

CReDO Strategy Outlook: 2011-13

CReDO – Resource Center for Human Rights, www.CReDO.md. CReDO is a nonprofit human rights advocacy and democratization group founded in 1999. CReDO is a well-established and known organization in Moldova for its impartial and public standing. CReDO acts with courage and civic attitude on issues of public concerns.

This is the 5th strategic cycle on the bases of the Strategic Plan. The previous strategies and annual performance reports could be found at CReDO website. CReDO Strategy Outlook 2011-13 is a document and an excerpt from: CReDO Strategic Plan 2011-13 and CReDO Strategic Environment Analysis 2011.

The Outlook contains: Key organizational statements (Mission, Vision, Values), Strategic Objectives and Results, Organizational Strategy and Sustainability Approaches.

Mission

CReDO promotes human rights and functioning of democratic institutions. CReDO provides public and decision-makers with evidence for the best policy choice and advocates its effective accomplishment.

Vision

Moldova's democratic institutions stable and human rights compliance closer to European tradition.

Values

Our actions based on:

- Our values,
- Active engagement with real challenges,

- Creation added value for society.

We endorse:

- Diversity and pluralism,
- Impartiality and trust,
- Transparency and accountability.

Strategic Objectives

Objective 1: Society aware of and critically informed about the state and progress of democracy and human rights compliance in Moldova.

Results:

Relevant and key decision-makers from international institutions and diplomatic actors are provided with evidence-based submissions/reports.

Moldovan politicians and actors are informed and provided evidence-based submissions/reports on specific policy challenges, relevant choices and solutions.

Public through media and internet have access to core arguments and consequences of the problems and solutions.

Objective 2: Decision-makers provided with policy solutions on key human rights challenges on the way of European integration of Moldova.

Results:

Moldovan politicians and decision-actors approached and explained the specific policy challenges, relevant choices, solutions, consequences of actions and non-actions.

Upon failure of decision-makers to act, public advocacy targeted actions carried out and relevant pressure exercised through national and international channels and leverages.

Issues and concerned addressed provide sign and evidence of improvement.

Objective 3: Broad-based organizational and opinions makers support for the human rights and democratization in Moldova.

Results:

Actions of civil society organizations are concern and challenge driven and not project oriented.

Greater circle of civil society groups and organizations are involved into the public standings and actions.

Relevant civil society and human rights groups actively participate in common advocacy campaigns and actions.

Organizational strategy

The implementation of strategic objectives will be done by means of the products. The products are the institutional-based results based on the technologies and comparative advantages built by CReDO.

Product 1: Monitoring, research and advocacy on key civil and political rights and freedoms

Targeted Issues (progress reviews, specialized policy papers, legal submissions, lobby actions):

- freedom of assembly and association,
- torture and inhuman treatment,
- national minorities and nondiscrimination,
- religious freedoms.

Product 2: Monitoring, research and advocacy on social, welfare policies

Targeted Issues (progress reviews, specialized policy papers, legal submissions, lobby actions):

- Social and welfare policies, including efficiency and vulnerable groups,
- Health policies, including efficiency and vulnerable groups,
- Educational policies, including efficiency and vulnerable groups.

Product 3: Monitoring, research and advocacy on the quality of governance, transparency and efficiency of the state institutions

Targeted Issues (progress reviews, specialized policy papers, legal submissions, lobby actions):

- Transparency and rational of decision-making,
- Efficiency of organization and functions,
- Allocation of budgetary resources for policies and their effectiveness,
- Accountability and performance of government,

- Police reform, law enforcements.

Product 4: Lobby and advocacy with EU Human Rights Dialogue, OSCE/ODIHR, CoE, UN

Institutions that will be provided with shadow reports and presentations (regular submissions, interactions, individual complaints, lobby actions):

- UN: UPR, HRC, CERD, CAT,
- CoE: Committee of Ministers, PACE, FCNM, ECRI,
- OSCE/ODIHR: Annual HDM,
- EU: Human Rights Dialogue, EU Parliament, EC Commission,
- EU, US diplomats, embassies upon missions and informal discussions.

Product 5: Capacity building for effective policy-making

Skills-based professional training (modularized programs):

- Public and civic leadership,
- Public policy analysis, design and implementation,
- Public management.

Product 6: Feeding human rights and democratization subjects into public and media agenda

Acting through:

- Active participation in high ranking talk-shows, discussions (Publika.md, JurnalTV.md, M1, InfoNeo-Prim, etc),
- Feeding into media presence with issues and subjects,
- Upgrading internet media presence,
- Policy-papers organized with policy-briefs.

Sustainability

Approach 1 - institutional

Key aspects:

- Build, assimilate and perpetuate technological advancement in skills, modalities and actions,
- Cultivate reputation and professional image,
- Seek added value in solutions and innovative approaches,
- Follow needs and respond to challenges rather than funds and money.

Approach 2 - financial

Core principles:

- Reliance on as diverse as possible resources, no more than 35% reliance on single institutional source,
- Work with mission-based funders and financial supporter rather than with project and process-oriented funder,
- Stand up and voice concerns and undermining factors of organizational independence, against bureaucracy,
- Seek resources from grants, consultancy and sell of services,
- Promote sound, predictable and transparent financial management.