%, 134 local councils /community). However, many of these structures at local level are limited to organizing two events per year, namely Forum and Post-forum. The most common beneficiaries of councils are young people up to 22 years old at city level and up to 18-19 years old at local level, with local councils being less attractive to older age groups. For many municipalities, local youth councils are the only youth structure in which a young person can get involved.

41. Although there is evidence of a steady dynamic in the growth and development of the network of local youth councils, they remain heavily dependent on the Ministry of Education and Research's Program of Assistance for the Strengthening and Development of District/Municipal Youth Councils and the resources allocated to it, thus lacking financial and institutional independence, being dependent on the financial and methodological assistance

continuously provided by the Ministry of Education and Research and being limited or even lacking support and resources at local level. The need to ensure their sustainability and financial sustainability, including from local budgets, remains the main priority for both the CCLYCM and the Ministry of Education and Research. At the same time, CCLYCM since its foundation has failed to exploit its potential to represent young people, remaining a structure that does not actively engage in representation and advocacy activities for young people.

42. Despite the efforts to stimulate the participation of young people, less than 20% of young people in the Republic of Moldova participate in activities to influence the decision-making process. We mean both participation in meetings where decisions were made, including for the community, work sessions of youth entities, as well as street demonstrations/rallies, etc.

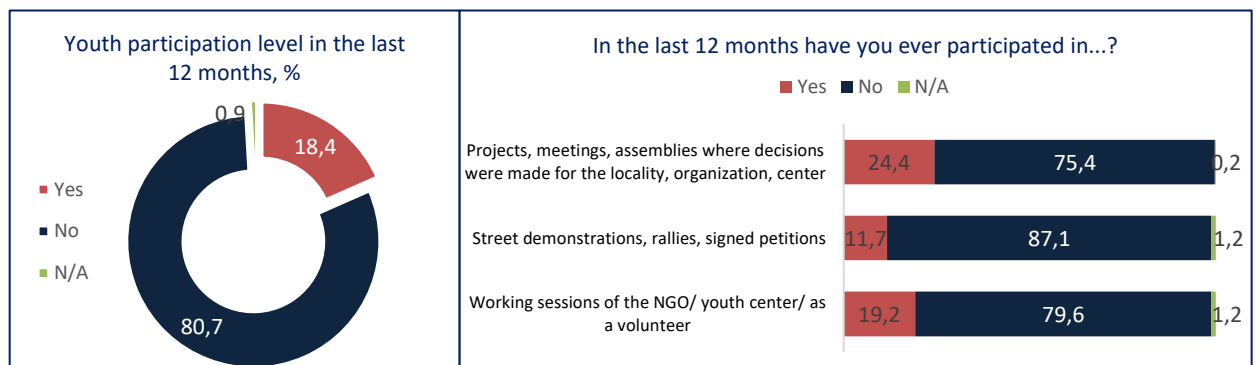


Figure 4. Youth participation level, %

Source: Opinion poll Center Partnership for Development, UNFPA, 2020

43. Only a tenth of the young people in the Republic of Moldova are characterized by a high level of participation in the decision-making process and in the social life of the community. According to the study on the impact of the pandemic on youth participation, carried out by the Center Partnership for Development, only 10% of young people show a high level of civic participation and in the decision-making process, the most significant prevalence is held by young people with low participation - 50%, followed by of the share of young people with average participation - 40%. The low level of participation of young people is determined by: (i) low trust in authorities and how responsive they are to their views and needs; (ii) mismatch of services offered to young people with their needs; (iii) complexity of activities geared towards their professional and personal development, which requires more time for involvement; (iv) prioritizing responsibilities other than participation (family concerns, employment, professional career) etc.

44. Young people aged 15-17 are more likely to be actively involved in social life and decision-making. In the cluster with high participation, the share of 15–17-year-olds is much higher than the share of 21–24-year-olds. As they are still in the educational process (either school, college, vocational school, etc.), the picture created confirms that educational institutions are a favorable environment for 15–17-year-olds to express themselves and participate in various activities aimed at increasing their involvement.

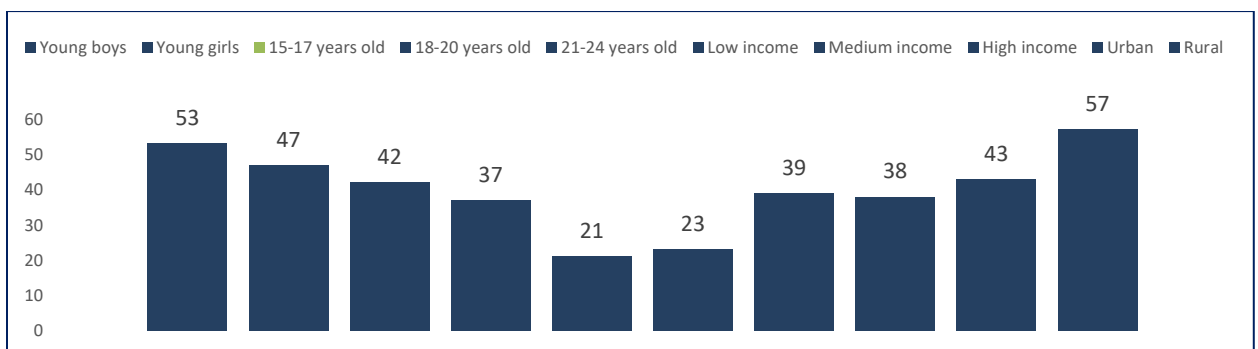


Figure 5. Profile of young people prone to active participation, %

Source: Opinion poll Center Partnership for Development, UNFPA, 2020

45. Young people from rural areas are less affiliated to any initiative group or non-governmental organization. A form of participation is related to joining some groups that are active in the living environment of young people. Thus, according to opinion polls carried out between 2016 and 2018, the share of 18-29-year-olds who became members of public associations or got involved as volunteers increased slightly. Even if a slightly positive trend is also observed among people from rural areas, we are still concerned about their extremely low values (up to 3% in 2018). At the same time, in the case of men, the values are higher compared to women, which outlines the persistence of stereotypes regarding gender roles in society (responsibilities for taking care of children and households, etc.).

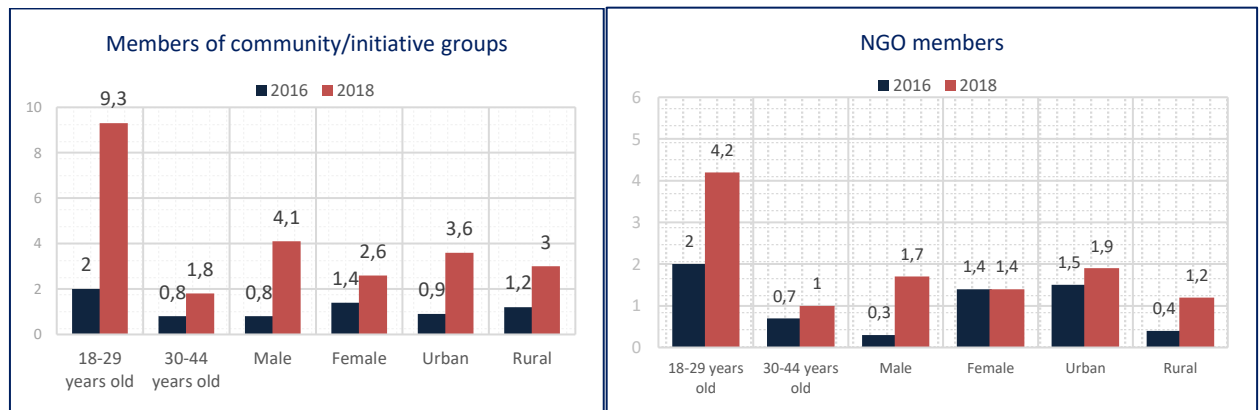


Figure 6. Share of young members of NGOs or community initiative groups, %
Source: CPD opinion polls in 2016 and 2018

46. Young people with disabilities and those of Roma ethnicity have an extremely low affiliation to any participation structure. Data from a survey conducted by the Center Partnership for Development in 2018 revealed that less than 2% of 18–39-year-olds belong to one of the participation structures, such as initiative groups or non-governmental organizations. Up to 3% of young people in these two disadvantaged categories were involved in voluntary activities either in political parties or in public associations. The problem of accessibility, awareness of the issue of inclusion and the perpetuation of stereotypes in society towards these two groups of people have negative implications for the possibility of participation in both civic and decision-making activities.

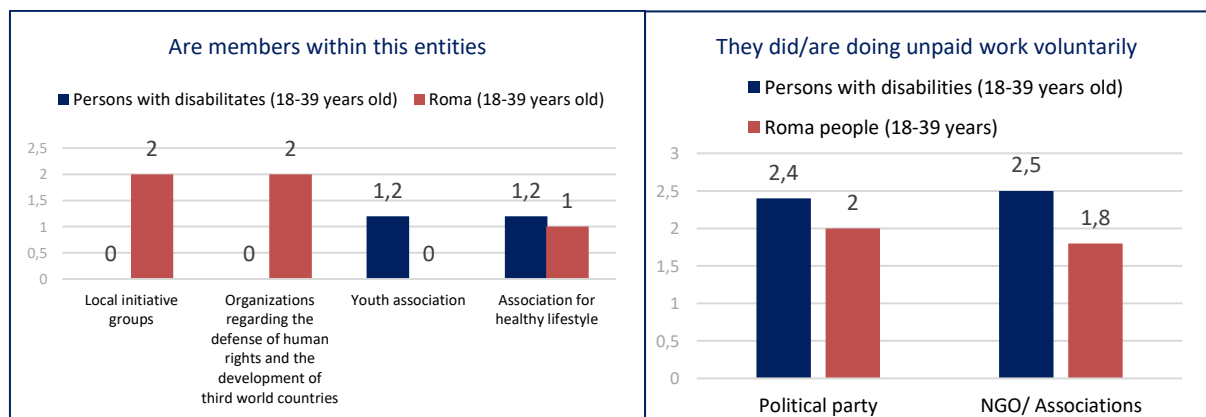


Figure 7. Share of young people with disabilities and Roma members or volunteers in NGOs or local initiative groups, %
Source: CPD opinion poll, 2018

Chapter IV
VISION, MISSION, VALUES AND PROMOTION TOOLS

47. Strategy Vision: The construction of a modern society is based on trained and competent young people, who share a vertical of values and assume the responsibility of contributing qualitatively to the social and economic development of the state.

48. Creating value to generate value. The added value in the social and economic development of the state generated by young people is based on the skills developed and assimilated. The quality and capacity of assimilation is directly dependent on the values in which the skills are anchored. The "Youth 2030" Strategy outlines a valuable vertical that young people tend to share as a result of implementing the document. All approaches and interventions within the policy document promote a single value framework.

Value level	Value
Individual	Character I set and maintain high standards of ethics and integrity
Family	Perseverance Failures are part of the process and the effort needs to be continuous
Society	Respect I treat everyone equally with respect and dignity while expecting to be treated the same
Professional	Reputation I value my personal positioning in society, the perception and expectations I create
Identity	Dignity I appreciate and proudly promote the cultural and historical background of the nation I represent

49. The mission of the "Youth 2030" Strategy consists of:

- 1) ensuring access for all young people in the Republic of Moldova to opportunities and quality youth programs that contribute to the development of skills and sharing of values;
- 2) recognition by the state of the innovative potential of young people and youth organizations and allocation of sufficient financial resources for the realization of their initiatives;
- 3) meaningful participation and civic involvement of young people, empowered by their own role, in promoting democracy, community development and social innovation.

50. In order to increase the level of understanding and trust of young people in state institutions and in the democratic governance system, young people and the youth sector require simple and flexible intervention mechanisms, with a reduced degree of bureaucracy and adapted to the needs of the groups of disadvantaged young people.

The instruments used within the "Youth 2030" Strategy are:

- 1) financial and material support for young people and youth organizations;
- 2) certification system of the work quality and youth programs;
- 3) cooperation and policy coordination through dedicated platforms for youth participation;
- 4) financial and methodological support for the implementation of civic initiatives;
- 5) methodological support for the development of services for young people and young families;
- 6) disaggregated data collection system regarding the situation of young people, the degree of funding of the sector per young person and social services for young people;
- 7) training and capacity building programs for key actors and resource persons;
- 8) investment in the creation of youth-friendly multifunctional spaces;
- 9) institutional capacity building programs for the development of public policies impacting on young people.

51. The human and financial resources allocated for the implementation of the "Youth 2030" Strategy are oriented towards:

- 1) ensuring a resilient, sustainable and sufficiently funded youth sector;
- 2) creating an equitable environment where young people from all groups can benefit from equal opportunities and chances for development;
- 3) ensuring access to qualitative and inclusive youth programs provided by specialized institutions and organizations;
- 4) strengthening and expanding the community of skilled youth workers;
- 5) supporting the innovation potential of young people through direct financing mechanisms;
- 6) promoting the significant participation of young people in decision-making processes through dedicated platforms based on principles of co-management;
- 7) ensuring synergy between non-formal and formal education within higher education institutions;
- 8) empowering young people to initiate and engage in community development actions;
- 9) creating a system of skills development among young people through non-formal education activities;
- 10) creating mechanisms for collecting, monitoring and using relevant data on the situation of young people;
- 11) promoting, recognizing and extending the particularities of youth work;
- 12) capacity building in the field of social services for young people;
- 13) developing the regulatory framework for youth social services;
- 14) development and extension of social services for young people;
- 15) anticipating future trends, challenges and opportunities and creating a resilient ecosystem.

52. Divided into two progressively realized implementation programs, the "Youth 2030" Strategy proposes an initially vertical intervention, following a horizontal integration of the youth perspective within the relevant sectoral policies within the second program.

In the first instance, the construction of a resilient youth sector around which sectoral interventions dedicated to young people are built is addressed. In this respect, the policy document focuses on institutional strengthening and capacity building of human resources working in the field as benchmarks for the implementation of youth programs. Authorities, institutions and organizations that have the capacity to implement policies and programs focused on the needs of young people are key to the sustainability of the sector.

In the second instance, the document addresses young people as active civic and decision-making actors, covering through the interventions outlined the segments that remain specific to the field: civic activism and volunteering, meaningful participation, involvement in community and local development, skills development through non-formal education, youth work and social innovation. In this respect, the document focuses on tools to empower young people as individuals, initiative groups and youth organizations to reach their potential and increase the resilience of young people in the face of social and economic changes or shocks.

Thirdly, the "Youth 2030" Strategy outlines direct support interventions to sustain the achievement of young people's innovation potential through separate funding mechanisms and schemes. Funding opportunities are diversified to cover individual initiatives of young people, non-formal initiative groups or youth organizations. In order to cover geographically and socially a wide range of young people, institutions with increased access to direct beneficiaries, such as local public authorities, youth organizations and educational institutions, are used as an entry point for policies.

53. Moreover, the "Youth 2030" Strategy creates premises for the development and institutionalization of social inclusion mechanisms of disadvantaged young groups, thus ensuring their inclusion in decision-making processes and in community development.

Chapter V

STRATEGIC DIRECTIONS, OBJECTIVES AND GENDER EQUALITY

54. The priority directions of intervention take shape around three distinct strategic orientation directions in approach and interventions, which in turn take shape in three general objectives.

55. Qualitative, accessible and inclusive youth work. Strategic guideline I is based on a systemic state intervention focusing on capacity development within the sector for the delivery of quality youth projects and programs based on the needs of young people.

1) Youth work is carried out by competent people, who have organizational skills and use tools to mobilize young people in non-formal activities. Youth work aims to engage young people in developmental activities where they can feel safe, focused on empowering them to realize their potential.

2) Youth work can be carried out in an organized, planned and institutionalized manner, as well as spontaneously in occasional activities. Regardless of the way and manner of its organization, the people (youth workers) who work directly with the beneficiary must have the necessary skills and abilities to carry out a qualitative activity with a positive impact.

3) Strategic guideline I focuses on promoting a holistic approach in the development of youth work. The intervention within the "Youth 2030" Strategy covers the aspects that contribute to the achievement of the work in a qualitative way, by trained people, in an environment conducive to development.

4) Strategic guideline I. Increase the number of young people benefiting from quality youth programs through capacity building within the sector and professionalization of human resources. The priority action lines are:

(a) improve the delivery system of quality youth programs through youth centers by developing the necessary tools and methodologies;

b) the development of the normative and regulatory framework for the work and remuneration of youth workers;

c) the creation of a system for collecting disaggregated statistical information on the youth programs carried out and evaluating the impact on the well-being of young people;

d) the development of the system of qualification, professionalization and recognition of competences of youth workers;

e) making the training of youth workers in youth organizations more efficient by ensuring the quality of the continuous training programs.

5) Expected results following the achievement of Strategic guideline I:

a) youth centers diversify their offer of quality and inclusive programs for young people;

b) youth centers strengthen their institutional capacities;

c) youth workers in youth centers develop basic professional skills;

d) young people from all geographical areas of the Republic of Moldova have increased access to youth programs;

e) youth organizations create partnerships with local public authorities to expand youth programs;

f) procedures for the professionalization and recognition of youth work competences become functional;

g) youth workers have practical methodologies and tools to organize qualitative youth work;

h) the way youth workers are paid is improved.

6) The expected impact as a result of the implementation of Strategic guideline I. The youth programs provided by the youth centers are focused on the needs of young people, comply with quality criteria and are accessible to all categories of young people.

56. Strategic guideline II focuses on creating a civic and decision-making participation culture among young people.

1) Empowering young people to get involved in the social and economic development of the state is one of the attributes of youth policy. By promoting the non-formal approach in education and using tools for working with young people, they not only acquire skills, but are motivated and willing to apply them.

2) While the digital world offers children and young people tremendous opportunities to communicate, socialize, share, learn, access information and express their views on issues affecting their lives and communities, the age of information technologies can also lead to a reduction in the involvement of young people in social or community interaction and development.

3) The Strategic guideline II comprehensively addresses the element of empowerment through interventions on the side of enabling, motivating, promoting and supporting young people in developing ideas and applying them in their own community. The entry point into the participation policy is both on the side of local authorities and on the side of initiative groups and youth organizations. Taken as a whole they contribute to increasing young people's activism and involvement in the social and economic life of the state.

4) The Strategic guideline II. Increasing the level of participation and civic involvement through training, capacity building and youth empowerment programs. The priority directions of action are:

- a) improving the regulatory framework and tools for volunteering;
- b) to harness the civic potential of young people by diversifying the instruments for the practice and recognition of volunteering;
- c) developing and implementing digital tools to promote volunteering opportunities for young people's civic activism;
- d) reconceptualizing and diversifying opportunities and platforms for participation in the decision-making processes of young people in the family, community, locality, nationally and internationally;
- e) empowering public authorities and institutions working with young people to involve young people and youth organizations in the decision-making processes affecting them;
- f) to create methodological benchmarks and to provide continuous training for local public authorities on youth involvement;
- g) the creation of a network of young citizens with initiative who develop and carry out community mobilization and local development activities;
- h) expanding the number of youth organizers and community groups, including cross-sectoral groups.

5) Expected results following the achievement of Strategic guideline II:

- a) the authorities create more co-management structures in the youth field;
- b) more local public authorities involve young people and youth participation structures in decision-making processes;
- c) more platforms and opportunities for international youth participation become operational;
- d) more young people have the necessary competences and life skills to actively engage and organize communities;
- e) more youth community groups are created and carry out civic initiatives;
- f) the number of active youth organizations is expanded and cross-sectoral collaboration of organizations working with and for young people is strengthened;
- g) the regulatory framework for voluntary activity is improved;
- h) the concept of the aggregator of volunteering opportunities is developed and piloted.

6) Expected impact as a result of achieving Strategic guideline II. Young people have the skills and motivation to be actively and qualitatively involved in community life.

57. The Strategic guideline III is based on social innovation initiated and promoted by young people.

1) The final point of the youth policy promoted within the last strategic policy cycles drew as the final point of the intervention the field of skills developed by young people, without providing a platform for their applicability.

2) The Strategic guideline III is a new element of youth policies brought into the present strategy, which is seen as an element of social development and an agent of change. Social innovation highlights direct supportive interventions by the state to support young people's ideas that are oriented towards social development and inclusion, removing barriers related to scope. Competent and empowered young people have the capacity to develop the community and society through bold, innovative and sometimes radical ideas focused on tangible results and social impact. The State is committed to providing support through dedicated funding platforms, understanding that innovation requires creative freedom.

3) Social innovation refers to the development and implementation of new solutions, involving conceptual, process, product or organizational changes, which aim to contribute to the well-being of people and communities.

4) Strategic guideline III. Harnessing the potential of young people to carry out social innovation and community development initiatives through financial and material support tools. The priority directions of action are:

a) development and implementation of the support program for local public authorities regarding strategic planning documents in the field;

b) expanding financial and material support for youth organizations to carry out social innovation initiatives;

c) ensuring synergy between non-formal and formal education by supporting youth structures in higher education institutions;

d) increasing the degree of satisfaction of young people in higher education by promoting the offer of non-formal activities in institutions;

e) ensuring favorable conditions for the multilateral development of young people in the higher education system by creating youth-friendly spaces.

5) Expected results following the achievement of General Guideline III:

a) several support programs for young people are carried out by local public authorities;

b) local public authorities benefit from methodological support for the implementation of youth programs;

c) youth organizations develop and carry out social innovation initiatives;

d) several youth organizations benefit from support in carrying out social innovation initiatives;

e) allocation of grants for youth activities to student organizations;

f) more youth programs and activities carried out by youth organizations in educational institutions;

g) more multifunctional youth spaces created in higher education institutions and colleges.

6) Expected impact: The youth sector becomes an imperative actor in the social development process of the state.

58. Inclusion and gender equality. Gender mainstreaming and inclusion refers to the process by which the positive and negative impact on women and men from different social groups is explored in the process of developing and implementing the policy document. This means that before any decisions are taken, the effect of the policy document on women and men is analyzed, taking into account their social and economic particularities. Mainstreaming gender and inclusion in public policies involves systematically assessing the needs and priorities of women and men, young and old, rural and urban, etc., and addressing inequalities between them, so that the results planned in the policy document have a positive impact on their situation.

1) In the process of developing the "Youth 2030" Strategy, inclusion aspects can be found in all the key stages of strategic planning, assuming:

a) **identifying and measuring inequalities**, in this stage, inequalities between different groups of young people are identified through the analysis of statistical data. From an inclusion perspective, data are taken into account which indicate the level of inequalities between young people according to age, gender, health status, residence environment, etc., in terms of access to resources and opportunities, services, level of participation and representation, etc.;

b) **determining and analyzing structural causes** refers to the identification of the fundamental causes that determined the emergence of inequalities both between young people as a group and between young people and the rest of the population;

c) **defining interventions and results framework** refers to the identification of structural causes which allowed the understanding and setting of specific interventions that would contribute to either reducing or overcoming the inequalities identified in each strategic area (inequalities related to participation, access to resources, opportunities, etc.). Each intervention is assessed in terms of its impact on different categories of young people (young people of different ages, rural and urban young people, young women and men, young people with disabilities, young people with different socio-economic status, etc.) and how it has led to positive changes for them (increased access to services, resources, opportunities for disadvantaged groups, increased representation, participation, etc.);

d) **strengthening the implementation framework**, which involves anticipating implementation gaps and risks and ensuring that an effective implementation framework is in place so that intentions on reducing inequalities are implemented in a timely manner.

2) In practical terms, the "Youth 2030" Strategy has been developed based on the specific needs and priorities of young people. Although it addresses a concrete target group - young people - it is not a homogenous group. Age, ethnicity, abilities (physical and mental), residence (urban or rural), and the norms and values of their environment influence young people's activities and responsibilities, their social status, opportunities and constraints in their daily lives. The "Youth 2030" Strategy addresses these particularities, coming up with interventions tailored to the needs and interests of all categories of young people, in order to ensure equal opportunities for all in terms of fair access to resources and opportunities, fair representation, etc.

3) Existing inequalities between different groups of young people indicate the direction of the "Youth 2030" Strategy and the necessary interventions to ensure equal opportunities for all. The interventions planned within it ensure the integration of all young people, especially those from disadvantaged groups (young people from rural areas, young people with disabilities, young women, young Roma people, etc.). At the same time, each action will be evaluated in terms of its impact and how different groups of young people, especially disadvantaged ones, have benefited from that action.

4) In order to ensure inclusion and achieve the principle of equality, the following actions will be carried out in the implementation process:

Strategic objective	Actions aimed at ensuring the inclusion and equality of young people
Increasing the number of young people benefiting from quality youth programs through capacity building within the sector and professionalizing human resources	<p>Develop all methodological materials related to the creation and management of youth programs through the lens of gender inclusion and equality (ways of identifying and analyzing the needs of young people from disadvantaged groups, ensuring equitable participation for girls and boys, reasonable adjustment of youth programs for young people with disabilities and age groups).</p> <p>Funding schemes for programs will have clear requirements and indicators to ensure inclusion and equality.</p> <p>The capacity development effort for youth centers and youth</p>

	workers will also include the development of knowledge/capacity related to ensuring inclusion and equality
Increasing the level of participation and civic engagement through training, capacity building and youth empowerment programs	In the effort to establish and strengthen platforms for the participation and representation of young people, the objective related to the fair representation and participation of girls, boys and young people from disadvantaged groups will be considered. The desire for fair representation and participation will be consolidated in all framework documents that regulate/guide the activity of participation and representation platforms
Harnessing the potential of young people to carry out social innovation and community development initiatives through financial and material support tools	The support offered to youth organizations, youth structures, educational institutions will include requirements related to ensuring inclusion and equality

Chapter VI

MONITORING, EVALUATION AND IMPACT

59. Following the implementation of the "Youth 2030" Strategy, the aim is for young people to become imperative social actors who actively and qualitatively contribute to the social and economic development of the Republic of Moldova.

1) *Social impact.* Young people in the Republic of Moldova are becoming active social actors who are involved in community development and participate in processes of strengthening participatory democracy. Young people have the necessary skills, tools and sufficient funding to carry out social innovation initiatives and influence the development directions of the national society. Young people and the youth sector become resilient to shocks and are involved in the development of activities aimed at strengthening and promoting equality, diversity and peace. Disadvantaged young people are provided with platforms and programs tailored to their individual needs and particularities so as to ensure their social inclusion in the processes falling under the "Youth 2030" Strategy.

2) *Administrative impact.* The "Youth 2030" Strategy is aimed at strengthening the capacities of youth authorities and their knowledge in working with young people. Public institutions at central and local level will acquire improved capacities on the development of public policies impacting on the well-being of young people, considering their real needs and relevant statistical information. Young people empowered to participate in democratic processes will become key actors in public processes, engaging in decision-making, budgeting and community challenge-solving processes. The ecosystem created has the capacity to respond to social changes and to target new segments, developing and implementing programs in related areas without affecting its sustainability.

3) *Economic impact.* The national economy will benefit from a young, well-trained workforce, adapted to the demands of the labor market, possessing the skills and abilities needed in the digital age. The "Youth 2030" Strategy emphasizes the strengthening of entrepreneurial thinking among young people, channeling the ability of young people to innovate in areas of development of the national economy.

4) *Financial impact.* The impact on the national public budget is estimated for the first implementation program at approximately 185 million lei, but the benefits brought to the

national economy by a human resource trained and able to innovate will be measurable over time in the national economy. The financial impact on the national public budget is to be, on the one hand, diminished by attracting financial resources from external partners, on the other hand, it can contribute to increasing the set level of ambition by increasing the proposed targets.

60. According to good management practices, monitoring is a continuous process that must be carried out both in the short term and in the long term, in order to provide essential information for the efficiency of the implementation of the "Youth 2030" Strategy.

61. The monitoring process of the "Youth 2030" Strategy is carried out on the basis of the presented results. The implementation programs are to be monitored annually on the basis of expected results and annual or periodic reports on the degree of achievement are to be prepared.

MONITORING AND EVALUATION INDICATORS

Result	Indicator	Data disaggregation level	Reference	Source and method of collection	Targets	
					2026	2030
Strategic guideline I. Increasing the number of young people who benefit from quality youth programs by strengthening capacities within the sector and professionalizing human resources	The share of unique young people who annually benefit from youth programs carried out within the "Youth 2030" Strategy	Gender; residence; statute; age	15% of the number of young people	Consolidated annual report on beneficiaries of youth programs and projects	30%	45%
Youth centers offer several quality and inclusive programs for young people	Total number of youth programs assessed as qualitative	Type of programs; targeted youth skills; geographical coverage of the programs	There is no data	The annual evaluation of youth programs carried out by the National Agency for the Programs Development and Youth Work	70	100
Youth organizations develop and implement several programs for young people	Number of youth programs run by youth organizations	Type of annually newly created projects; the topic addressed; targeted youth skills;	There is no data	Annual evaluation report of youth projects carried out by the National Agency for the Programs	37	120

		geographical coverage of the projects		Development and Youth Work; calculations based on collected reports		
The community of skilled youth workers is extensive numerically and geographically	Share of qualified youth workers in total youth workers	The type of organization in which the youth worker works; geographical coverage of activities carried out by qualified youth workers; the level of professionalization of youth workers	There is no data	National register of youth workers	35%	50%
Strategic guideline II. Increasing the level of participation and civic involvement through training, capacity building and youth empowerment programs	The rate of involvement of young people in civic activities and decision-making processes	Gender; residence; statute; age	5% of the annual number of young people	Study on the civic participation of young people; calculation based on the annual reports of partners and authorities	10%	20%
Several youth representation structures become functional	The share of authorities that involve young people and youth structures in decision-making processes	The type of representation structure; geographical coverage of functional structures	There is no data	The annual study on the functionality of the youth representation structures in Moldova.	45%	85%
More youth structures become functional and active	The share of informal structures of young people who carry out	Legal status of youth structures; geographical area; the theme of new	There is no data	Annual evaluation based on data provided by implementing partners	70	100

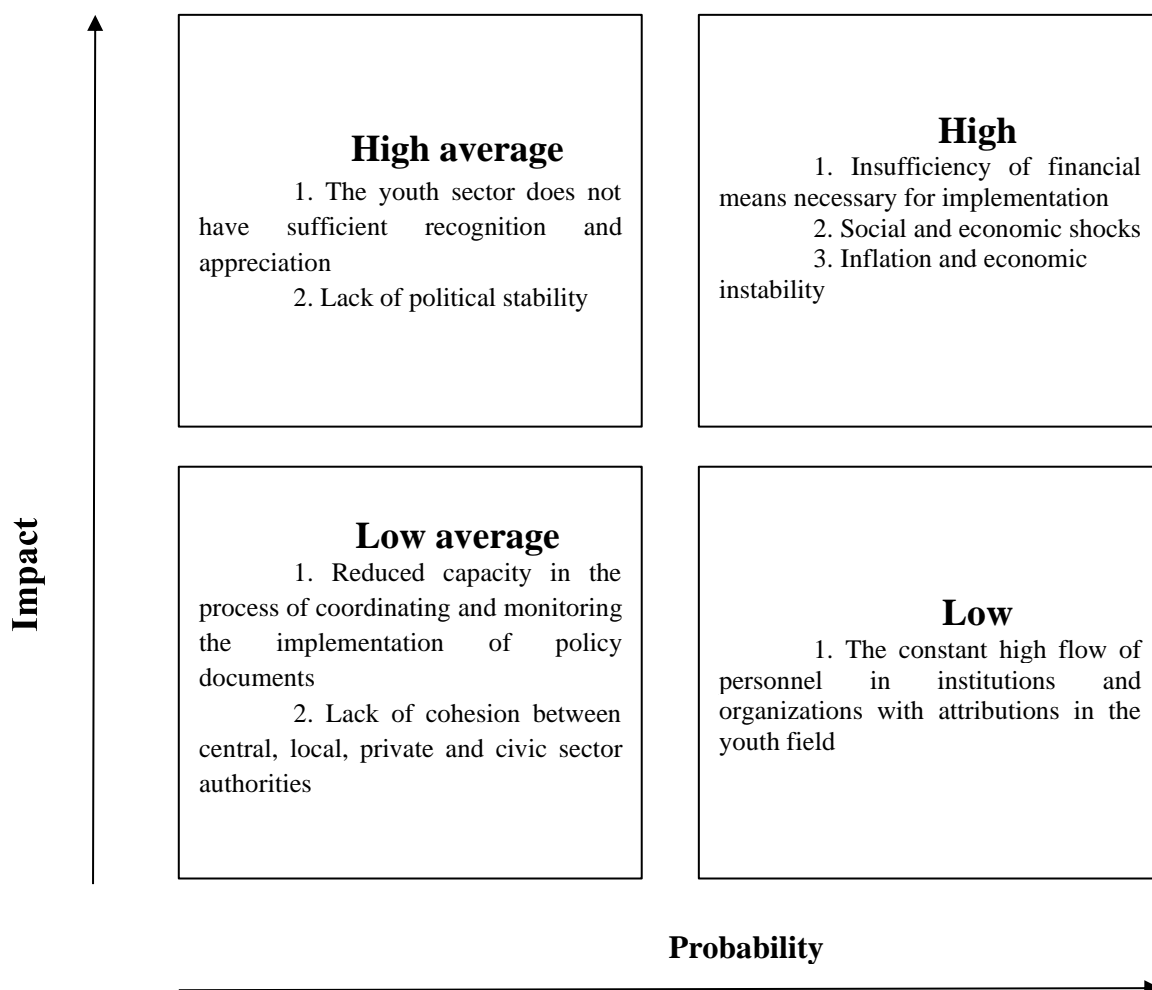
	civic initiatives	organizations-created				
More young people benefit from volunteering programs	Cumulative number of volunteer opportunities available on the platform	Field of activity; geographic coverage	There is no data	Report based on data collected from the aggregator of volunteering opportunities	820	1000
Strategic guideline III. Harnessing the potential of young people to carry out social innovation and community development initiatives through financial and material support tools	The number of social innovation initiatives carried out within the "Youth 2030" Strategy	Gender; residence; statute; age	There is no data	Impact analysis of funded innovation projects and initiatives; calculations based on annual reports to implementing partners	148	300
Several local authorities implement support programs for young people	The number of local public authorities of the second level carry out programs to support young people's initiatives at the local level	Geographic coverage; the topic of supported projects	11 local public authorities of the second level	Report prepared by the Ministry of Education and Research based on data collected from local public authorities	26	32
Several youth organizations are successfully implementing social innovation initiatives	Cumulative number of social innovation projects supported within the "Youth 2030" Strategy	Field of intervention; geographical area	There is no data	Grant program implementation reports	148	170
Several youth structures operate in higher education institutions	Number of active student organizations	The theme of the organization; sex; age;	There is no data	Consolidated report produced by the Ministry of Education and Research	25	50

		institutional coverage		based on data collected from educational institutions		
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Chapter VII
RESPONSIBILITY, RISK MANAGEMENT
AND REPORTING PROCEDURES

62. The successful implementation of the “Youth 2030” Strategy and the achievement of its objectives depend on the capacity of the structures responsible for implementation and their ability to adapt to new social, economic or administrative realities.

63. The document itself deals with the risks through the vertical approach in the first instance, which comes to create a strong but flexible bureaucracy with sustainable institutions and sufficiently prepared to connect to market needs. Planned interventions, in their complexity and complementarity, contribute to achieving the intended impact, and the lack of one element can affect the whole result. However, the "Youth 2030" Strategy is designed to be modular, or increasing ambition is translated into setting new targets rather than revising objectives and interventions.



1) Constantly high flow of personnel in institutions and organizations dealing with youth domain. The attractiveness of working in the youth sector or in youth-oriented institutions is

low due to the low salary level for staff. This creates a constant flow for each person employed, which always requires training and education, becoming a Sisyphean intervention. The "Youth 2030" Strategy addresses this risk through tools to stimulate the workforce, increase wages and the attractiveness of the sector by introducing qualifications and vocational trainings. These interventions will contribute to ensuring stability and competitiveness in the sector. However, the lifelong learning element is present in the "Youth 2030" Strategy.

2) Reduced capacity in the process of coordinating and monitoring the implementation of policy documents. The national vision set out in the policy document needs to be owned by key actors at local level and translated into local action plans that pursue national goals and objectives. Taking responsibility for the multiplication of the national vision at local level is one of the keys to success not only for geographical coverage but also for social cohesion. The document addresses this risk by creating a comprehensive offer of financial, material, methodological and informational support for locally responsible institutions to increase the capacity and attractiveness of transposing the national vision. The offer includes tools for local, regional and national coordination on the results achieved and the challenges in achieving them.

3) Insufficient financial means for implementation. Financial means for the implementation of strategic documents are the main obstacle to achieving the expected results and impact. The document is on the one hand designed to be fully owned by the Government, to create sustainability and ownership, on the other hand it is a modular one, which, even if they communicate between the set interventions, are not fully interdependent until a higher level of implementation. At the lower level, the "Youth 2030" Strategy is transposed into easily measurable and cost-effective activities. The implementation period and qualitative costing of implementation programs will ensure resilience to economic shocks and dependence on external donors.

4) The lack of cohesion between central, local authorities, the private and civic sectors can lead to the essential distortion of the processes of implementing the measures provided for in "Youth 2030" Strategy. The component of civic participation and in the decision-making processes of young people within the "Youth 2030" Strategy addresses this risk by creating the necessary tools for communication between actors, to avoid overlaps and empty spaces in interventions. The promoted co-management concept involves identifying common points between sectors and focusing on strengths.

5) The youth sector does not have sufficient recognition and appreciation. Lack of recognition or understanding of the youth sector leads to reduced responsibility of the actors concerned in the implementation of the document. The "Youth 2030" Strategy sets the objective of creating a youth ecosystem of institutions and human resources. The document addresses this risk through systemic information, mobilization and advocacy campaigns, which will contribute to raising understanding and awareness among the population and institutions.

6) Lack of political stability. Political uncertainty often leads to the frequent change of decision-making factors and systemic reforms of authorities and public institutions. Risk mitigation in the document is addressed by creating an institutional culture and by promoting a shared vertical of values among young people and society in general.

7) Social and economic shocks. In recent years, the Republic of Moldova has been strongly affected by a series of social, economic and health shocks, including the young population. The "Youth 2030" Strategy prioritizes increasing the resilience of young people by strengthening life skills and necessary competences, including ensuring intergenerational dialogue, to face the already systematic challenges. Increasing resilience is also an effect of institutional interconnection, which, through flexible intervention tools and mechanisms, will be able to intervene on the necessary segments.

8) Inflation and economic instability. The systemic approach model promoted within the "Youth 2030" Strategy emphasizes interventions with a low cost, but with an increased impact on the delivery system of programs dedicated to young people. The implementation program of the "Youth 2030" Strategy will take into account the inflationary forecasts generated by the

competent institutions and will be reviewed periodically, including the budgetary component. Also, youth policies represent a segment of interest for international partners, additional financial resources being a source of cover for possible financial gaps.

64. Responsible for the process of implementation, monitoring and evaluation of the "Youth 2030" Strategy is the Ministry of Education and Research and the National Agency for the Programs Development and Youth Work, the Ministry of Labor and Social Protection, the Ministry of Health, the Ministry of Defense, the Ministry of Internal Affairs and other central authorities with competences in the field. In the spirit of youth policy and based on the objective of strengthening civil society, youth policy is carried out through partnerships with youth structures and young people, including educational institutions. The competent central authority in the field will create and ensure the functionality of platforms for communication, collaboration and intersectoral cooperation between all actors with attributions in the implementation of the Strategy.

65. The main source of funding for the priority strategic guidelines within the "Youth 2030" Strategy is the subprogram 8603 - Youth. Additional financial resources or lack thereof are to be identified by the responsible central public authority. The local public administration will translate the vision and development directions of the national policy into local strategies, programs and action plans.

66. "Youth 2030" Strategy aims to create a disaggregated data collection and analysis system, regarding the real situation of young people, which will allow effective monitoring of the results of the interventions carried out against the expected results.

Monitoring the implementation of the measures included in the "Youth 2030" Strategy involves collecting and compiling the result indicators established for each of the measures related to the specific objectives of the Implementation Program and set out in the results framework and action plan.

67. The Ministry of Education and Research is primarily responsible for ensuring the effectiveness of the monitoring and evaluation mechanism of the implementation of the "Youth 2030" Strategy, in order to make adjustments in line with the evolution of the interventions and the national and international legal framework. Monitoring the implementation process is an ongoing activity. Monitoring reports are produced annually based on the set indicators and planned actions and a progress report on the implementation of the "Youth 2030" Strategy will be generated.

68. The interim evaluation of the "Youth 2030" Strategy will be carried out at the end of 2026, with the completion of the first implementation program. The Ministry of Education and Research is responsible for the intermediate evaluation process. In order to ensure an objective evaluation, the evaluation process will be external and carried out with the broad participation of the actors targeted in the document.

69. At the end of the implementation period of the "Youth 2030" Strategy, a final report will be made focusing on the results achieved, the degree of achievement of the indicators and the factors that did not allow the achievement of all objectives, and its results will be taken into account in the development of a new policy document in the field.

70. The evaluation report will be prepared in accordance with the provisions of Government Decision No. 386/2020 on planning, drafting, approval, implementation, monitoring and evaluation of public policy documents, based on the Methodological Guide for the interim and ex-post evaluation of public policies of the State Chancellery.

71. The progress reports, as well as the final evaluation report, will be publicly available and will be placed on the official web pages of the Ministry of Education and Research.

**ACTIVITY PLAN REGARDING
THE IMPLEMENTATION OF
THE STRATEGY FOR YOUTH
SECTOR DEVELOPMENT
"YOUTH 2030" FOR THE
YEARS 2023-2026**

ACTIVITY PLAN
regarding the implementation of the Strategy for Youth Sector Development
"Youth 2030" for the years 2023-2026

Chapter I

INTRODUCTION

1. The Implementation Program of the Strategy for Youth Sector Development "Youth 2030" for the years 2023-2026 (hereinafter - *Program*) is a policy document that establishes the system of actions and tasks for decision-makers in authorities and in institutions with attributions in the youth field in order to implement the objectives and priorities established in the Strategy for Youth Sector Development "Youth 2030" for the years 2023-2026 (hereinafter - "*Youth 2030*" *Strategy*). Thus, the implementation of the Program will contribute to the achievement of 3 objectives: (1) more young people benefit from quality youth programs; (2) more young people get involved in civic life and decision-making processes; (3) more young people realize and get involved in social innovation projects and initiatives.

2. The Program is developed in accordance with the Government's Action Plan for 2023, the National Development Strategy "European Moldova 2030", the EU Youth Action Plan for 2022-2027 and the Youth Sector Strategy 2030 of the Council of Europe. At the same time, the program has a cross-sectoral and inclusive approach, so its priorities also extend to the National Program for Employment 2022-2026 and the National Program for the Social Inclusion of Persons with Disabilities for the years 2017-2022, in the part related to participation in the decision-making and democratic processes, and their involvement in non-formal education activities.

3. The Program cross-sectorally addresses issues related to other public policy documents currently being implemented or in the process of being developed, such as: the draft of the "Education 2030" Development Strategy and the draft of the "Education 2030" Development Strategy Implementation Program, through expanding the number of active student organizations and developing grant programs for them, youth programs and activities carried out by youth organizations in educational institutions, training programs for student organizations; the project of the National Program for promoting entrepreneurship and increasing competitiveness in the years 2022-2026 by strengthening entrepreneurial thinking among young people, channeling the ability of young people to innovate in areas of development of the national economy.

4. The Program is an operational document that transposes the vision, mission and strategic objectives into concrete actions for the development of the youth sector and contributes to achieving the targeted impact in social and economic terms. The Program has been developed taking into account the gender equality, inclusion and empowerment perspective of young people and youth, in particular those from underrepresented and vulnerable groups, NEETs (young people aged 15-29, who are not part of the employed population, not studying/learning within the formal education system and not participating in any kind of courses or other training outside the formal education system).

5. The program serves as a basis for the national and local authorities and entities to draw up annual internal action plans.

6. The program represents the first phase of implementation of the "Youth 2030" Strategy for 4 years, promoting a vertical approach in strengthening the ecosystem of the youth sector.

7. The principles that were the basis for the development of the Program:

1) the principle of participation of young people in the process of developing policies that affect them;

2) the principle of the economic rationale of planned actions;
3) the principle of addressing challenges in a comprehensive way in order to generate solutions;

4) the principle of the importance of the impact of implementation on activities;

5) the principle of coherence of strategic provisions and tactical actions.

8. The action plan is an integral component of the Program that operationalizes the interventions drawn up within it, generating implementation costs, drawing the expected impact and its monitoring indicators, as well as determining those responsible for implementation.

9. The Program is developed by the Ministry of Education and Research, with the participation of the National Youth Council of Moldova and the Center Partnership for Development, with the support of the UN Population Fund, UNICEF Moldova and German International Cooperation Agency. The document was consulted with the actors of the youth sector in several thematic consultative events.

Chapter II

ANALYSIS OF THE SITUATION

10. The Strategy for the Youth Sector Development presents a problematic analysis of the current situation of young people both from an individual perspective and from a sectoral perspective. It identifies the systemic challenges facing the youth sector and draws a holistic view of its development.

1) Challenge 1. Insufficient tools for centralized collection and use of disaggregated data on young people and youth programs for use in the development of inclusive public policies and programs targeted at the real needs of all young people.

Causes. The lack of tools that would allow the collection and analysis in real time of relevant information for the development of policies and programs with an impact on young people is a lacuna of the previous policy document. The insufficiency of data disaggregated by gender, income level, occupational status and the NEET phenomenon, disability and its type limits, the possibility of the authorities and the youth sector to offer inclusive policies and programs. OECD data show that on average 22.8% of young people from high-income families benefited from youth center services compared to 10.2% of young people from low-income families. An impediment in the development of such an instrument was also the migratory character of young people, which creates impediments in the provision of relevant information.

Consequences. Public policies and youth programs developed and carried out by the authorities do not achieve their expected impact, being oriented towards the wrong needs and beneficiaries. This leads to development opportunities dedicated to young people, accessible to a limited group of active young people, and does not contribute to uniform achievement and social inclusion.

2) Challenge 2. The increased turnover of staff employed within institutions and organizations in the sector affects the systemic approach promoted and creates a specific intervention model. The low attractiveness of the position of youth worker and the low salary level to ensure the competitiveness of the positions of youth workers and officials with duties in the field lead to a re-profiling of the employed staff towards more valued and better paid fields.

Causes. The youth field is relatively new and too little understood by policy makers to give sufficient importance and priority to interventions in the sector. There is little occupational provision for youth workers, limited to youth centers, non-commercial organizations funded by projects or by public authorities in charge of youth work. The skills needed to become a good youth worker are valued by employers in other fields and the salary offer is always more attractive compared to public sector salaries. The predominantly unattractive labor supply at local level leads to an increasing phenomenon of NEET youth, and the upward migration trend of young people from rural to urban areas leads to a vicious circle that damages the youth ecosystem.

Consequences. The vertical integration approach of the "Youth 2030" Strategy within the first implementation program creates interdependence between the expected actions and the expected impact. In the perspective of ignoring the challenge, a vacuum is created in the ecosystem where a key actor responsible for grassroots implementation does not ensure the interconnection of the system. Qualitative youth work is created on the basis of a well-trained and stable human resource, or intervention on the capacity of new human resources requires considerable financial and physical effort, and the final impact will be considerably affected.

3) Challenge 3. The human and financial resources dedicated at the local level to the development of the youth field are both insufficient and ineffectively used to ensure the quality and coverage of youth policies and programs that are inclusive and focused on the particularities and needs of young people.

Causes. The limited human resource is currently a challenge for all social and economic fields in the Republic of Moldova due to the phenomenon of internal and external migration. Financial resources, even if limited, through effective management and good budget planning, can be sufficient to achieve the expected results. In 2021, the average budget allocations per young person used by local public administration authorities for youth programs and activities amounted to 30 lei, including a district that invested "0" lei per young person in the reference year. According to the data to the National Youth Council of Moldova, the problem of underfunding the youth sector at district level is determined by the lack or inefficiency of youth structures at district level to campaign for budget increases per sector.

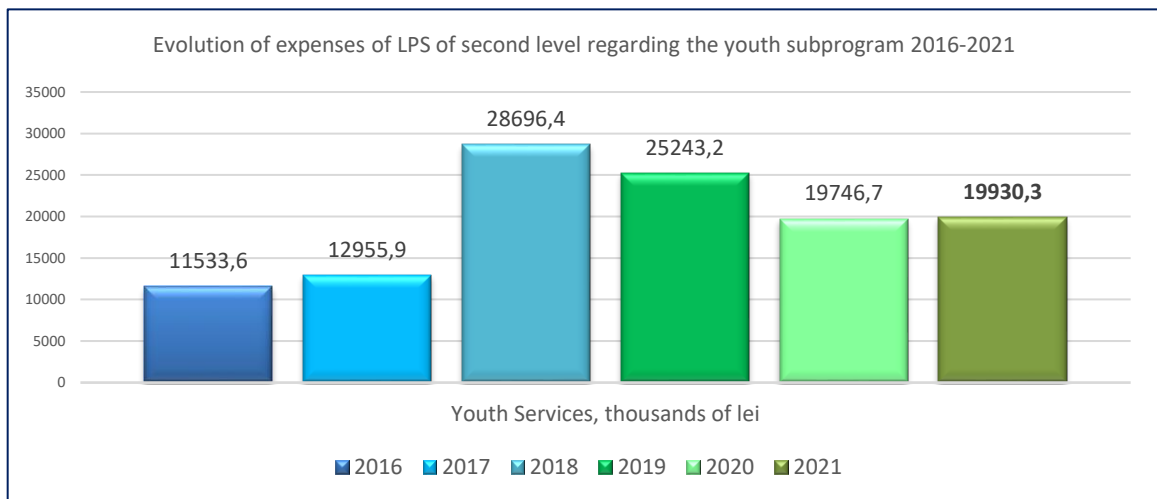


Figure 1. The evolution of expenses of local public authorities of the second-level regarding the youth subprogram and the annual value of the execution level (2016-2021), lei

The budget of the local public authorities consists of the revenues collected and the annual allocations from the state budget. It is often too little diversified on budget lines specific to sub-areas that would allow a qualitative monitoring and evaluation of the use of financial resources. By combining on the same budget line subfields such as youth, sport, culture, etc. the information on the resources used to carry out authentic youth activities cannot be identified.

Consequences. Limited financial resources are translated into the sharp prioritization of investments towards segments with immediate impact, such as infrastructure. Lack of investment in young people leads to disillusioned, unprepared and under-skilled young people who choose to migrate to urban areas where they can secure continued personal development and a better-paid job.

4) Challenge 4. Low integration and alignment of the youth ecosystem with other sectoral policy areas.

Causes. During the last strategic cycles of public policies, the creation of an identity of the youth field was promoted as a distinct element of the national policy. The lack of priority placed on the inter-sectorality of the field led to the accumulation of the offer of programs

dedicated to young people in a consolidated document that does not communicate internally between the planned interventions. The creation of the sector's identity created an ideological separation from other areas under the Government's competence, but omitted synergies and interconnectivity with other related areas, such as, for example, the inclusion of socially disadvantaged groups and the activation of NEET youth and their involvement in participatory processes and related to it.

Consequences. The youth field and sector are not recognized as an imperative actor in the socioeconomic development of the state and continues to be underfunded.

5) Challenge 5. Low civic and decision-making participation among young people, especially young people from vulnerable groups, as well as those who are regionally disadvantaged, especially those from rural areas.

Causes. The historical culture of miming participative decision-making processes has generated a low trust of young people in state institutions, which reflects on their openness to participate in decision-making processes. Civic activism is highlighted against the backdrop of regional crises that generate a high degree of solidarity between citizens of all ages. However, young people remain reluctant to make long-term commitments in solving complex problems related to their own community. The lack of direct support tools, including financial ones, for increasing the level of civic participation reduces the interventions to the educational element, without promoting learning by doing. The limited participation of young people with disabilities is explained by the fact that in cases where there are efforts to mobilize and empower young people, they are not inclusive enough and do not provide reasonable adjustment to accommodate the specific needs of these young people. On the other hand, young Roma do not enjoy massive participation in decision-making processes either, largely due to the phenomenon of discrimination, but also due to the lack of knowledge necessary to participate effectively.

Consequences. The degree of participation of young people is continuously decreasing, a fact highlighted by their presence in national decision-making processes. They show reluctance and lack of trust in state institutions and specialized services, significantly reducing the impact of any policy aimed at them.

Chapter III

GENERAL AND SPECIFIC OBJECTIVES

11. General objective 1. Increasing the number of young people who benefit from quality youth programs by strengthening capacities within the sector and professionalizing human resources.

1) Specific objective 1.1. Increasing by 2026 the number of qualitative and inclusive programs dedicated to young people, carried out through youth centers by youth workers with validated skills.

Anticipated result 1.1.1. Increasing the total number of programs carried out by youth centers evaluated as qualitative and inclusive by 2026 by 70.

Anticipated result 1.1.2. 100% of youth centers are assessed in 2026 as having consolidated internal management processes.

Anticipated result 1.1.3. Achieving the 50% rate of youth workers in youth centers who have validated youth work skills.

2) Specific objective 1.2. Diversification and geographical expansion of quality youth programs carried out by youth organizations in order to reach by 2026 the rate of 85% of second-level territorial administrative authorities where programs are held.

Anticipated result 1.2.1. By 2026, reaching the number of 15 youth programs run by partner organizations in all geographic areas of the Republic of Moldova.

Anticipated result 1.2.2. Youth organizations create an average of 20 partnerships with local public administration authorities to expand youth programs.

Anticipated result 1.2.3. The informational system for the collection, systematization and use of data relevant to the field of youth is functional and accessible.

3) Specific objective 1.3. Numerical and geographical expansion of the community of skilled youth workers to reach by the year 2026 the proportion of 35% of skilled workers.

Anticipated result 1.3.1. Reaching by 2026 the rate of 35% of qualified youth workers.

Anticipated result 1.3.2. Developing, approving and promoting the methodological set for youth work focused on the needs and particularities of young people.

Anticipated result 1.3.3. Elaboration and approval of the relevant regulatory framework regarding the way youth workers are paid.

12. General objective 2. Increasing the level of participation and civic involvement through training, training and empowerment programs for young people.

1) Specific objective 2.1. Increasing the number and institutional strengthening of youth representation structures to ensure their functionality in 85% of second-level territorial administrative units by 2025.

Anticipated result 2.1.1. Reaching the share of 41% of second-level local public administration authorities that have co-operative structures-functional management.

Anticipated result 2.1.2. The incidence of second-level local public administration authorities involving local youth councils in the decision-making process of 85% by the year 2026.

Anticipated result 2.1.3. By 2026, at least 6 youth structures are part of the international platforms dedicated to young people.

Anticipated result 2.1.4. 25 informal structures for the participation of active young people trained in the promotion of democratic values and instruments.

2) Specific objective 2.2. Increasing the number of functional and active youth structures that contribute to community development to reach the number of 70 active organizations and 140 active community organizers by 2026.

Anticipated result 2.2.1. Minimum 140 young community organizers who carry out active community mobilization activities.

Anticipated result 2.2.2. At least 1400 young people are systematically involved in community development activities.

Anticipated result 2.2.3. At least 70 youth organizations are active by 2026.

3) Specific objective 2.3. Ensuring the accessibility and availability of youth volunteering programs to expand the number of beneficiaries through a functional information system and regulatory framework developed in 2024.

Anticipated result 2.3.1. The regulatory framework regarding voluntary activity is improved.

Anticipated result 2.3.2. At least 500 volunteer opportunities are advertised on the online aggregator of volunteer opportunities.

13. General objective 3. Harnessing the potential of young people to carry out social innovation and community development initiatives through financial and material support tools.

1) Specific objective 3.1. Increasing to 26 the number of second-level local public administration authorities implementing youth support programs in 2026.

Anticipated result 3.1.1. At least 26 local public administration authorities of the second level carry out youth programs until the year 2026.

Anticipated result 3.1.2. At least 15 local public administration authorities of the second level have strategic documents in the field of youth elaborated, consulted with young people, approved and in implementation.

2) Specific objective 3.2. Increasing the number of youth organizations developing and implementing social innovation initiatives to reach 98 funded or co-funded programs by 2026.

Anticipated result 3.2.1. Until the year 2026, a minimum of 20 social innovation projects are carried out annually by Youth Labs resident youth organizations.

Anticipated result 3.2.2. A minimum of 98 social innovation programs are carried out by 2026 by the youth organizations supported under the program.

3) Specific objective 3.3. Creating a culture of youth participation in educational institutions by annually supporting at least 20 youth associative structures and ensuring at least 25 active organizations with consolidated internal processes.

Anticipated result 3.3.1. By 2026, a minimum of 20 student organizations are supported annually through grant programs.

Anticipated result 3.3.2. In 2026, the number of active student organizations in educational institutions is at least 25.

Anticipated result 3.3.3. 10 multifunctional spaces dedicated to young people created and functional in educational institutions in 2026.

Chapter IV IMPACT

14. As a result of the implementation of the 4-year Program of the "Youth 2030" Strategy, in the Republic of Moldova there will be an ecosystem of institutions, human resources and organizations capable of developing and implementing impactful programs for young people, starting from the needs of young people.

15. The role of a consolidated and well-organized ecosystem is to connect quickly to new realities generated by crises or to generate information of sufficient quality to generate new public policies.

16. Youth structures, including those in formal education, will diversify and become more inclusive, and the range of services provided by them will increase thanks to support programs and direct investments. Moreover, youth organizations are becoming more sustainable.

17. As a result of the implementation process of the Program, we will witness some considerable changes initiated and developed by young people and with their participation. Thus, thanks to inclusive and accessible youth participation platforms, the paradigm will change where young people are seen as a passive and disinterested social group. As a result, young people will become active generators and promoters of change and innovation.

18. Thus, by 2026, the following results are to be achieved:

- 1) young people will share a vertical of national values that will define them as citizens of the state and anchor the competences and skills they develop;
- 2) there will be a system for collecting and systematizing information on the real situation of young people in the Republic of Moldova, their challenges and needs;
- 3) young people will know and promote universal values such as human rights, gender equality, democracy, peace, pluralism, diversity, inclusion, solidarity, tolerance and justice;
- 4) projects with an impact for young people in other fields will be implemented through the youth ecosystem;
- 5) local and international partnerships will be diversified to develop the youth sector;
- 6) conditions will be created for multilateral youth development in non-formal and informal educational processes;
- 7) the innovative potential of young people will be harnessed through direct support tools for the initiative's achievement;
- 8) the programs offer with an impact on the multilateral development and well-being of young people provided by youth centers and youth organizations will be diversified;
- 9) a system will be created to monitor and ensure the quality of youth programs carried out by youth centers and youth organizations;
- 10) a synergy will be ensured between the formal and non-formal educational process within higher education institutions that will contribute to the development of the soft skills of young people;
- 11) support mechanisms will be established to ensure the sustainability of youth organizations as an element of innovation in the sector;

- 12) the significant role of young people in the processes of developing public policies, budgets and decision-making processes with an impact on their well-being will be ensured;
- 13) the activation of NEET youth and those with special needs will be ensured;
- 14) the planning and budgeting system of local public administration authorities for youth activities will be improved;
- 15) youth work will become an integrated tool in all activities with young people and will be carried out in a qualitative and inclusive way;
- 16) increasing the attractiveness and competitiveness of youth worker positions.

Chapter V

REALIZATION COSTS

19. To ensure the implementation of the Program for the period 2023-2026, financial resources in the amount of 185,134.9 thousand lei are needed. In order to ensure the achievement of the anticipated results, it is necessary to promote and maintain a complex approach of the set interventions, focused on impact. The implementation cost is assumed by the Government through the specialized central public administration authority and subordinate institutions - the Ministry of Education and Research and the National Agency for Programs Development and Youth Work. In order to cover the implementation costs in addition to those provided for in the medium-term budget framework, resources will be identified from development partners with a portfolio of programs focused on youth such as: UNICEF Moldova, the United Nations Population Fund from Moldova, German International Cooperation Agency, Swiss Cooperation Office, etc. The medium-term budget framework 2023-2025 provides for expenditures for the subprogram 8603 - "Youth", which constitutes the main source of funding for the Program as follows:

ACTIVITY	2023	2024	2025
Ensuring the current activity of the National Agency for Programs Development and Youth Work	2,838.6	2,838.6	2,838.6
Ensuring the current activity of the National Anti-Doping Agency	3,684.3	3,684.3	3,684.3
Local budget (own competences)	3,140.3	3,140.3	3,140.3
Total subprogram 8601	9,663.2	9,663.2	9,663.2

ACTIVITY	2023	2024	2025
Programs/projects for youth organizations	12,824.2	12,824.2	12,824.2
Development of youth activities	2,280.0	2,280.0	2,280.0
Local budget (own competences)	48,372.1	48,372.1	48,372.1
Total subprogram 8603	63,476.3	63,476.3	63,476.3

20. In this context, the financial resources necessary for the realization of the Program are:

Objective	Financial resources needed for implementation				Total cost
	2023	2024	2025	2026	
General objective 1. Increasing the number of young people who benefit from quality youth programs by strengthening capacities within the sector and professionalizing human resources					
Specific objective 1.1. Increasing by 2026 the number of qualitative and inclusive programs dedicated to young people, carried out through youth centers by youth workers with validated skills	7 501.0	8 679.0	10 719.0	12 450.0	39 349.0
Specific objective 1.2. Diversification and geographical expansion of qualitative youth programs carried out by youth organizations in order to reach by 2026 the rate of 85% of second level territorial administrative authorities running programs	1 557.0	1 698.0	4 123.0	6 324.0	13 702.0
Specific objective 1.3. Expanding the number and geographical coverage of the skilled youth worker community to reach 35% skilled workers by 2026	1 047.0	618.0	1 410.0	1 331.0	4 406.0
General objective 2. Increasing the level of participation and civic involvement through training, capacity building and empowerment programs for young people					
Specific objective 2.1. Increasing the number and institutional strengthening of youth representation structures to ensure their functionality in 85% of second-level territorial administrative units by 2025	2 824.0	3 776.0	3 959.0	4 522.0	15 081.0
Specific objective 2.2. Increasing the number of functional and active youth structures that contribute to community development to reach the number of 70 active organizations and 140 active community organizers by 2026	1 527.0	1 920.0	2 421.0	2 542.0	8 410.0

Specific objective 2.3. Ensuring the accessibility and availability of youth volunteering programs to expand the number of beneficiaries through a functional information system and regulatory framework developed in 2024	1 006.9	4 940.0	1 222.0	1 282.0	8 450.0
General objective 3. Harnessing the potential of young people to carry out social innovation and community development initiatives through financial and material support tools					
Specific objective 3.1. Increasing to 26 the number of second-level local public administration authorities implementing youth support programs in 2026	3 714.0	4 796.0	5 871.0	7 398.0	21 779.0
Specific objective 3.2. Increasing the number of youth organizations developing and implementing social innovation initiatives to reach 98 funded or co-funded programs by 2026	4 621.0	13 242.0	13 894.0	14 680.0	46 437.0
Specific objective 3.3. Creating a culture of youth participation in educational institutions by annually supporting at least 20 youth associative structures and ensuring at least 25 active organizations with consolidated internal processes	479.0	7 106.0	9 724.0	10 211.0	27 519.0
Total costs, thousands lei	24 276.9	46 775.0	53 343.0	60 740.0	185 134.90

Chapter VI

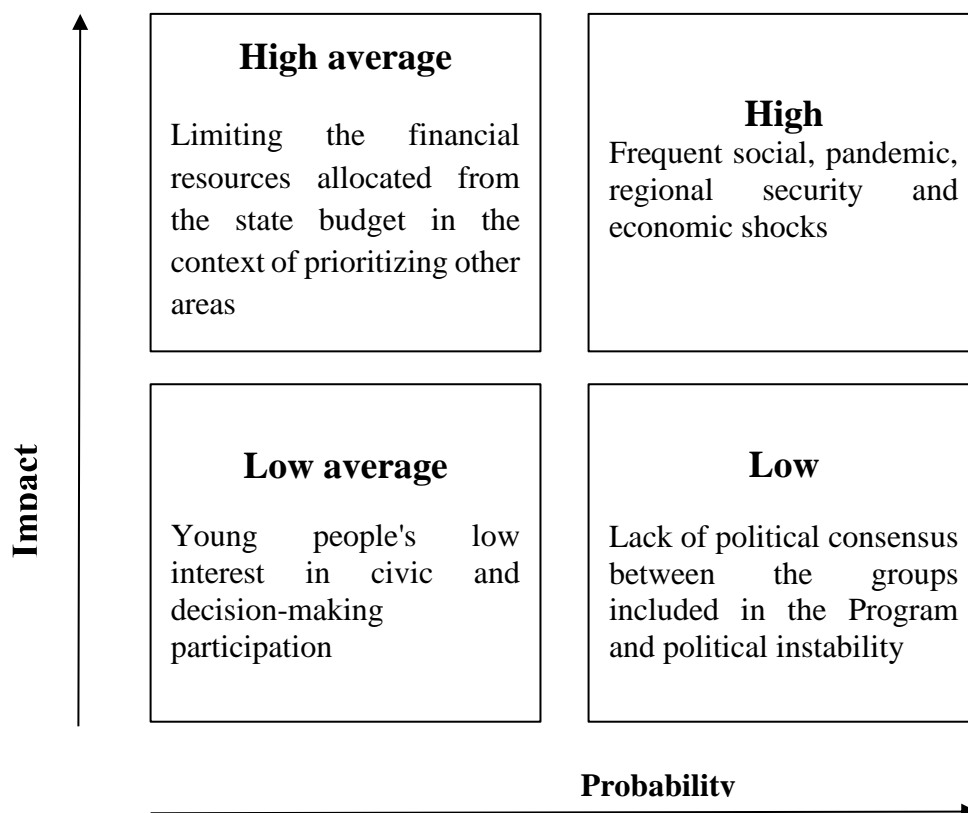
RISKS AND PREVENTION MEASURES

21. Risk matrix:

No. crt.	Risks	Prevention and mitigation actions
1.	Limiting the financial resources allocated from the state budget in the context of prioritizing other areas	<p>Prioritizing qualitative and timely budget planning for allocation approvals.</p> <p>Action planning with low implementation cost, but with significant impact.</p> <p>Integration of the youth sector in the priority areas of funding within the country programs of partners and external financiers.</p> <p>Gradual increase of the expenses attributed to the implementation of the program in correlation with the expected results</p>

2.	Frequent social, pandemic, regional security and economic shocks	<p>Creating flexible support tools that can be tailored to the needs of young people.</p> <p>Prioritizing interventions at the level of strengthening the ecosystem for the realization of programs dedicated to young people.</p> <p>Addressing youth resilience across all levels of intervention.</p> <p>Interventions focused on increasing the level of media literacy, critical thinking and resilience among young people</p>
3.	Lack of political consensus between the groups envisaged in the Program and political instability	<p>Promoting the concept of co-management in the development and implementation of public policies with an impact on young people.</p> <p>Creating and promoting platforms for constant dialogue and cooperation between the key actors of the sector</p>
4.	Young people's low interest in civic and decision-making participation	<p>Promoting a complex and phased approach in implementing the program to guarantee the expected results.</p> <p>Realization of complex programs of information, empowerment, capacity building, mentoring and financial support to increase the level of participation.</p> <p>Development of tools to collect and measure relevant data in the field of civic activism</p>

22. In this context, the Government, the Ministry of Education and Research will undertake all measures and make all efforts to create the optimal conditions for the implementation of the Program and the reduction of risks.



RESPONSIBLE AUTHORITIES AND INSTITUTIONS

2. 3. The Program is approved and assumed by the Government. The responsibility for implementing the policy document lies mainly with the Ministry of Education and Research and the National Agency for Programs Development and Youth Work. Other relevant central and local public administration authorities assume the commitment to carry out the actions planned in this Program.

Chapter VIII

INCLUSION AND GENDER EQUALITY

24. The implementation of the Program will be inclusive and sensitive to the dimension of gender equality, so that no one is left behind. This will imply that the authorities responsible for implementing the Program will make a conscious, proactive and long-term effort to:

- 1) identifying the most relevant inequalities in the areas related to the strategic objectives within the Program;
- 2) analyzing and understanding the specific needs and barriers for different groups of young people;
- 3) reasonable accommodation and implementation of special measures to address specific needs and barriers;
- 4) measuring progress, adjusting effort and strengthening system capabilities to become more inclusive.

25. A basic precondition for achieving this is the collection of relevant disaggregated data and broad consultation of young people. To this end, the authorities responsible for implementing the Program will make a substantial effort to adjust and strengthen the data collection framework in the youth system. Both the Ministry of Education and Research and the National Agency for Programs Development and Youth Work will designate persons with duties in terms of ensuring gender equality and inclusion.

26. At the programmatic level, to ensure gender equality and inclusion, the following interventions will be carried out:

Strategic objective	Actions aimed at ensuring the inclusion and equality of young people
More young people benefit from quality youth programs	Elaboration of all methodological materials related to the creation and management of youth programs through the prism of inclusion (ways to identify and analyze the needs of young people from disadvantaged groups, ensuring equitable participation for girls and boys, reasonable adjustment of youth programs for young people with disabilities). Funding schemes for programs will have clear requirements related to ensuring inclusion and equality. The capacity building effort for youth centers and youth workers will also involve developing knowledge related to ensuring inclusion and equality. Carrying out and diversifying outreach programs to identify potential beneficiaries of the program, including NEET youth, disabled youth, Roma youth, refugee youth
More young people get involved civically and in decision-making processes	Within the effort of establishing and strengthening platforms for youth participation and representation, the objective of equitable representation and participation of girls, boys and young people from disadvantaged groups will be taken into account. The objective of equitable representation and participation

	will be reinforced in all framework documents that regulate/guide the work of the participation and representation platforms. Digitizing and developing inclusive non-formal education programs on democracy and participation, in particular involving young people with disabilities, NEET and rural youth.
More young people are realizing and getting involved in social innovation projects and initiatives.	The support offered to youth organizations, youth structures, educational institutions will be linked to requirements related to ensuring inclusion and equality

Chapter IX

MONITORING AND REPORTING PROCEDURES

27. In the context of Program's implementation, the process of monitoring the implementation of the actions and evaluating the results obtained will be carried out. The monitoring and evaluation process ensures that the priority actions of the Program are undertaken and lead to the achievement of the objectives and vision formulated in the "Youth 2030" Strategy.

28. The Ministry of Education and Research will coordinate all actions foreseen in the long-term Program and the short- and medium-term planning processes. Monitoring of implementation will be carried out on an ongoing basis with the preparation of annual reports, which will analyze the extent to which the priority actions set out in the Program are detailed, planned and implemented.

29. The Program proposes two levels of monitoring indicators that will form the basis of the evaluation of the impact of the interventions and the policy document *per se*. On the one hand, each action is monitored based on a product indicator from the action plan, on the other hand, each product has an impact indicator measured based on the planned targets. This model will allow, in the process of continuous monitoring, the identification of gaps or gaps in planning, or there is the possibility of supplementing with specific actions to achieve impact.

30. A challenge exposed in the evaluation report of the National Strategy for the Youth Sector Development 2020 is the lack of tools for the collection and use of disaggregated relevant statistical information, which has made the monitoring and evaluation process difficult. The program proposes the creation of specific collection tools, identifies the manner and periodicity in which they are collected. On the other hand, complex studies are planned on the specific segments to ensure the corroboration of the interventions with the social and economic realities, as well as with the needs of young people.

31. During the implementation of the Program (March 31, 2025 and March 31, 2027), the Ministry of Education and Research will draw up extensive reports evaluating the degree of achievement of the objectives set out in it and the changes made in the implementation process. These reports will analyze to what extent the priority actions led to the achievement of the objectives and vision of the "Youth 2030" Strategy.

32. The monitoring activity is a continuous process and is carried out throughout the implementation period. This includes both the collection, processing and analysis of monitoring data, the identification of errors or unforeseen effects, as well as the eventual corrections of content and form in the planned measures and activities.

33. The transparency of the implementation processes of this Program is ensured by the publication on the official website of the Ministry of Education and Research of the interim progress reports, as well as the final evaluation report after the implementation of the Program. The Ministry of Education and Research will ensure wide media coverage of the Program implementation process, as well as provide relevant information to partners in the country and abroad.

X. ACTION PLAN
for achieving the objectives of the Program regarding the implementation of the Strategy
for Youth Sector Development "Youth 2030" for the years 2023-2026

Anticipated Result	Action	Action Indicator	Term of accomplishment	Responsible/ partner	Cumulative cost, thousands of lei/ sources of financing	Target for impact indicators				
						reference	2023	2024	2025	2026
<p>General Objective 1 Increasing the number of young people who benefit from quality youth programs by strengthening capacities within the sector and professionalizing human resources</p> <p>Specific objective 1.1. Increasing by 2026 the number of qualitative and inclusive programs dedicated to young people, carried out through youth centers by youth workers with validated skills</p>										

1	2	3	4	5	6	7	8	9	10	11
Anticipated result 1.1.1. The centers diversify their offer of quality and inclusive programs for young people Impact indicator. Total number of youth programs	1.1.1.1. Review and approval of the normative and regulatory framework regarding the organization and operation of youth centers	Approved normative and regulatory framework	Trim. I, 2023	<i>Responsible</i> Ministry of Education and Research <i>Partner</i> National Agency for Programs Development and Youth Work; local public administration authorities	0.00	0	20	25	60	70
	1.1.1.2. Elaboration of the methodological and regulatory framework regarding the quality criteria of youth programs provided by youth centers	Approved methodological and regulatory framework	Trim. II, 2023		154.00					
	1.1.1.3. Development of the financing mechanism	Financing mechanism	Trim. III, 2023		0.00					

1	2	3	4	5	6	7	8	9	10	11
assessed as qualitative	for youth centers based on performance	developed and approved		of second level	NPB					
	1.1.1.4. Elaboration and implementation of the funding scheme in the form of a grant awarded for the realization of the programs	Elaborated and functional financing scheme; at least 20 centers benefit from funding annually	Trim. IV, 2023		32 578.00 LB/ NPB					
	1.1.1.5. Offering continuous methodological support to the development/revision of youth programs based on quality criteria	20% of Youth Centers benefit from annual support	Trim. IV, 2023		0.00 NPB					
	1.1.1.6. Carrying out the annual evaluation of the quality of the programs offered by the youth centers	Annual evaluation report made; at least 20% of the evaluated programs are qualitative	Trim. IV, 2026		111.00 NPB					
Anticipated result 1.1.2. Youth centers strengthen their institutional capacities	1.1.2.1. Periodic evaluation of the basic institutional development needs of the members of the national network of youth centers	Periodic needs assessment report developed and published	Trim. II, 2023 Trim. II, 2025	<i>Responsible</i> National Agency for Programs Development and Youth Work	83.00 NPB	0	0	50	75	100
	1.1.2.2. Providing support in the development of the	10 youth centers receive annual support	Trim. IV,		0.00 NPB					

1	2	3	4	5	6	7	8	9	10	11
Impact indicator. Share (%) of youth centers that are assessed as having consolidated management processes	institutional development plan for youth centers		2023 - 2026	<i>Partner</i> Ministry of Education and Research						
	1.1.2.3. Providing consultancy and methodological support in the development and implementation of institutional management tools	100% of the Youth Centers benefited from support and mentoring annually	Trim. IV, 2026		0.00 NPB					
	1.1.2.4. Annual evaluation of youth centers based on internal managerial processes	Annual evaluation report made and published	Trim. IV, 2024; Trim. IV 2026		85.00 External partners					
Anticipated result 1.1.3. Youth workers in youth centers develop basic professional skills Impact indicator: Rate of youth workers in	1.1.3.1. Developing the system of recognition and validation of the youth workers competences in youth centers	Elaborated and functional validation system	Trim. IV, 2023	<i>Responsible</i> Ministry of Education and Research <i>Partner</i> National Agency for Programs Development and Youth Work;	129.00 NPB	0	20%	30%	40%	50%
	1.1.3.2. Realization of the professional development program for youth workers in youth centers	Program developed and carried out annually; 30 youth workers trained annually	Trim. I, 2024; Trim. IV, 2026		4,580.00 External partners / NPB					

1	2	3	4	5	6	7	8	9	10	11
Number of youth programs run by partner organizations	1.2.1.4. Developing and implementing the annual funding scheme for partner youth organizations	Functional funding scheme; at least 10 completed programs	Trim. I, 2024; Trim. IV, 2026		3 675.00 NPB					
Anticipated result 1.2.2. Youth organizations create partnerships with local public authorities to expand youth programs Impact indicator. Average partnerships per organization to expand youth programs created	1.2.2.1. Realization of training and support program for local public authorities and institutions in the process of collaboration with civil society organizations	Minimum 3 trainings carried out annually; minimum 70 trained people	Trim. IV, 2023; Trim. IV 2025	<i>Responsible</i> Ministry of Education and Research <i>Partner</i> civil society organizations	1 567.00 NPB	0	5	10	15	20
	1.2.2.2. Implementation of the co-financing scheme for local authorities to develop partnerships with civil society organizations	50 partnerships supported by 50% of the state budget	Trim. I, 2026		2 234.00 NPB					
	1.2.2.3. Organization of periodic partnership forums between local public authorities and youth organizations	At least one national event achieved	Trim. III, 2024 Trim. III, 2026		133.00 NPB					
Anticipated result 1.2.3. Public authorities have relevant	1.2.3.1. Development of the information system concept for collecting and processing data relevant to the youth sector	Concept developed and approved internally	Trim. I, 2024	<i>Responsible</i> Ministry of Education and Research	0.00 NPB	0	0	0	0.5	1

1	2	3	4	5	6	7	8	9	10	11	
and disaggregated data on the youth sector		At least 4 levels of data disaggregation			<i>Partner Information Technology Service and Cyber Security</i> External partners						
Impact indicator. Information system created and used by public authorities	1.2.3.2. Running the program to strengthen the capacities of central public administration institutions regarding the integration of youth policies	3 thematic trainings dedicated to the National Agency for Programs Development and Youth Work; 3 trainings dedicated to central public authorities (minimum 10 authorities); 1 mentoring program held	Trim. IV, 2025			1 047.00 External partners					
	1.2.3.3. Creating and ensuring the functionality of the information system	information system created, functional and accessible to public authorities	Trim. I, 2026			3 350.00 External partners					
Specific objective 1.3. Numerical and geographical expansion of the skilled youth worker community to reach 35% of skilled workers by 2026											
Anticipated result 1.3.1. Procedures for	1.3.1.1. Development of the online training module for youth workers	Online training module developed	Trim. IV, 2023	<i>Responsible</i>	1 857.00 NPB	0	0%	10%	20%	35%	

1	2	3	4	5	6	7	8	9	10	11
vocational training and professional qualification of youth workers become operational Impact indicator. Incidence of skilled youth workers		and freely available		Ministry of Education and Research						
	1.3.1.2. Development of the professional qualification system of youth workers	Certification system implemented	Trim. IV, 2023	<i>Partner</i> National Employment Agency; National Agency for Curriculum and Evaluation; higher education institutions; civil society organizations	0.00					
	1.3.1.3. Development of training, qualification, retraining program and curriculum	Developed and approved curriculum	Trim. II, 2025		164.00					
	1.3.1.4. Subsidy program for the qualification and retraining of functional youth workers	Subsidy program held annually	Trim. I, 2025		275.00					
Anticipated result 1.3.2. Youth workers have practical methodologies and tools to organize qualitative youth work	1.3.2.1. Development of methodological sets and tools necessary to carry out activities with young people qualitatively	Methodological set developed and approved	Trim. III, 2024	<i>Responsible</i> Ministry of Education and Research	135.00	0	0	1	1	1
	1.3.2.2. Piloting and adjusting the methodological set regarding youth activity	Piloted and adjusted methodological set	Trim. III, 2025	<i>Partner</i> National Agency for Programs Development	0.00					

1	2	3	4	5	6	7	8	9	10	11
Impact indicator. The methodological set for youth work developed and piloted corresponds to the needs of the workers	1.3.2.3. Creating the informal network of youth workers	Informal network of youth workers created and functioning	Trim. I, 2024	and Youth Work; civil society organizations	273.00 NPB					
	1.3.2.4. Organizing the National Forum of Youth Workers and thematic conferences dedicated to youth work	Minimum 2 events held annually	Trim. IV, 2023-2026		142.00 NPB					
Anticipated result 1.3.3. The way youth workers are paid is improved	1.3.3.1. Developing competency standards for youth workers	Occupational standards developed and approved	Trim. II, 2025	<i>Responsible</i> Ministry of Education and Research	180.00 NPB	0	0	0	1	1
Impact indicator. The relevant regulatory framework is approved and applied	1.3.3.2. Making changes in the Classifier of Occupations of the Republic of Moldova	Occupation classifier modified	Trim. IV, 2025	<i>Partner</i> Ministry of Labor and Social Protection; National Employment Agency;	0.00 NPB					
	1.3.3.3. Adjusting the normative framework regarding the single salary system	Regulatory framework modified	Trim. I, 2026	Ministry of Finance	0.00 NPB					
	1.3.3.4. Implementing changes regarding the single payroll system	Study on the remuneration of youth workers elaborated	Trim. IV, 2026		1 560.00 NPB					

General Objective 2

Increasing the level of participation and civic involvement through training, capacity building and youth empowerment programs

1	2	3	4	5	6	7	8	9	10	11
Specific objective 2.1. Increasing the number and institutional strengthening of youth representation structures to ensure their functionality in 85% of second-level territorial administrative units by 2025										
<p>Anticipated result 2.1.1. The authorities create several co-management structures in the youth field</p> <p>Impact indicator: Share of second-tier local authorities that have functional co-management structures</p>	<p>2.1.1.1. Elaboration and approval of the normative framework regarding the organization and operation of commissions for youth policies</p>	Normative framework developed and approved	Trim. I, 2023	<i>Responsible</i> Ministry of Education and Research	0.00 NPB	0	5/32	8/32	10/32	13/32
	<p>2.1.1.2. Elaboration and implementation of the support program for local public authorities in the creation of co-management structures</p>	Support program developed and implemented	Trim. IV, 2023	<i>Partner</i> local public administration authorities of second level	3 788.00 NPB					
	<p>2.1.1.3. Creating and ensuring the functionality of the Commission for youth policies under the Ministry of Education and Research</p>	Commission created and functional	Trim. III, 2023	Civil society organizations External partners	0.00 NPB					
	<p>2.1.1.4. Carrying out the training program for co-management structures regarding the development and implementation of public policies</p>	100% of functional co-management structures benefited from the training program	Trim. I, 2024		1 449.00 External partners/ NPB					
	<p>2.1.1.5. Elaboration of the evaluation report of the functionality of co-</p>	Periodic evaluation report made	Trim. IV, 2024;		170.00 NPB					

1	2	3	4	5	6	7	8	9	10	11
	management structures at the local level		Trim. IV, 2026							
<p>Anticipated result 2.1.2. Several local public authorities involve local youth councils in decision-making processes</p> <p>Impact indicator. The incidence of second-level local public authorities involving local youth councils in decision-making processes</p>	<p>2.1.2.1. Improving the normative and regulatory framework regarding the participation of young people in decision-making processes</p>	Normative and regulatory framework developed and approved	Trim. III, 2023	<p><i>Responsible</i> Ministry of Education and Research</p> <p><i>Partner</i> National Agency for Programs Development and Youth Work;</p> <p>civil society organizations</p>	257.00 NPB	67%	67%	75%	80%	85%
	<p>2.1.2.2. Conduct ongoing information campaign on opportunities for youth participation</p>	Multiannual information campaign carried out	Trim. I, 2024-2026		583.00 External partners					
	<p>2.1.2.3. Development of methodological guidelines for representatives of local youth councils</p>	Methodological benchmarks regarding the participation of young people elaborated	Trim. II, 2023		129.00 NPB					
	<p>2.1.2.4. Creation and implementation of the long-term course for representatives of local youth councils</p>	Multiannual thematic course for young local councilors carried out; 100 young councilors benefit annually from thematic training	Trim. III, 2023-2026		1 388.00 NPB					

1	2	3	4	5	6	7	8	9	10	11
	2.1.2.5. Development of methodological benchmarks for local public authorities regarding the involvement of young people in decision-making processes	Methodological milestones developed and approved	Trim. IV, 2023		129.00 NPB					
	2.1.2.6. Creation and implementation of a training course for civil servants from local public authorities regarding youth participation mechanisms	Training program developed and institutionalized within an educational institution	Trim. III, 2024		267.00 NPB					
	2.1.2.7. Elaboration of the evaluation report on the activity of local youth councils	Periodic evaluation report of the councils' activity elaborated and published	Trim. IV, 2024; Trim. IV, 2026		365.00 NPB					
Anticipated result 2.1.3. More platforms and opportunities for international youth participation	2.1.3.1. Elaboration of the financing mechanism for the participation of young people in international platforms	Financing mechanism developed, approved and functional; at least 3 youth organizations benefit from funding annually	Trim. IV, 2023	<i>Responsible</i> Ministry of Education and Research <i>Partner</i> External partners; civil society organizations	380.00 NPB	0	3	4	5	6

1	2	3	4	5	6	7	8	9	10	11
<p>become operational</p> <p>Impact indicator. The number of young people and organizations participating in international platforms</p>	<p>2.1.3.2. Creating the informal network of multipliers and promoters of international practices</p>	<p>Informal network created and functional; minimum 2 meetings/events held annually</p>	<p>Trim. II, 2024</p>		<p>0.00 NPB</p>					
	<p>2.1.3.3. Development and piloting of the Youth Delegated Program to the United Nations</p>	<p>Program developed, approved and carried out annually</p>	<p>Trim. III, 2023</p>		<p>1 575.00 NPB / External partners</p>					
<p>Anticipated result 2.1.4. Informal structures of youth participation share and promote democratic values and tools</p> <p>Impact indicator. The number of informal youth participation structures active and</p>	<p>2.1.4.1. Mapping the informal structures of active young people</p>	<p>Register created and updated annually</p>	<p>Trim. III, 2023</p>	<p><i>Responsible</i> Ministry of Education and Research <i>Partner</i> National Agency for Programs Development and Youth Work; external partners; civil society organizations</p>	<p>305.00 BPN</p>	5	10	15	20	25
	<p>2.1.4.2. Development of training programs for non-formal courses dedicated to informal organizations</p>	<p>3 thematic course materials developed and approved</p>	<p>Trim. II, 2024</p>		<p>0.00 NPB</p>					
	<p>2.1.4.3. Running thematic training courses for informal youth structures</p>	<p>3 long-term thematic courses held; 100 beneficiaries annually</p>	<p>Trim. III, 2024</p>		<p>2 471.00 External partners</p>					
	<p>2.1.4.4. Providing methodological, informational and mentoring support to informal participation structures regarding the elaboration of public policy proposals</p>	<p>Minimum 6 online meetings held annually; minimum 2 trainings carried out annually</p>	<p>Trim. IV, 2025</p>		<p>1 047.00 External partners</p>					

1	2	3	4	5	6	7	8	9	10	11
trained in the promotion of democracy	2.1.4.5. Conceptualizing and running a national campaign on democratic values and tools	A national campaign carried out; minimum 10 structures involved in promotion and multiplication	Trim. II, 2024		349.00 External partners					
	2.1.4.6. Creation of the communication platform between informal participation structures	An annual forum; two online meetings held annually	Trim. II, 2024		429.00 External partners					
Specific objective 2.2. Increasing the number of functional and active youth structures contributing to community development to reach the number of 70 active organizations and 140 active community organizers by 2026										
Anticipated result 2.2.1. More young people have the necessary skills to organize communities Impact indicator. The number of young community organizers	2.2.1.1. Development of methodological benchmarks and community mobilization instructions	Methodological benchmarks and guidelines developed and approved	Trim. III, 2023	<i>Responsible</i> Ministry of Education and Research <i>Partner</i> National Agency for Programs Development and Youth Work	165.00 NPB	0	20	30	40	50
	2.2.1.2. Creating the informal network of young community organizers	National network created and functional; minimum 2 meetings/events held	Trim. IV, 2023		0.00 NPB					
	2.2.1.3. Training program for young community organizers	Training program developed and approved	Trim. IV, 2023		1 000.00 NPB					

1	2	3	4	5	6	7	8	9	10	11
carrying out activities	organizers and facilitators developed			Civil society organizations						
	2.2.1.4. Running the training program for young community organizers	75 community organizers trained annually	Trim. IV, 2024-2026		0.00 NPB					
	2.2.1.6. Mapping and systematization of information on young community organizers and the initiatives carried out	The register of community organizers developed	Trim. IV, 2024		0.00 NPB					
Anticipated result 2.2.2. Several youth community groups are created and carry out civic initiatives	2.2.2.1. Funding program for youth civic initiatives developed and implemented	Funding program developed and carried out annually; 100 community initiatives funded annually	Trim. III, 2023-2026	<i>Responsible</i> Ministry of Education and Research	4 311.00 External partners	0	two hundred	300	400	500
Impact indicator. The number of young people who are systematically involved in community	2.2.2.2. Running a multi-year campaign to promote community involvement	Annual campaign	Trim. II, 2024-2026	<i>Partner</i> National Agency for Programs Development and Youth Work; external partners	169.00 NPB					
	2.2.2.3. Collection of disaggregated data on the activity of community groups	Statistical compendium created and updated annually	Trim. IV, 2024-2026		0.00 NPB					

1	2	3	4	5	6	7	8	9	10	11
development activities										
Anticipated result 2.2.3. The number of active youth organizations is expanding	2.2.3.1. Development and implementation of the training program for local youth organizations in the field of youth participation	Training program developed and approved At least 25 organizations benefited from the training	Trim. IV, 2023-2026	<i>Responsible</i> National Agency for Programs Development and Youth Work	1 388.00 NPB	30	40	50	60	70
Impact indicator. Number of active youth organizations	2.2.3.2. Development and implementation of the funding scheme for youth organizations for local participation initiatives	Funding scheme developed and available; minimum 10 beneficiary organizations annually	Trim. II, 2024-2026	<i>Partner</i> Civil society organizations	1 377.00 NPB					
	2.2.3.3. Supporting the exchange of experiences and good practices between youth organizations	At least 2 thematic events held annually	Trim. IV 2024-2026		0.00 NPB					
Specific objective 2.3. Ensuring the accessibility and availability of youth volunteering programs to expand the number of beneficiaries through a functional information system and regulatory framework developed in 2024										
Anticipated result 2.3.1. The regulatory framework regarding	2.3.1.1. Realization of the ex-post analysis regarding the impact of normative acts regarding volunteering	Ex-post analysis carried out	Trim. IV, 2023	<i>Responsible</i> Ministry of Education and Research	212.00 NPB	0	0	1	1	1

1	2	3	4	5	6	7	8	9	10	11
voluntary activity is improved Impact indicator. The normative framework developed and approved	2.3.1.2. Revision of the legal and normative framework regarding volunteering activity and tools for promoting volunteering	Draft law developed and approved; draft government decision developed and approved	Trim. III, 2024	<i>Partner</i> State Chancellery; The Parliament of the Republic of Moldova	0.00 NPB					
Anticipated result 2.3.2. The concept of the volunteer opportunity aggregator is created and piloted Impact indicator. Annual number of volunteer opportunities on the platform	2.3.2.1. Creation of the online platform for the systematization and promotion of volunteering opportunities	Built and functional online platform	Trim. IV, 2024	<i>Responsible</i> Ministry of Education and Research	6 755.00 External partners	0	0	80	240	500
	2.3.2.2. Carrying out information and promotion campaigns of the platform	Campaign carried out	Trim. IV, 2025	<i>Partner</i> Information Technology Service and Cyber Security;	95.00 NPB					
	2.3.2.3. Carrying out thematic training for organizations and volunteer coordinators	Minimum 3 trainings held annually	Trim. IV, 2023-2026	civil society organizations	1 388.00 NPB					
	2.3.2.4. Monitoring and providing methodological support to host organizations regarding the implementation of volunteering plans	At least 10 organizations benefit from support annually; minimum 10 volunteer plans monitored	Trim. I, 2024		0.00 NPB					

1	2	3	4	5	6	7	8	9	10	11
General Objective 3										
Harnessing the potential of young people to carry out social innovation and community development initiatives through financial and material support tools										
Specific objective 3.1. Increase to 26 the number of second-level local public administration authorities implementing youth support programs in 2026										
Anticipated result 3.1.1. Several support programs for young people are carried out by local public authorities	3.1.1.1. Improving the regulatory framework and the tools necessary for the financial support of young people's initiatives at the local level	Regulatory framework and adjusted regulator approved; instrument developed and approved	Trim. II, 2023	<i>Responsible</i> Ministry of Education and Research <i>Partner</i> local public administration authorities of second level	212.00 NPB	11	11	16	21	26
	3.1.1.2. Creation and application of reporting tools on local programs carried out	Data collection tool created and working	Trim. II, 2023		0.00 NPB					
	3.1.1.3. Creation and application of the co-financing mechanism of local grant programs	Co-financing mechanism developed and approved; at least 11 local public authorities carry out grant programs annually	Trim. IV, 2023		20,936.00 NPB					
Anticipated result 3.1.2. Local public authorities benefit from	3.1.2.1. Development and implementation of the training course for local civil servants in the field of strategic planning	Created and approved curriculum and training plan;	Trim. I, 2024-2025	<i>Responsible</i> National Agency for Programs Development	631.00 NPB	5	5	8	11	15

1	2	3	4	5	6	7	8	9	10	11
methodological support for the implementation of support programs for young people		minimum 3 trainings carried out annually; minimum 20% of officials trained annually		and Youth Work <i>Partner</i> Civil society organizations						
Impact indicator. Number of second level local authorities with strategic documents in progress	3.1.2.2. Implementation of the support program for the development of strategic planning documents in the field of youth	Support and mentoring program created and approved; minimum 5 local authorities benefit from annual support	Trim. III, 2023-2026		0.00 NPB					
Specific objective 3.2. Increasing the number of youth organizations developing and implementing social innovation initiatives to reach 98 funded or co-funded programs by 2026										
Anticipated result 3.2.1. Youth organizations develop and implement social innovation initiatives within Youth Labs	3.2.1.1. Developing the concept of Youth Labs	Concept developed and approved	Trim. I, 2023	<i>Responsible</i> Ministry of Education and Research <i>Partner</i> External partners; civil society organizations	233.00 NPB	0	5	10	15	20
	3.2.1.2. Creation of the mechanism for awarding material support for resident organizations	Support mechanism developed	Trim. II, 2023							
	3.2.1.3. Creation and equipment of Youth Labs spaces	Minimum 3 Youth Labs created and functioning;	Trim. III, 2024		27 499.00 External partners					

1	2	3	4	5	6	7	8	9	10	11
Impact indicator. Number of social innovation projects carried out by Youth Labs resident organizations		minimum 15 resident organizations								
	3.2.1.4. Carrying out the impact analysis of the Youth Labs program	Impact analysis carried out	Trim. IV, 2026		89.00 NPB					
Anticipated result 3.2.2. Several youth organizations benefit from support for the realization of social innovations Impact indicator. Number of social innovation programs supported	3.2.2.1. Development of the concept note on the social innovation program	Drafted and approved concept note	Trim. II, 2023	<i>Responsible</i> Ministry of Education and Research <i>Partner</i> National Agency for Programs Development and Youth Work; Ministry of Labor and Social Protection; civil society organizations	103.00 NPB	0	20	2.3	25	30
	3.2.2.2. Implementation of the National Grants Program for innovative youth organizations	Grant program carried out; at least 20 organizations benefit from funding annually	Trim. III, 2023 Trim. I, 2024-2026		18,361.00 NPB / External partners					
	3.2.2.3. Carrying out annual campaigns for communication and promotion of the grant program	Annual communication and promotion campaign carried out	Trim. I, 2024-2026		152.00 NPB					
	3.2.2.4. Development of the mechanism for systematizing data and analyzing the impact of the grant program	Annual impact assessment report	Trim. III 2023		0.00 NPB					

1	2	3	4	5	6	7	8	9	10	11
Specific objective 3.3. Creating a culture of youth participation in educational institutions by annually supporting at least 20 youth associative structures and ensuring at least 25 active organizations with consolidated internal processes										
Anticipated result 3.3.1. Grants available for student organizations Impact indicator. The number of projects carried out by student organizations	3.3.1.1. Carrying out the feasibility study on the development of student organizations	Study carried out	Trim. III, 2023	<i>Responsible</i> Ministry of Education and Research <i>Partner</i> Educational institutions; civil society organizations	81.00 NPB	0	0	10	15	20
	3.3.1.2. Creation of the financing mechanism for educational institutions to support student organizations	Funding mechanism created and approved	Trim. I, 2024		0.00 NPB					
	3.3.1.3. Creation of the disaggregated data collection system from completed projects	Created and functional data collection and systematization tool	Trim. II, 2024		0.00 NPB					
	3.3.1.4. Annual running of the student organization funding program	Annual financing program; minimum 10 institutions funded annually	Trim. II, 2024		14,454.00 NPB					
	3.3.1.5. Creation of the consolidated report on funded projects and initiatives	Developed methodology; annual report prepared and published	Trim. IV, 2026		0.00 NPB					

1	2	3	4	5	6	7	8	9	10	11
Anticipated result 3.3.2. More youth programs and activities carried out by youth organizations in educational institutions Impact indicator. Number of active student organizations	3.3.2.1. Running the support program for the institutional strengthening of student organizations	Model acts of constitution, organization and operation developed	Trim. I, 2024-2026	<i>Responsible</i> National Agency for Programs Development and Youth Work <i>Partner</i> Educational institutions; civil society organizations	62.00 NPB	0	10	15	20	25
	3.3.2.2. Annual training program for student organizations	Developed and approved training program; minimum 15 beneficiary student organizations	Trim. IV, 2024-2026		835.00 NPB					
Anticipated result 3.3.3. Several multifunctional spaces dedicated to young people created in educational institutions	3.3.3.1. Creation of minimum quality standards regarding multifunctional spaces dedicated to young people	Approved standards	Trim. IV, 2023	<i>Responsible</i> Ministry of Education and Research <i>Partner</i> Educational institutions; External	223.00 NPB	0	0	2	4	4
	3.3.3.2. Identifying partnerships for the development of multifunctional spaces	Minimum 3 partnerships created	Trim. IV, 2023		0.00 NPB					

1	2	3	4	5	6	7	8	9	10	11
<p>Impact indicator. The number of multifunctional spaces dedicated to young people created and functional</p>	<p>3.3.3.3. Financial support program for universities to create and equip youth-friendly multifunctional spaces</p>	<p>Minimum 10 spaces created in educational institutions</p>	<p>Trim. II, 2024-2026</p>	<p>partners</p>	<p>11,865.00 External partners</p>					