



Annual report 2021

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Introduction

Since 2014, EcoVisio has been preparing and publishing annual reports on the organization's activities on its official website. These reports are, on the one hand, the result of self-analysis and a tool for improving strategic planning, and on the other hand, a method of communication with beneficiaries, partners and donors. Now, the eighth annual report on the activities of the Association will be presented.

Report Logic

After the end of the Core Support from the Embassy of Sweden for EcoVisio, the organization continued to use the Results Assessment Framework for strategic planning and fundraising. So, in 2021, a new strategic planning for 3 years (2021-2023) was developed and 6 departments were finally formed: Waste Management, Organic Agriculture (AgriFood), Greening, Social Entrepreneurship, Non-formal Education, Climate. Besides these departments EcoVisio continues to develop several important topics that run like a red thread through almost all departments and projects. These are "Community Development" and "Ecological Training Center Operation". In 2021, EcoVisio started also a new direction of work - Development of inclusive events and advocacy for people with disabilities.

Further in the text, we will describe 2021 as from the point of view of the organization. We will present you our updated vision, mission and values, achievements and challenges of that, as well as the results of work for each of the EcoVisio departments.

2021 was the first year after the end of Core Support from the Embassy of Sweden, so after the narrative part, we will show the financial performance for this year and describe our findings and lessons for the future.

2021 for EcoVisio

2021 has been a year of big changes for EcoVisio due to several factors:

- 1) **New composition of the management team** – at the end of 2020, the previous executive director (Maxim Pijevskii) was replaced by a new manager (Vladimir Ternavschi), who brought his vision and working methods to the organization's management and risk management processes. Seeing the current situation in the team after the 2020 crisis, Vladimir, together with the Financial Director (Lucia Ioncu), focused on building internal processes and improving policies, professionalizing them and monitoring their implementation. These changes contrasted with the previous "family" approach in the organization, which caused some resistance at the initial stage, but proved to be effective in the future. Based on the results of the six-month test period, a new contract for the position of executive director was signed with Vladimir Ternavschi for the period May 2021 - May 2023 (with the possibility of extension).
- 2) **End of Core Support from the Embassy of Sweden** – the organization existed for more than 3 years with the constant support of the Embassy of Sweden, which allowed us not to worry about underfunding the main areas of work or administrative expenses. But sooner or later everything ends. As the end of Core Support approached, the core team, as

well as the management team, grew anxious about the future of the organization and its employees. But since the preparatory work was carried out, cost optimization, and active fundraising took place, the organization continued to work and even expanded certain areas of intervention. The transition from working with Core Support to working based on processes and projects was exciting and unusual for a large part of the team, it took some time to adapt to new realities. The support from IM Swedish Development Partner also helped us a lot in this.

- 3) **Work on overcoming storming in the team, eliminating the root causes that led to disagreements in the team in 2020** – the restoration of harmonious relations in the team required a complete revision of the basis of work in the Association and professional relations between team members. A series of strategic sessions, as well as several team-building trainings (including for the new management team) and events were organized with this scope. The causes of the 2020 crisis also needed to be addressed, which resulted in the selection of a new Integrity Officer, the development of an Integrity Procedure besides Integrity Policy with the support of consultants and the Embassy of Sweden, and increased control over conflicts of interest. These processes and events also contrasted with previous approaches to the work of the organization, but were absolutely necessary for building normal interactions and minimizing the risks for the recurrence of similar crises in the future.
- 4) **Updated composition of the Board of Directors of EcoVisio** – the new composition of the Board of Directors, elected in September 2020, was actively involved in the work of the organization throughout 2021, dealt with the strategic development of the association, monitoring the activities of the management team, advised the director and other employees, and also took a direct part in the identification, processing and overcoming of existing conflicts of interest. The diverse personal and professional experience of the members of the Board of Directors brought new ideas and practices to the work of the Association, helped to find balance again and establish further work.

2021 can be described as a transformational year for EcoVisio. As a young organization driven by friendship, family relationships and drive, the Association had to change after the crisis, and it did. The policies, procedures and roles that were developed made it possible to overcome the crisis and showed weaknesses that needed to be improved. The new management team carried out several “internal reforms”, which was hard for the team at the initial stage, because they were used to a slightly different style of work, but then, with the advent of new projects and team members, the group’s dynamics returned to normal and allowed them to look confidently into the future. This is the result of the joint work of all employees, members of the Board of Directors and experts, consultants hired by EcoVisio and provided by donors.

Our renewed vision

To reintegrate the team and determine the path of development in 2021, a large number of strategic sessions were held, which began with a discussion of the most basic things for any public organization: mission, vision, values. You can see the results of our work below:

Mission: We develop an ecosystem of people, initiatives and conscious practices for a healthy Moldova and Planet.

Vision:

What do we believe in?

We believe that by trying instead of giving up, by acting instead of being passive, by working together instead of alone, and by empowering each other instead of judging we can reach a critical mass and create impactful change for a better future.

What does the future look like when EcoVisio is no longer needed?

Society is active and lives in harmony with the environment, collaborating for a happy present. Nature and animals have rights and are protected not only on paper. Forests are restored up to 30%, you can drink water from rivers. Formal and non-formal education go hand in hand. Communities are thriving. At least 15% of the cultivated land intended for agriculture is certified organic. The number of certified organic farmers is growing by 10% annually. The collaborative economy and social enterprises are mainstream.

Energy is obtained from renewable sources. Everyone enjoys people-oriented infrastructure. The concept of waste no longer exists, all recyclables are properly managed.

What will EcoVisio look like a day before completing its main goal?

The team members co-create a healthy work environment; in the organization there are departments with strong expertise; EV graduates are active in all regions, being local actors of change; EV successfully collaborates with other NGOs, government and educational institutions and the results of the organization's work have a measurable impact.

EcoVisio values:

- Passion and meaning in what we do
- Professionalism and quality
- Transparency
- Caring for others
- Equity / reciprocity
- Integrity (walk your talk)
- Safe space: Non-violent / direct communication
- Horizontal relationships / flexibility

The updated mission, vision and values have been developed with a special focus on being understandable to everyone, free of narrowly specialized and incomprehensible words, and clearly reflect our aspirations and intentions. Now we have to work out and consolidate these definitions in the daily activities of not only experienced, but also new team members.

The main achievements of the organization in 2021

- Development of a new type of strategic plan, separately for each department
- Updating and improving internal policies and procedures (Salary and HR Policy, Procurement Policy, Board Regulations, Integrity Procedure)
- Revision of the mission, vision, values
- Maintaining a high number of events and participants - 250 events through projects and services, 7107 participants in 2021
- 44 events were organized as providing services to third parties. Growth in income from economic activities by 24% compared to 2020.
- 14 mini-grants for entrepreneurial and agricultural initiatives
- More than 90 EcoVisio press appearances in 2021
- Working with the EcoVisio community despite the pandemic. A summer camp was organized for members of the Association and graduates of our programs, evenings of board games and film screening evenings were held in compliance with anti-covid standards.
- Expansion of the number of employees of the department of social entrepreneurship and expansion of its activities.
- The first IarmarEco fair in the sector of Botanica, Rose Valley park. Over 120 participating vendors, local growers and activists.
- Implementation of the direction of inclusiveness and the inclusion of people with disabilities in the activities of EcoVisio.
- Completely redesigned the concept, approach and even the name of the enterprise greening service. New tools have been developed to measure and offset the carbon footprint.
- Conducting two full-scale national information campaigns in the field of waste management and organic agriculture. The total audience on TV and radio alone is more than 750,000 people. Information materials have been created in these areas, which are now used by other organizations, teachers and trainers.
- Creation of a complete waste management system in the village of Riscova, Criuleni District.
- 10 farmers eco-certified with our support, more than 200 visitors to our demonstration farming site in Riscova.
- 28 farmers participated in CSA EcoVillage Farms and delivered their products to complete weekly food boxes for clients from Chisinau.
- 16 mini-projects implemented by alumni and graduates of the activEco educational program
- Over 10 new multipliers for environmental board game Keep Cool
- 60,000 views of educational materials (videos, visuals, articles).
- Opening of 16 youth clubs in 16 villages and cities of Moldova
- Organization of 20 internal strategy sessions, as well as 5 internal trainings
- Implementation of Job Descriptions and segregation of duties, defining the responsibilities of departmental coordinators, project coordinators and assistants.
- Improvement, professionalization of fundraising and recruitment processes.
- Improvement of internal financial instruments (PRT, Consolidated Administrative Planning, Accounting software)
- Changing and improving the method of storing electronic data, obtaining the status of an Personal Data Processor.
- Launch of the online multi-vendor marketplace IarmarEco.md and registration of more than 100 local producers and service providers (local, social, environmental products and services).

- Massive advocacy activities in the areas of waste management, alternative transport and social entrepreneurship.
- 6 people completed an internship program in the organization.
- Community gathered together and celebrated EcoVisio's Birthday online
- EcoVillage rebranding + new website + promotional campaign for training center.
- New web-site of EcoVisio: better and much clearer structure + easier to access the materials and articles.
- The "shadow" report on accessible and clean energy against climate change on SDGs 7 and 13 created.
- A document analyzing key issues in the field of environmental protection for the Council of Europe
- AudioWalk on Jewish history in cities Orhei, Balti and Vadul Rascov was launched

Main challenges in 2021

- The need to rebuild processes and relationships within the team. 2020, the pandemic, as well as the new management style, have demonstrated the need to pay special attention to interpersonal relationships within the team, to honestly and openly discuss expectations, the contribution of employees and their results, as well as roles within the team.
- The process of introducing new employees for project coordination required a more intensive and professional approach, as well as the development of an employee training roadmap.
- Adaptation to work without Core Support from SIDA. We continued to be supported by partners from IM Swedish Development Partners, but in order to maintain all the main positions and cover administrative costs, it was necessary to restructure the fundraising and financial planning processes.
- Overloading team members with work responsibilities still remains a problem, although we are taking preventive measures to deal with burnout.
- Monitoring and evaluating our performance (especially qualitative results) still requires more resources and attention than we have available.

New strategic planning of EcoVisio

Based on the experience gained in the preparation of the previous strategic planning, as well as after consultations with some experts and partners, a new strategic planning was developed for the next 3 years of work: 2021-2023. This document retained the RAF structure for the most part, but reworked the planning logic. For example, all areas of work and indicators are now prescribed based on the process of the department.

***Process** – this is the moment in the development of society that we strive to achieve and after which changes will become sustainable, begin to occur and increase even without significant influence from non-profit organizations.*

Based on the processes, several areas of work were identified for each department. We called them «elements» that contribute to the achievement of the goal. For each area of work, specific actions were described, as well as indicators to measure progress.

Data on the budgets required for the organization of certain activities, as well as available funds from various projects, partnerships, and services, were also added to the new strategic planning document.

Strategic planning 2021-2023 will be reviewed and revised more than once a year due to the rapidly changing environment and the need for adjustments in the new planning format. 5 out of the 6 departments of the organization developed process-based planning and 1 department (Climate) remained a project-based dept. due to the absence of person ready to take responsibility for this area (department coordinator).

Below are the results of our departments for the partial first year of work with the new strategic planning (RAF was prepared after the end of the three-month extension of Core Support from SIDA - 01-03.2021).

2021 for EcoVisio departments

Department of Waste Management

Proper waste management is an important factor in conserving resources as well as maintaining a clean and safe environment for animals and people. At the same time, there are more than 3800 dumps in the Republic of Moldova, 2/3 of which are spontaneous and illegal. Such statistics are the result of poor public awareness and lack of waste sorting skills, lack of infrastructure and well-functioning waste management systems, lack of financial stability and any kind of competition in this market, as well as the result of the low popularity of the public-private partnership mechanism in the Republic of Moldova. At the same time, the topic of proper sorting, processing, processing and disposal of waste is gaining more and more popularity in Moldova. EcoVisio also has a waste management department.



In 2021, the waste management department continued and expanded its activities in several areas, according to the new strategic planning:

- work with local authorities;
- raising public awareness of waste management issues;
- creating coalitions with organizations from the environmental sector;
- waste management education;

The goal (process) of this department is: 10% of Moldova's population sorts waste.

Almost all directions from the strategic plan were reflected in two main projects of the department:

- 1) [Development of a waste management service in the villages of Riscova, Miclesti, Stetcani and Peresecina](#)
- 2) [National media campaign "Moldova without waste"](#)

Within the framework of the first pilot project (Riscova village), work was carried out with local authorities, with infrastructure, as well as with environmental awareness and education. Thus, for 2021 we have achieved the following results:

- More than 1000 residents of the village of Riscova were informed about the importance of developing a waste management system and about the steps to be taken for this;
- 6 public consultations organized;
- The tariff for waste management services in the village of Riscova was increased from 3 to 9 lei;
- A contract with a local operator was signed for the evacuation of separately collected waste;
- Was purchased and installed:
 - 17 sets of containers of 240 liters for separate waste collection in three fractions (to complement the waste collection system in Riscova)
 - 18 containers for separate collection of plastic in schools and kindergartens in the four villages mentioned above
 - 4 containers for separate collection of e-waste
 - 8 compost bins in public areas
 - 2 large containers (8 and 30 m³) for temporary storage of plastic, glass and metal
- 2 two-day trainings were held for 30 schoolchildren from four villages,
- 1100 seedlings were planted together with the community of the village of Riscova,
- The village of Riscova was freed from 4 spontaneous dumps, and the main dump of the village was reorganized,
- 4 cleaning campaigns were carried out in the villages of Riscova, Miclesti, Stetcani and Peresecina,
- 4 schools received informative posters and board games to develop community and civic spirit,
- Information materials about separate waste collection and composting were created and distributed,
- A guide on waste management in rural areas has been created,
- An open online conference "Waste management in the village. Where to begin?" was organized to share our experience.

As part of the second project, the main focus was on educating and informing the population:

- A preliminary study of the level of awareness and willingness of the population to pay for waste management was carried out,
- competition of journalistic works was held,
- A separate Facebook group was created and a large number of information materials on the topic of waste management were published.
- Exhibitions of thematic cartoons and posters were organized in various places in the city, as well as in public transport,
- Video and audio materials (4 pieces each) were developed for the informational campaign. An attempt was made to obtain the status of social advertising, but only audio spots were approved. Nevertheless, the total audience of our materials on TV and radio alone amounted to more than 750,000 people,

- Information portal.faradeseuri.md redesigned and improved
- A final study was conducted, which showed an increase in the level of awareness of the population of the Republic and an increase in the willingness to pay for waste management services.

Also, within the framework of the Waste Management Department, during 2021, 3 more small projects were implemented, also aimed at educational and awareness raising activities. The overall result of the department's work in 2021 was the promotion of information to the general public, as well as the creation of prototypes of waste management systems in rural areas.

Department of Organic Agriculture

As of 2020, the total area of agricultural land with ecological certification (29,352 hectares) is just under 2% of the total area sown in Moldova (1,538,000 hectares). At the same time, a significant part of the products produced in environmentally certified fields, gardens, etc. is exported, which means that the local market receives products of different, including poor quality, from local producers. The culture of using pesticides, or rather its absence, has remained in Moldova since Soviet times, and now it is a big problem both for the quality of products and for soil fertility. The end result of this state of affairs is a gradual deterioration in the health of people, more frequent requests for medical help, as well as the use of medical drugs, which directly affects the economy of the country. In addition, intensive and extensive agriculture has a significant negative impact on the biosphere, landscape and contributes to climate change. At the same time, generally accepted, traditional agriculture in medium and large enterprises is weakly resistant to the consequences of climate change (extreme weather events).



EcoVisio has a strong direction of work for several years in a row (and now a department) - Organic Agriculture, which tackles local farmers of various sizes (from micro to large), as well as prevention of the negative aspects of traditional agriculture, and also improves the quality of food products and people's lives.

According to the new strategic planning, this department works in the following areas:

- The agrieco sector consolidation through multi-stakeholder participation and organization of knowledge transfer
 - Organization of round tables
 - Updating and maintaining the Atlas of Ecological Agriculture
- Increasing farmers' capacities to adapt agroecological practices
 - Training farmers in agri-ecological practices
 - Personal coaching for farmers
 - Approved Curriculum
 - Development of educational materials
 - Support for farmers through mini-grants
 - Supporting farmers to implement sustainable practices
 - Support in organic farmland certification

- General population awareness raising about organic agriculture
 - Development of social advertising videos
 - Informing the public about the benefits of ecological agriculture (through webinars and Facebook live)
 - Preparing interviews with successful farmers
- Creation of examples of agroecological production, distribution and marketing systems for farmers in rural areas
 - Development, maintaining and visiting demonstration plots for organic agriculture (vegetables, field crops, tree-growing) and processing in target communities
 - Working with Community Supported Agriculture Groups (producers / consumers)

The purpose (process) of this department is: 15% of the cultivated land destined for agriculture to be ecologically certified. The number of certified organic farmers is growing by 10% annually.

All of the above areas of work cover stakeholders from various groups: from government agencies to individual buyers of fruits and vegetables. The work is carried out both at the level of the population, and at the level of government and business. This approach seems to be the most effective.

In 2021, the following projects were under implementation in the Department of Organic Agriculture:

- The large project (strategic grant) "Agroecology for development" from GEF
- Food Incubator project from Slovak Aid
- Twinnings for a Prosperous Organic Agrifood Sector in MD and EU from Eurochambers

Also, various activities were implemented and grant competitions were organized for local farmers with the support of IM Swedish Development Partner. In partnership with the AED Association, a lot of work has been done to create information materials. Thus, 2021 ended for the Department of Agriculture with the following results:

- 4 round tables were organized with representatives of business and the Ministry, 15 unique (non-recurring) participants
- [Organic Agriculture Atlas](#) is maintained, updated (for 2020) and improved
- 10 trainings and workshops on agroecological practices conducted
- 2 coaching consultations for farmers organized
- Curriculum updated
- Developed 6 new infographics and 6 videos on sustainable agriculture
- 14 mini-grants for farmers
- 8 new agroecological practices/ initiatives implemented
- 10 consultations on the introduction of new agro-ecological practices
- 13 farmers wanted to go and 10 farmers got organic certification
- 2 videos of social advertising developed, more than 42,000 views in total

- 17 Facebook Lives on various topics related to food and agriculture
- 6 interviews with successful farmers recorded, over 10,000 views
- The area of the demo plot with ecological practices is 1.5 hectares, 11 practices implemented and 200 people visited the demo-plot this year
- Active support for at least 1 Community Supported Agriculture Group (“EcoVillage Farms”) and 28 involved farmers

We will continue to develop this direction and the communities of ecological farmers in 2022.

Greening Department

When it comes to reducing environmental impact, it is not just limited to working with the public, educational institutions or other non-profit organizations. Legal entities in the form of commercial enterprises consume a significant part of energy and physical resources, as well as produce a large amount of waste and greenhouse gas emissions into the atmosphere. To achieve a green, circular economy, it is necessary to place special emphasis on the production processes in society. For this purpose, greening service was created, and then the Department of Greening.



The strategy of the Greening Department includes work in the following areas:

- Sustainable practices are implemented in all business processes
 - Informing individuals and organizations about the need for change and implementing sustainable practices for office work, event organization, and homework
- The practice of offsetting is becoming more widespread for organizations
 - Organizing workshops to calculate the ecological footprint of organizations
 - Implementation of offsetting actions of the ecological footprint of organizations
- State institutions and international donors are involved in organizing greening programs
 - Collaboration with national state institutions and international donors. Organizing local greening programs + financial support for greening
 - The international donor community includes the environmental dimension in their priorities

The goal (process) of the Greening Department is: Organizations in the Republic of Moldova monitor their environmental footprint, take remedial action (improvement plans), and offset it.

In 2021, this department went through a transformational process: the experience of previous years has shown that in order to increase the attractiveness of the service and bring the department to self-sufficiency, it is necessary to upgrade existing work methods and sales methods. For this, an external consultant was hired, who worked with the department team for 6 months, resulting in:

- New visual identity and name: A new style, logo was developed, and the name was changed from "Greening Up" to "[Green.now!](#)";

- New methodology for working with clients;
- Various checklists have been developed with tips for greening processes:
 - Green food checklist
 - Green transport checklist
 - Green utilities checklist
 - Green services checklist
 - Green IT and Electronics checklist
 - Green stuff checklist
- Updated list of carbon offset methods (offsets);
- The development of an interactive application for calculating the carbon footprint based on the organization's cost items has begun;
- New commercial offers for various groups of clients were issued;
- The development of a sales strategy has begun;
- The strategy of working with former clients and new clients is described;
- The development of a new website has begun;

Also, in 2021, an internal green audit and training for EcoVisio was conducted, an audit + training for the team of the Ecological Training Center in the village of Riscova, a Green Policy was developed for the EcoVisio Association.

In parallel with the development of a new methodology, carbon offset methods and other tools, the department's team organized trainings for new partners and clients, as well as follow up sessions for clients of previous years. Thus, 2021 ended for the Greening Department with the following results:

- 10 organizations contacted us for the provision of a greening service, and 2 organizations applied for the provision of a service for calculating their carbon footprint based on a new methodology (web application);
- 11 follow ups and trainings organized, over 100 participants in total;
- Organized the first offset action, paid by the client;
- 12 organizations took part in a free, open training about greening;
- Income from the provision of greening services in 2021 - 54,000 lei;

In 2022, it is necessary to complete the development of new tools and test a completely updated service, make the necessary adjustments based on the results of practical application, and prepare colleagues from other departments to apply existing tools and services in general within their strategic direction of work and existing projects. In the future, the Greening service should become one of the pillars of EcoVisio's financial sustainability.

Department of Social Entrepreneurship

Social entrepreneurship is an important factor in solving local problems, especially in a poor, developing country like Moldova. Our country needs young entrepreneurs of a new generation, who will focus not only on momentary benefits, but also on the quality of services provided, on working with clients and developing local communities. Therefore, one of EcoVisio's directions since 2017 has been the development of micro and small enterprises, initiatives with values that correspond to the values of EcoVisio.



Until 2021, the Association implemented various individual projects, the flagship of which was the annual IarmarEco fair. Over the years, many people have been involved in the development of this direction, but one stable team has not been formed. In 2021, a new team began to form. They created a strategic plan for the department, which began to be gradually implemented through fundraising.

The strategic plan of the Department of Social Entrepreneurship includes the following areas of work:

- FACILITATION OF THE SE ECOSYSTEM
 - GENERAL AWARENESS RISING
 - Set of materials about Social Entrepreneurship (SE) that exist in the Republic of Moldova
 - Strategy for promoting the concept of SE
 - Development of established communication channels about the concept of SE
 - Successful examples from other countries and the Republic of Moldova (EcoVillage, Eco-Razeni)
 - Analysis of the field of SE and local enterprises in Moldova (attitude, legislation, competencies, target group for SE)
 - Articles on Social Entrepreneurship in the Media
 - Materials to promote the concept (policy, context, definition, examples) that include the explanation of the notion of Social Entrepreneurship at national and international level
 - Web resources about Social Entrepreneurship
 - NETWORK CONSOLIDATION
 - National Social Entrepreneurship Forum
 - Network events (as CEED events)
 - PROMOTION OF SOCIAL INVESTMENT & VENTURE PHYLANTROPHY
 - Promoting Social Investments
 - Policy dialogue on Social Investment
 - Events for potential stakeholders Social Investors
 - Study Visits in other countries to see examples
- POLICY CHANGES

- NATIONAL / LEGISLATIVE SUPPORT
 - Development and coordination of the SA Platform in Moldova and Transnistria
 - Policies and Advocacy
 - Policy Lab
- SUPPORT OF SOCIAL AND LOCAL ENTREPRENEURS
 - SUPPORT OF SOCIAL, GREEN, LOCAL ENTERPRISES
 - IarmarEco offline event
 - IarmarEco.MD online for promotion of local and social entrepreneurship
 - Social Impact Award
 - Innovative Approach for processes
 - (EDUCATION) SEs DEVELOPMENT (SME/IMM)
 - Training for SMEs and entrepreneurs
 - Social Entrepreneurship HUB: Mentoring, coaching, trainings for SMEs and entrepreneurs
 - Business development grants
 - Study Visits to Social Enterprises
 - (EDUCATION) SEs LAUNCH (FOR YOUTH + INITIATIVES)
 - Social Entrepreneurship information and promotion events for young people
 - Training for young people - future entrepreneurs (as well as introduction to Business Model & Social Value)
 - Hackathones & Ideathones (Innovations in Ideas and Entrepreneurship)
- TEAM-DEVELOPMENT
 - ECOVISIO's / PERSONAL POSITIONING AS SPECIALISTS on SE in RM
 - Analysis of personal skills,
 - Development Plan for us as specialists in the field of Social Entrepreneurship
 - Positioning strategy
 - SERVICES / EXPERIENCE
 - Trainers' Pool on SE
 - Trainers' ToolBox
- DEVELOPING OWN SE MODEL
 - SOCIAL ENTERPRISE case
 - EcoVillage
 - SE HUB - Space for HUB

The goal (process) of the SE Department is: 2% of registered micro and small enterprises are social, solve real problems in localities, are stable and maintain themselves.

At the beginning of 2021, the Social Entrepreneurship Department consisted of 2 people who coordinated 2 projects. After the development of the strategic plan and the start of the active phase of fundraising, the number of projects increased to 5, and a partnership was launched to organize business webinars for small and medium-sized enterprises in Moldova with financial support from the EIB.

In 2021, the direction of social entrepreneurship within EcoVisio was significantly expanded, strengthened and brought to a new professional level. A new, permanent team fully responsible

for this area has been formed. EcoVisio has become much more viable in this area and has begun building the image of an expert in this subject.

At the end of the year, the Department of Social Entrepreneurship reported on the following results:

- [1 large, traditional fair \(IarmarEco\)](#) organized for the first time in the Botanica sector, Rose Valley park with the support of local authorities
- Over 20 articles posted in the media about IarmarEco event
- [Multi-vendor market place \(Iarmareco.md\)](#) is developed and launched with viber-bot application:
 - Nr. Total sellers: 199
 - Nr. active sellers: 96
 - Nr. basket orders made: 86
 - Products on the platform: 591
 - Nr. unique visitors in 2021: 5,482 (mobile: 3,690 (67.30%), desktop: 1,746 (31.2.0 / 84%), tablet: 47 (0.86%)). Women (45.85%) and Men (54.15%) 0
 - Sign up for the newsletter: 48
- EcoVisio became secretary of the [Platform for Social Entrepreneurship in Moldova](#) (one-year term, 2021-2022):
 - 3 meetings with the Council of the Platform, 2 general meetings
 - 20 members joined the platform
 - The strategy and Advocacy Plan for the platform have been developed
- [The HUB of social entrepreneurs](#) was launched in Chisinau
- SE education:
 - 1 trip to Armenia, 2 participants (SE HUB team)
 - 1 Erasmus + training in Armenia (3 participants from Moldova)
 - 2 infographics about SE translated into ro / ru
 - 1 Social Entrepreneurship Forum (40 participants) organized
 - 3 webinars, 1 training for entrepreneurs, 2 information sessions organized (~ 120 participants in thematic webinars, 15 young participants in the training, 14 entrepreneurs from Transnistria participating in information sessions)
 - 1 member of the team passed the National Training of Trainers and delivered 1 3-day training for youth on SE topic
- Team members participated in various trainings: Advocacy trainings (3 pers), Media & PR for NGOs (1 pers), Strategic Seminar (2 days) was organized for the whole department
- Webpages and Social Media:
 - ecovisio.org - developed the department page + 1 article on the topic posted
 - HUB pages created: Facebook, Instagram, Twitter
 - The pages IarmarEco and Social Entrepreneurship in Moldova post about news in the field
 - Public communication channels have been established, communication strategy (instagram, facebook, twitter) has been developed
- BrandBook for SE HUB, for IarmarEco online/offline and SE Platform was elaborated
- Partnerships and support:

- 6 partnership organizations (EEF, Contact Center, Eco-Razeni, Агентство Инноваций и Развития, AXIS Center, ASEM Business Incubator)
- 1 International Support Organization (EVPA)
- 1 video and 1 offer was created to promote the SE model from EcoVisio - EcoVillage Moldova model.

In 2022, work will continue in all strategic areas with the involvement of new projects and new employees to the team.

Department of Education

Non-formal education has been one of EcoVisio's main focus areas since its relaunch in 2013. For many years now, the Association has been implementing the annual [program of trainings and mini-grants activEco](#). In accordance with the experience of this program and the experience of other projects in education, a new strategic planning was developed, which includes 2 processes, as well as the following areas of work:



Department Process 1: Educators use and students benefit from authentic and effective ecological tools, methods and practices in their pedagogical practice

- Research & Methodology
 - round tables with teachers
 - assessment questionnaire for pupils
 - experience exchange between educators in the region - Ukraine-Romania-Moldova (incl Gagauzia and Transnistria)
 - educators testing methods in creative and safe environment
- Working with educators' (trainers, teachers, youth center managers) attitudes and practices
 - training for teachers at ETC
 - Online and offline EDU+
 - Keep Cool instrument

Department process 2: Young people carry out informed and effective ecological actions in their community and are inspired by each other

- Empowering youth (pupils, students, young educators)
 - online or offline seminars on different environmental topics for youth
 - workshops for creating materials with youth
 - environmental mini projects
 - harvesting and celebration event with participants
 - EcoHackaton (for awareness raising)
 - project management seminar for young activists
 - filming videos about inspirational youth in our community
- Educating people on environmental issues via campaigning

- posts with original visuals (images, infographics)
- informative short videos
- webinars
- expositions

The new strategic planning puts more emphasis on working with teachers and multipliers, which also reflects the new stage in the development of environmental education at EcoVisio. At the end of the year, the Department of Education demonstrated the following results:

- 4 seminars for teachers 3 days each (mixed), 16 participants average / event
- 6 seminars for youth on different environmental topics (5 online, 1 offline), 10-15 participants per event
- 1 project management seminar for young activists (10 participants, 2 days of training)
- 16 projects supported with mini-grants, 18 participants per project
- 1 harvesting and celebration event with activEco participants (3 days training), 15 participants
- 4 videos about inspirational youth in our community, 1000 views average per video
- 8 posts with original visuals on Facebook, 10 250 total views
- 4 informative short videos, 44,470 total views
- 8 webinars * 10-12 participants average, 6000 views total (7 webinars posted on social media)
- 10 works of local caricaturist Alex Buretz on environmental topics, presented on 2 expositions in Chisinau parks, posters placed in public transport (buses and trolleybuses)

Also, within the framework of the Department of Education, a project for the development of youth clubs, YES (Youth Empowerment Summer) program was implemented. Within the framework of this project, the following results were achieved:

- 44 young people (of whom at least 20 were from vulnerable families) and 27 adults increased their knowledge and understanding of youth development opportunities, community involvement techniques and the concept of learning through service.
- implementation of 27 community projects in 27 villages and small cities around Moldova
- 16 youth clubs in 16 communities around Moldova were open
- 22 laptops handed to youth from clubs, to increase the access to online education as a result of pandemic restrictions

In 2021, we also launched the implementation of the Capacity building for the strategic promotion of young professionals in the environmental sector in the Republic of Moldova (CapaMol) project, the main results of which will appear in 2022.

To achieve the planned goals and indicators, the department needs to expand in 2022, attract new people and new, innovative projects. Also, we have begun and plan to continue next year the work on the inclusiveness of our materials and the inclusion of an increasing number of teachers from Moldovan schools, colleges and universities.

Climate Department

As mentioned above, the Climate Department remained a project based department, so work in this direction took place through conceptualization and attraction of new projects. We believe that this is normal at this stage of development, as the topic of climate permeates all other departments and is promoted through the direction of education, through green entrepreneurship and organic agriculture. The topic of climate is central for the calculation of the environmental footprint and the development of compensatory measures in the Greening Department. Also, the topic of climate change constantly pops up at trainings on proper waste management. So most projects from other departments directly contribute to raising awareness about climate change. This impact is quite difficult to estimate, but it is there and it increases every year.



In 2021, 3 new projects were launched within the Climate Department:

1. **Moldova on Bikes** is an innovative project for EcoVisio to develop infrastructure for alternative transport in Chisinau and beyond, as well as to raise awareness and strengthen the cycling community in Chisinau. Through this project, EcoVisio directly supported the activities of the Chisinau Bicycle Alliance initiative group.
2. **Empowerment for climate action in rural Moldova** is a project aimed at developing sustainable practices in rural areas, as well as expanding EcoVisio's work on local community development (transition from concentrated work in the village of Riscova to investments and development of more villages).
3. **Keep Cool online version** is a project to modernize the board game Keep Cool and create its online version, as close as possible in terms of visual component to the original version. Also, this project contributed to the development of a network of game multipliers and increased its popularity among Moldovan teachers. As a result of the project, taking into account the available tools, EcoVisio will have all three versions of the game for use in various situations and conditions: Keep Cool board game, Keep Cool Mobile, Keep Cool online.

As part of the above projects, we have achieved the following results:

- Active cooperation with local authorities for the effective use of funds budgeted for the development of alternative transport infrastructure in Chisinau. This budget appeared in 2021 for the first time thanks to the efforts of the Chisinau Bicycle Alliance in 2020.
- Support and development of the pages of the Alliance in social networks, development of visual design for the project and the Alliance.
- Organization of a study visit to Romania with representatives of the local authorities of Chisinau to gain the experience of developing bicycle infrastructure (5 participants from Moldova).
- 6 events organized to raise awareness of cycling and the culture of alternative transport.
- 8 trainings were held on the topic of thermal insulation and reforestation in the villages of Moldova, more than 100 participants in total.

- 12 houses belonging to the participants of the trainings went through a thermal audit and received advice on improving the energy efficiency of their houses.
- 6 mini-grants (€500 each) were offered for the implementation of demonstration projects on energy efficiency and reforestation.
- More than 1,500 tree seedlings were purchased and donated to villages for planting.
- The visual component of the online version of the Keep Cool board game has been designed, the integration of the back-end and front-end was started.
- Keep Cool instrument (board game):
 - 22 multipliers (trainers)
 - 2 trainings
 - 20 info sessions (more for Keep Cool board game, and some Keep Cool Mobile)

The direction of climate will be further developed through the Moldova on Bikes project, the second stage of the Empowerment for climate action in rural Moldova project, as well as other new projects.

[New cross-cutting direction of work in EcoVisio](#) – events inclusiveness and accessibility audit.

With the support of IM and the Civil Society Fund, in 2021 EcoVisio strengthened the direction of work with people with disabilities. Until now, the Association has only partially touched on this topic and concentrated more on the inclusion of national minorities, people with different income levels and family circumstances. The next step was to increase the inclusiveness of events for participants with disabilities. For this, a pilot project "Prototype pilot of Accessibility Audit and Self-Advocacy" was launched. As part of this project, we worked both with the EcoVisio team and directly with people with disabilities, and achieved the following results:

- Integration of the aspect of inclusiveness in the strategic planning of various departments
- Conducting training for parents of children with disabilities on homeschooling and independent life skills development.
- Involvement of 2 personal assistants to participate in activities together with project beneficiaries.
- Participation in 3 events, as well as the organization of 3 activities with the participation of people with disabilities.
- Arranging a study visit to a partner organization dedicated to inclusion and social entrepreneurship – Eco-Razeni.
- Organization of regular meetings of parents in the EcoVisio office.
- Organization of board game days and trips to the park for learning to ride a bike.
- Conducting a test audit of the inclusiveness of the EcoVillage Moldova space.

We will continue to develop the inclusiveness of our events in 2022, as well as provide training for personal assistants, improve the independent living skills of beneficiaries and develop an accessibility audit service for indoor and outdoor spaces.

Management and finances

In 2021, the organization's management structure has changed. The management team consisted of 3 employees as it was before: Executive Director, Financial Director and Development Director. As already written, department coordinators were selected in 2021. Also, the composition of the PR department and the composition of the Board of Directors have been updated. The combined efforts of all the people listed above have resulted in improved processes, teamwork and a successful transition to greater financial independency after 3 years of Core Support from Embassy of Sweden.

As for financial indicators, in 2021 we registered the following financial results:

Category	2021	2020
Income		
The amount of fundraising was planned	€ 650 000	€ 528 282
We managed to attract	€ 490 584	€ 682 897
incl. SIDA		€ 166 552
incl. IM Swedish Development Partner	€ 63 000	€ 64 102
Alți donatori	€ 427 584	€ 452 243
Income from financial activity (services provided)	€ 40 361	€ 32 732
Expenses		
Project activities	€ 397 607	€ 371 931
Including personel costs	€ 100 915	€ 91 497
Administrative costs	€ 64 866	€ 43 229
Including adimin personnel	€ 47 743	€ 32 059
Cheltuieli totale	€ 462 473	€ 415 160

Dept./Donor:		Edited budget lines	Total cost budgeted 2021	Total approved for 2021	Balance transferred from 2020	Total registered costs	Total balance
Core Support							
CS	SIDA	Core Support	€30,379		€30,379	€29,814	€565
IM	IM Swedish Development Partner	Parteneriat pentru un Mediu Durabil	€46,341	€46,124	€217	€44,232	€2,109
Agrifood Department							
RA	UNDP Moldova	Rural Agroresilience Hub	€75,868		€75,868	€75,945	-€76
FI	SlovakAid /SCCD	Food Incubator	€14,550	€14,550		€2,089	€12,461
TW	EuroChambers/EkoConnect e. V.	Twinnings for a Prosperous Organic Agrifood Sector in MD and EU	€27,560	€27,560		€3,010	€24,550
Education department							
AE	ActiveCommons	activEco	€58,928		€58,928	€33,195	€25,734
YES	US Embassy/Peace Corps	YES Programme	€5,965		€5,965	€5,965	€0
CSF	Civil Society Fund/IM	Accessibility Audit and Self Advocacy	€19,048	€19,048		€3,687	€15,361
CM	UfU, Unabhängiges Institut für Umweltfragen e.V.	Capacity building for the strategic promotion of young professionals in the environmental sector in the Republic of Moldova (CapaMol)	€11,630	€11,630		€4,454	€7,176
Greening department							
IM	IM Swedish Development Partner	Parteneriat pentru un Mediu Durabil	€14,874	€14,874		€16,690	-€1,816
Social Entrepreneurship (SE) Department							
BC	Finance in Motion	BusinessCool	€7,293		€7,293	€6,723	€570

SE	EEF	HUB-ul Antreprenorilor Sociali	€99,998	€99,998		€12,165	€87,833
SP	EEF	SE platforma	€25,000	€25,000		€7,565	€17,435
AID	AID	Расширение возможности для социального предпринимательства на левом берегу Днестра	€9,432	€9,432		€595	€8,837
DG	EVPA	DG Near	€69,466	€69,466		€788	€68,679
Waste Management Department							
MD	AGER AO	Dezvoltarea serviciului de managementul deșeurilor în satele Rișcova, Miclesti, Stetcani, Peresecina (DSMD)	€36,014		€36,014	€35,754	€260
FD	Finish Embassy in Bucharest	Moldova Fara Deseuri Media Campaign	€30,047		€30,047	€29,861	€186
ER	IREX Europe	"Vreau Moldova fara deseuri" Media Campaign	€7,500	€7,500		€3,785	€3,715
Climate Department							
CA	Heinrich Böll Stiftung	Empowerment for climate action in rural Moldova	€12,000	€12,000		€11,790	€210
MB	GIZ	Moldova on Bikes	€63,291	€63,291		€10,030	€53,261
IR	IREX Europe	COVID19: Civil Society Resilience and Sustainability	€3,562		€3,562	€2,040	€1,522
KC	Humboldt University	KeepCool online version	€29,750	€29,750		€30,092	-€342
Commercial Activity			€80,076	€40,361	€39,715	€27,338	€52,737
GRAND TOTAL			€778,570	€490,584	€287,987	€397,607	€380,964

Conclusions and lessons of 2021

2021 brought us many conclusions and lessons. Here are the most important ones:

1. Changes, even the most positive ones, are slowly introduced in organizations and communities. It takes patience and perseverance to make innovation sustainable.
2. When selecting personnel, it is necessary to pay attention not only to professional qualities, but also to personal characteristics, values and work style. The organization must have a clear entry procedure and an equally clear exit procedure to avoid disagreements and conflicts.
3. It is important to work on the state of the team and relationships within the team, it is necessary to pay enough attention to each department and each employee in particular. It is necessary to carefully monitor the risks of professional burnout in the team.
4. Policies, procedures and rules should be applied, if they exist, and their application should be equally binding on all employees, without exception.
5. Fundraising should be not only active, but also of high quality. Employees interested in fundraising should receive the necessary information and skills development opportunities in time to avoid submitting applications with a low probability of confirmation.
6. In project planning, it is necessary to take into account not only operational, local, but also global, as well as natural, weather factors.
7. It is necessary to attract more external experts and consultants for the qualitative, professional growth of the team.
8. It is necessary to observe an adequate balance between the budget of project applications and the planned goals and indicators.
9. Opportunities and the market for the provision of services related to environmental practices and education in Moldova is growing, it is necessary to have a sufficient number of available internal/external experts and attract them to the provision of services.
10. A large number of non-profit organizations need the knowledge and tools that EcoVisio already has, this can also be an area for projects or services.
11. A competent and active Board of Directors greatly contributes to the development of the organization, but we also need to keep a close eye on professional burnout among board members.
12. It is important to share not only positive, but also negative experiences in order to consolidate lessons and avoid repeating various mistakes in the future.

Our team in 2021

Board Members

Julian Groger
Botezatu Valentin
Khalaim Alexandra
Camenscic Eugen
Parlicov Victor
Ana-Maria Popa
Curca Rusanda
Vasilov Ludmila
Deshayes Martin

Censors

Margareta Cartiră
Matusenco Anton

Integrity Officer

Khalaim Alexandra
/Botezatu Valentin

Management Team

Vladimir Ternavschi
Ioncu Lucia
Svart-Groger Valeria

Core team 2021

Terna Olesea
Isac Gabriela
Tarus Ecaterina
Vera Buhneac
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Alexandru Lozinschi
Tacu Elena
Tatiana Cebotari
Iulia Covaliova
Argentina Botezatu

Aina Idrisova
Daniela Fornea
Dina Botan
Lilia Micu
Daniela Gurschi
Nataliia Oleatovschi
Anna Bokk
Ana-Maria Popa
Dumitru Juraveli
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