

Annual report 2023



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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. Next, the tenth annual report on the activities of EcoVisio in 2023 will be presented below.

Report Logic

EcoVisio uses its own customized Results tool Assessment Framework (RAF) for strategic planning and fundraising.

RAF is a strategy developed and presented in the form of a table that contains the main goals by department, specific actions, indicators, and a forecast budget for the implementation of all of the above. So, in 2021, new strategic planning for 3 years (2021-2023) was developed in the RAF format and 6 departments were finally formed: Waste Management, Ecological Agriculture (AgriFood), Enterprise Greening, Social Entrepreneurship, Informal Education, and Climate. Also, in EcoVisio, several important topics cross like a red thread through almost all departments and projects: these are "Community Development" and "The Work of the Ecological Training Center". In 2021, EcoVisio was also created, and in 2022-2023 it continued to develop a completely new direction - the inclusiveness of events.

Below, we will describe 2023 as a whole from an organizational point of view, present the context, achievements, and challenges of the past year, and describe the results of work for each of the EcoVisio departments separately. Also, after the narrative part, you can find a list of the main findings and lessons of 2023 and, of course, the consolidated financial performance for the entire past year.

Write to us at info@ecovisio.org if you still have any questions after reading the report or have suggestions for improving it. Also, don't forget to visit our website ecovisio.org, and social media pages on [Facebook](#), and [Instagram](#). We also invite you to subscribe to our [Newsletter](#) if you want to be informed about the most important and major news from the work of the organization throughout the year.

2023 for EcoVisio

- **EcoVisio 10 Years**

In 2023, EcoVisio celebrated its 10th anniversary since rebranding and the beginning of a new stage of development under the current name of the Association. 10 years is also a kind of transitional stage for the organization, which distinguishes between the stages of activism, growth, and the stage of maturity. It can't be said that this year seemed somehow unusual due to the organization's anniversary, but at least for 1 day, during the celebration with colleagues, partners, beneficiaries, and donors, we felt the scale of the work done and the evolution through which organization since 2013. It is symbolic that this year was also the last in the 3-year strategic planning cycle.

- **The 2nd year of IM Core Support**

In 2023, EcoVisio was not inventing, but he was honing his skills in working with Core Support. We continued to use a unique internal system for distributing funds through applications and supported all or almost all departments using Core Support funds. We were also able to expand the Management Team and introduce innovative tools, including psycho-emotional support for EcoVisio employees. We will talk about this in more detail below. It is also important to note that the presence of Core Support, which, it would seem, constitutes only 10% of the organization's total budget, allowed us to feel confident in the future, allocate managerial resources not only to operational tasks but also to strategic development, to constantly improve, experiment and be confident in the future. Perhaps, after some time, EcoVisio will no longer need Core Support, but at the moment, in times of war, economic and humanitarian crisis, this is an island of stability that allows us to remain ourselves, follow established goals and priorities, and not deviate from the path for the sake of more "profitable" grant opportunities from other areas of activity.

- **Extension of the Management Team**

In 2023, the Management Team acquired another member - the Director of Monitoring and Evaluation. She became our colleague from the Agrifood department - Daniela Fornia. The issue of monitoring and evaluating our results was mentioned in the list of challenges in all previous years and required a solution in the form of a separate person responsible for this area. Thanks to the expansion, we were able to make many improvements, which we will discuss below, but most importantly, we received an additional source of information about the state of the team and projects, we implemented a very effective system of weekly meetings of the Management Team and felt that we could better divide our responsibilities, allocate more time for strategically important tasks and be confident in the well-being of employees. All salary costs for the Director of Monitoring and Evaluation were covered by Core Support, but starting in 2024 we plan to at least partially transfer these costs to project budgets.

It is important to mention: that the introduction of a new position in the Management Team was not intended to increase control, but quite the opposite: to increase support for the team, create additional opportunities for personal discussions, monitor difficulties, and develop tools that make the work of coordinators and assistants easier, at the same time improving the quality of our interventions. As in many other areas, priority was given to improving the process in anticipation of improving the final results. That's how it all happened.

- Improvement of internal systems

2023 saw improvements to many internal systems and processes. Let's look at the most important of them:

- **Monitoring and Evaluation:** a new member of the management team, Daniela, introduced several new tools into the team's work: periodic personal meetings with coordinators and assistants to discuss current processes and tasks; checklists for organizing various events and activities; development of an additional, more detailed work plan at the beginning of each project, support in writing the first narrative report and monitoring of all subsequent ones; The Monitoring and Evaluation Director brings all collected and relevant data, successes and problems, issues for discussion to the weekly meeting of the Management Team. This simplifies the work of the entire team, gives a better understanding of the situation, and allows you to respond to potential risks and challenges promptly. Based on feedback from the team, the new support and monitoring process has also improved their work and well-being.
- **The Staff Handbook** was compiled and developed in 2023. It included key facts and knowledge from various EcoVisio policies and procedures, as well as information about everything related to working on projects: from document flow to communication. This document will still be improved and finalized in 2024, but the very fact of its creation is an important result that the Management Team has been working toward for more than 3 years.
- **Telegram Chatbot:** While creating a Staff handbook, it became clear that it would not be easy for people to study a multi-page document and navigate a large amount of text, so it was decided to create an interactive chatbot based on the popular Telegram messenger and implement all the information from the Employee Handbook in a logically structured form. The beta launch of this solution was organized in December 2023 during the last team meeting before the New Year holidays. In 2024, EcoVisio will improve and implement this solution in the training process for new employees.
- **Onboarding process:** Having received a basic structure in 2020-2021, the onboarding process was further improved in 2023 and tested on new employees, as well as those who moved from an assistant (or PR manager) position to a position coordinator. The entire management team is now involved in the process of introducing a new employee, and the PR team of the EcoVisio department was also involved in this

process. Thus, a new employee or moving to a new position receives basic knowledge about everything related to the organization and his future work: starting with the history of EcoVisio, continuing with the study of internal tools, policies, and procedures, and ending with the rules of communication with donors, partners and teammates. And much more.

- **New Feature in Financial Management Tool (PRT):** EcoVisio has been using a proprietary solution called Payment Request Tracker (PRT) for many years. This tool provides maximum transparency for absolutely all projects, budgets, and payments occurring in the organization. Through PRT, each coordinator submits a payment request, tracks the balance across all budget lines (in real-time), and collects data on all payments for financial reports. Since 2023, the function of monitoring closing documentation (invoices and acceptance certificates) has been added to PRT. Now EcoVisio employees can determine at any time which invoice and from which supplier has not yet been delivered and signed, as well as enter information about the receipt (signing) of an invoice or acceptance certificate. This facilitates the work of both coordinators and the Financial Director, office manager, and EcoVisio accountant.
- **Internal team professional development events (Development Cafes):** in 2023, EcoVisio continued the good tradition of organizing internal workshops and training. This year, special attention was paid to such topics as:
 - Refresher on existing EcoVisio policies and practices (RE-onboarding)
 - Quality of events, activities, and work results.
 - Internal and external communication in the organization.
 - Inclusiveness of events.
- **Improvement and development of internal policies:** in 2023, EcoVisio revised its HR & Salary Policy due to extremely high inflation in 2022. Also, a Child Safeguarding Policy was developed. We have started working on two more policies and will continue this process in 2024: an updated EcoVisio Environmental Policy and an updated Facilitators Pool Regulations. Efforts to refine and update policies have helped us bring our internal rules into line with the radically changed reality.
- **Testing and implementation of Artificial Intelligence systems:** some of EcoVisio's employees began testing the capabilities of AI systems in the work of a non-profit organization in 2023. Despite all the shortcomings and limitations, AI systems such as Chat GPT helped save tens of hours of working time (without loss of quality), create many original ideas, and titles, and contributed to effective brainstorming and the creation of images for presentations. This is only the first step towards mastering such technologies, but we already see serious potential for the introduction of AI into the work of EcoVisio, as well as the integration of AI with existing tools, for example,
Telegram Chat Bot.

- Professional growth

Thanks to the presence of Core Support, EcoVisio was able to co-finance the participation of employees in external paid events: courses and training. Thus, members of the EcoVisio team participated in a course on data visualization, a course on creating educational presentations, training on group psychology, a course on design, courses, and webinars on fundraising, as well as a long-term course on top management (MBA) from SBC Consulting. Each such training or course made team members more competent, but at the same time saved (and will save in the future) a significant amount of time on solving various problems due to increased skills and competencies.

- New major projects and collaborations (EU4Youth, Embassy of Sweden, other?)

In 2023 two big contracts were signed for 2 projects, one in the Social Entrepreneurship department and another in the Waste Management department. Both projects have a duration of around 2 years and cover different lines and actions from our strategic planning (RAF 2021-2023).

The project from the Social Entrepreneurship department named "Fostering Youth Social Entrepreneurship and Practical Career Management Skills in Ukraine, Moldova, Georgia, and Armenia through the Innovative Social Student Companies (SSC) Approach" has an overall objective: Foster the active participation of youth in both democratic life and the labor markets of Ukraine, Moldova, Georgia, and Armenia with a special focus on disadvantaged youth, thus contributing to sustainable and smart growth, social cohesion and reduction of inequalities in EaP countries.

The specific Objective of the project is: To foster youth social entrepreneurship and development of youth career management skills, digital skills, and skills needed for green transition in project countries through the innovative educational concept of Social Student Companies, with the integral involvement of civil society actors, authorities and entrepreneurs at local, regional and national levels. The team of the project started with the focus groups that helped to create a better understanding of the needs and the situation in the field of social entrepreneurship.

The project from the Waste Management department is bigger and has lots of activities that are designed to promote waste reduction, proper waste management, and collaboration with Local and Central Public Authorities in terms of implementation of the new National Waste Management System. It is a project implemented in partnership with NGO E-Circular. The main objectives for this project are:

Objective 1: Mapping the current waste management system based on a regional approach;
Objective 2: Fostering the development of expertise and skills in waste prevention and integrated waste management among LPAs and local CSOs;

Objective 3: Developing awareness campaigns aimed at promoting waste reduction and proper waste disposal practices among the general public;

Objective 4: Implementing pilot projects in selected communities that promote the reuse of waste materials and incentivize residents and businesses to reduce waste generation.

- **1st experience of proactive fundraising - Impact Days 2023**

In 2023, EcoVisio successfully piloted proactive fundraising for an innovative event dedicated to impacting business and the social economy - Impact Days 2023. In less than 40 days, we assembled a team, developed a concept, attracted funding, and organized a business forum with more than 170 participants. This was a great success for EcoVisio and we plan to replicate this experience in the future.

- **Continuation of traditional projects and events, - KeepCool project, IarmarEco and Potato Fest, December Networking and Celebration events.**

KeepCool board game activities continued in 2023, but a new coordinator, this helped us to get a better vision of it and create good and useful products, a video with instructions for facilitators, and one promo video. 50 sets of games were printed and have been donated for some facilitators with special conditions.

The 12th edition of IarmarEco took place in October 2023, for the first time in the Stefan cel Mare's park. The lesson learned from this edition was that we need to restart the tradition of doing IarmarEco in September, as October depends a lot on the weather. A video about this edition can be found [here](#).

Potato Fest was at 5th edition and took place like usual in Riscova village. It was an event organized in partnership with NGO Katalyst and NGO Avant, a great opportunity for local farmers to sell their products. More than 40 participants were present at this event. A short video about Potato Fest 2023 can be found [here](#).

- **Unusual collaborations.**

EcoVisio by the statute is a non-political and non-religious organization, but this does not mean that we can not collaborate with religious organizations in terms of promotion of sustainable development, climate change, etc. The EcoVisio team has a fruitful collaboration with a religious NGO in 2023, organizing different trainings and Keep Cool board game sessions for teenagers in Moldova and Romania. Another interesting collaboration was a discussion and a webinar for Moldovan priests about the plastic waste generated during funeral ceremonies. Our participants agreed that plastic flowers and other single-use decorations are not necessary and could be replaced with natural plants or wooden alternatives. We will continue to explore this direction of collaboration in the next years.

- **EcoVisio Training Centre development**

ETC, as usual, was a very important part of EcoVisio's activities. We organized team retreats there, training with our beneficiaries, master classes, and seminars. This year we realized that we could take the next step in the development of ETC and separate the training and dining areas by rebuilding the adjacent "greenhouse" into a well-insulated area. Work began in 2023 and will continue in 2024.

- Support of refugees and Ukrainians (IRC, training in ETC, two Ukrainian people working in villages, support of Eco Misto Chernihiv)

In 2023 we continued to support refugees that are currently living in Moldova. We organized several trainings for women and children at ETC, and one summer camp for Ukrainian children at Cosnita, but also supported two Ukrainian women throughout the year. They organized different activities in rural areas for women and children and EcoVisio covered the costs and salaries for these two women. It was a great experience for us and the participants of our activities.

- Collaboration with other NGOs

In 2023 EcoVisio continued its collaboration with different NGOs: Avânt, EcoPresa, Eco-Răzeni, EEF, Impact Europe (formerly known as EVPA), ChildFund Germany, ActiveCommons, AID, ODA (former ODIMM), AXIS youth center, DRA e.V., IDEM e.V., UfU e.V., Katalyst and others.

We have also established new partnerships with E-Circular, CEDA, Junior Achievement, Moldcell Foundation, AXA Management Consulting, EVZ Foundation e.V., Keystone, Eco Contact, Eco Misto Chernihiv (Ukrainian NGO), and others.

We are grateful to our project partners for their dedication, professionalism, and openness to collaboration!

- Continuous advocacy activities.

Social Entrepreneurship, Organic Agriculture, and Education - were the main sectors for our advocacy efforts. EcoVisio continued to develop the National Platform for Social Entrepreneurship, created position papers and field analysis, participated in public consultations, and round tables, and took part in working groups and other activities, promoting our vision for our strategic directions. Although we are still focusing on grassroots activities, more and more interactions with Public Bodies are happening, especially because of the European integration process.

- EcoVisio services

2023 was less active in terms of service provision than 2021 and 2022, but we still managed to deliver both paid services and pro-bono consultancy and support.

Paid services included:

- Greening for NGOs - training for management and staff, Green Policy and Green action plan development, assessment measures, and green audit.
- Facilitation and Moderation of events - our facilitators and moderators supported partner NGOs and donors in organizing their networking events, panel discussions, etc.
- Training provision - short and middle-term trainings for youth on sustainable development and climate change topics.
- Training course development - designing and filming video lessons on various topics.

Pro-bono consultancy and support:

- Training sessions, informative sessions, and consultancy for businesses about sustainability measures, resource management, and green economy.
- Experience sharing with other NGOs on internal management and administration tools.
- Capacity building workshops for partners.

During 2023 we made a great step in making the Greening service more professional and closer to ISO standards.

- EcoVisio care for community and staff (January 2023 team retreat, summer retreat for alumni, members, and staff, winter retreat for staff, and psychological consultations for staff)

During 2023 EcoVisio organized 2 retreats for staff only (January and December) but also one summer retreat for alumni, members, and staff (in August). It helped us to remain energized, strengthen our connections, and improve relations, but also start and finalize the year with some great experiences in the team.

High intensity of work always puts additional psychological pressure on staff members. That is why it was decided to offer an opportunity to benefit from professional psychological consultancy for free, for all the team members. We started this initiative in September 2023 and plan to continue it in 2024 as long as we can afford it. This offer helps our team members to overcome some financial barriers but also skepticism in accessing professional psychotherapeutic services.

- Strong Board of Directors and the new mandate for executive director

2023 was another year with a strong and reliable Board of Directors, which was active and participated in policy development, strategy design process, but also negotiations with the EcoVisio executive director as his mandate (contract) was signed for May 2021 - April 2023 and needed to be evaluated and negotiations about the next mandate needed to be organized to have a continuous work process in the Association.

Based on the assessment and negotiation process, the Board chairman signed a new contract with the EcoVisio executive director for 3 more years (2023-2026).

- **EcoVisio team and organigram - New team composition - Several team members in maternity and paternity leave + new team members joined the team - Ina Hincu and Madalina Turcanu**

EcoVisio welcomed two new team members in 2023: Madalina Turcanu and Ina Hincu, who joined the Social Entrepreneurship and Climate departments. Two more persons from the EcoVisio team took maternity and paternity leave but remained included in some EcoVisio events, activities, and discussions. We can't wait to have them back on our team in 2-3 years!

- **Organizational finances**

2023 was a surprisingly stable year in terms of organizational finances. EcoVisio had only 15 projects during the year, but their size and IM Core Support contract helped us to cover all administrative costs and unforeseen activities/expenses. Professional development of the team, psychotherapeutic offer for employees, two team retreats - all of these were possible mainly due to the Core Support, service provision, and some of our partners, who accepted a 7% level of admin costs for project budgets.

- **EcoVisio Facilitators Pool relaunch**

We had this as a goal for some years now. For many years EcoVisio has had a group of trainers and facilitators who apply and implement different trainings, seminars, and courses in the frames of our project. But, as it usually happens, a lot of people from the initial composition of the Pool changed their residency, field of work, or family status. Some new people with a background in non-formal education appeared at the same time, but they did not take part in the Facilitators & Trainers Pool. In 2023 EcoVisio finally managed to refresh and relaunch the Pool due to the voluntary involvement of our Educational department head. A completely new group of people, the format of interaction, and the digital infrastructure were created at the end of 2023. The next year seems to be a year of the powerful impulse in non-formal education direction and the new stage in EcoVisio F&T Pool development.

- **EcoVisio donors in 2023**

- | | |
|----------------------------------|---|
| ○ IM Swedish Development Partner | ○ Federal Foreign Office |
| ○ East Europe Foundation | ○ LED – Liechtenstein Development Service |
| ○ Embassy of Sweden | ○ EFSE Development Facility |
| ○ UNDP Moldova | ○ Finance in Motion |
| ○ Boll Foundation | ○ USAID |
| ○ European Union (EU4Youth) | ○ Dekabristen |
| ○ UK Government | ○ International Rescue Committee |
| ○ Impact Europe | ○ Embassy of Germany |

Main challenges in 2023

- The military aggression of the Russian Federation against Ukraine continued in 2023 causing a high level of uncertainty and emotional pressure on people. Although, we need to admit that there was much more hope and confidence in the success of the Ukrainian army. At the end of the year, high expectations were not met and people had to accept the fact that this war will not end in 2023 and perhaps even in 2024, which significantly affects the long-term plans of Moldovans, especially the younger generation.
- **EU accession and reform implementation:** The Republic of Moldova was undertaking an ambitious reform process in political, judicial, and institutional spheres. This includes commitments to fulfill conditions set for EU accession, which involve radical changes in governance, the fight against corruption, and public administration reforms. Civil society organizations (CSOs) are urged to monitor the process of fulfilling these commitments and offer expertise to ensure the country's progress on the European path. The main problem here is that the urgency of the reforms, caused by uncertainty about the next presidential elections, seriously declined the level and the quality of consultancy with CSOs and civil society in general regarding new legislation, regulations, and governmental initiatives.
- **Lack of fundraising capacity:** Most of the EcoVisio departments had projects in 2023. At the same time, EcoVisio missed some fundraising opportunities due to management team involvement in current activities and lack of free time for additional fundraising.
- **Implementation of routine tasks, not requested by donors:** EcoVisio has a set of internal instruments, that are helping us to do our job and track our results better (for example, statistics database), but are not requested by any donor(s) and take time to complete and review. High work intensity periodically causes delays in using these tools, which diverts additional managerial resources to monitor and motivate employees. This challenge has been observed for many years and, apparently, is permanent, due to the human factor and the need to prioritize and maintain a balance between the acceptable amount of work and burnout.
- **Poor evolution of exchange rates:** in 2023, the exchange rate between the Moldovan Leu and the Euro, as well as the Swedish Krona, had a negative impact on organizational cash flow leading to a substantial difference between the initial budgets and the final amounts received into the organization's account. This risk was partly secured by organizational

reserves and service provision, but still negatively impacted financial freedom and opportunities to achieve additional positive impact in EcoVisio in 2023.

- **EcoVisio services:** The association is constantly trying to improve the quality of its services and respond to market needs, but we are constantly facing a lack of human resources for service provision and promotion. Usually, the same people, who are involved in our projects are delivering services to the clients and this puts additional pressure on employees and management. We are planning to improve the services delivering procedure in 2024 and attract new experts/managers to our team.

Challenges from 2022, overcome in 2023:

- **The onboarding process** was improved and made more clear, efficient and professional. We are still improving it, but it is not a challenge anymore.
- **Overloading team members with work responsibilities** was still a case for some people from the team, but we implemented some proactive measures to prevent burnout took our lessons about work division, and will try to implement it further in 2024.
- **Monitoring and evaluating our performance** is not a challenge anymore, since we have a dedicated team member, who is implementing with M&E process on a high level.

2023 for EcoVisio departments

Department of Agriculture

Moldova is traditionally an agricultural country. Large areas of our land are used for growing various agricultural products. At the same time, only 2% of the total area of agricultural land has an environmental certificate of conformity. The remaining land areas are used traditionally, namely, with the use of pesticides, herbicides, and other toxic substances.

At the same time, the lack of a culture of moderate use of chemicals in agriculture was inherited by Moldova from the Soviet school and is now a big problem both for the quality of products and for soil fertility. The 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 medicines, which ultimately affects the economy of the country. In addition, intensive and extensive agriculture has a significant negative impact on the biosphere, landscape, and the rate of development of climate change. At the same time, the generally accepted, traditional agriculture in medium and large enterprises is weakly resistant to the consequences of climate change (to extreme weather events). Therefore, within the framework of EcoVisio, the Department of Ecological Agriculture was created and is functioning, promoting the principles, practices, and benefits of modern technologies of organic farming, as opposed to the old extensive approach.

In 2023, the AgriFood department continued with 7 offline workshops (study visits) with 166 participants in total. That helped to maintain the interest of Moldovan farmers in agroecology practices. The sector was supported and consolidated by the organization of 2 round tables and by maintaining an updated the organic agriculture atlas with data for 2022. The work in the department continued with creation of educational materials for farmers, 2 videos: one on organic growing of tomatoes, and one on soil health, plus 1 infographic. All those activities helped us to reach farmers, stakeholders and to have visibility in 2023 with minimum resources.

More details:

In 2023, we did not have any new project in the department, but we had a big desire to continue with some activities, so we continued with our practical workshops. This year activities demonstrated that we really have success in working with farmers, as around 50% of the farmers we worked with have changed their thinking and started to implement more agroecological practices in their field.

* The department covered the micro and small farmers and householders.

It was also for us important to maintain the communication between all the stakeholders in the sector, this way, we organised 2 round tables where 28 persons participated.

One major impact of the department on the organic sector is the yearly maintenance of the Organic Agriculture Atlas, which was updated in 2023 with data for 2022. The Atlas serves as a source of information for the entire sector starting with the Government and ending with the costumers.

A big emphasis was put on educational material for farmers all the time. This is why in 2023 two videos and one infographic material were developed.

In result we got 166 farmers from different regions, 11 accessed organic certification, 6 farmers expressed the desire to start the organic certification. Our beneficiaries (farmers) implemented 18 agroecological practices. After our workshops, some farmers started to collaborate and share the experience with each other.



Department of Education

Non-formal education has been one of the main areas of EcoVisio's work since the restart of the organization 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 in 2021. And in 2022, the activEco program celebrated 10 years since its inception.



2023 was a productive year in terms of creation of educational products and implementing them. In 2023 we implemented 3 online courses, 2 of which have been created by or with EcoVisio team. Our target groups were teachers and educators, general public and youth. The subjects covered by the courses: waste management, sustainable nutrition, sustainable living. The total number of participants in all courses was around 120, including Ukrainian refugees that added to the diversity of the course groups.

For the first time since we've started the EDU+ Forums, 16 educators have been involved in a follow up advanced training after they've attended EDU+ Forum and have implemented some nonformal education practices in their institutions. The seminar made a big impact on the teachers, as received from their feedback.

We've had less targeted work with youth, and kept in touch with this target group via international youth mobilities, with 12 participants from our extended community.

We rely on nonformal educators in our projects, so the EcoVisio facilitators and trainers pool was reimaged and re-energized at the end of 2023 with the plan to encourage horizontal learning and a community based approach to education.

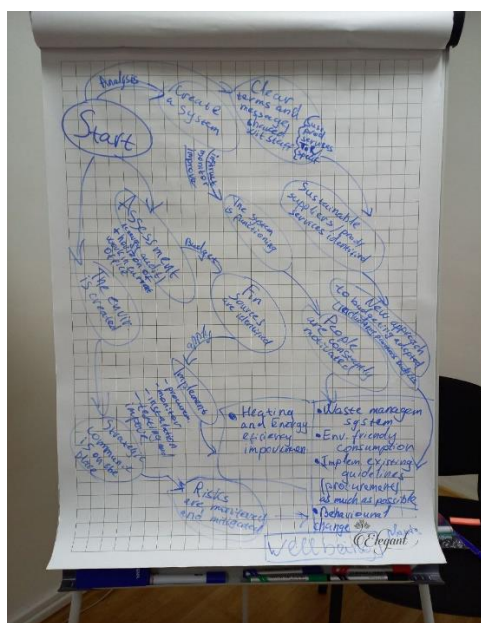
We keep in mind that we need to educate the general public as well, and so we organized 3 webinars on various environmental topics with around 3000 views total and 20 participants each. In addition, we've created 4 longreads and several original visuals, including several visuals that have been recycled from previous informational campaigns and have reached more than 200 000 people in 10 posts on social media.

Greening Department

When it comes to reducing environmental impact, it is not 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, a service and then the Department of Enterprise Greening was created in EcoVisio.

In previous years, this department was financed mainly from Core Support funds, but this year the situation has changed. We redirected funds from Core Support to other areas and practically did not finance the direction of greening enterprises in 2023.

In 2023 two client organizations were consulted on greening topics. It was a new format of service provision with more specialized and professional green audit and documentation. We have provided 5 specialized trainings for clients and these trainings were not only for staff (about green principles and opportunities of organisational sustainability development), but also for management team. We've developed and tested this new educational model about planning and implementing green projects inside the organisation, calculating and analysing the risks, dividing the areas of responsibilities, naming responsible persons etc.



Based on last years experience and insights we've developed a green policy, created a green action plan for our client. These two documents are regulating the actions and guiding organisation in its green path. The feedback about the action plan was that it is very detailed and complicated (as an action plan should be) and we started to think about new ways of AP presentation, with more graphic elements.

Regarding our existing instruments, in 2023 we've improved our internal checklists, but also lists with recommendations for greener activities. A new tool of 2023 is a self-assessment questionnaire for the employees of the organization. It is a part of the green audit now and helps our team to firstly understand the level of knowledge and awareness regarding the green agenda, but also the actual situation in the organization.

Although we did not manage to make our Greening service stable in terms of sales, our internal capacity grew and we have used it not only for the paid activities but also for open workshops and presentations with Small and Medium Enterprises (SMEs) which helped us to gather feedback, make our materials better and become more confident in relevance and quality of our interventions.

Department of Social Entrepreneurship



Social entrepreneurship is the most sustainable way to contribute to the social-economic development of our region, through self-employment and job creation, by developing products and services with a positive impact, or by orienting profits towards social needs.

Since 2013 EcoVisio is working in the area of impactful entrepreneurship, annual fairs for green and sustainable business products and services were organized during these years, a couple of accelerators and forums have created an informal platform (*informal community and space*) for networking and capacity building for micro and small enterprises.

2020 was the year when the idea of all these activities became covered by the name of the Department of Social Entrepreneurship.

In 2021 it took the leading role in the network of social entrepreneurs in Moldova and the first activities of the new *brand* were organized. Social Entrepreneurship HUB - the name of one project gave birth to a new brand under umbrella EcoVisio. Also in this year EcoVisio was elected and took the administrative role in the Social Entrepreneurship Platform in Moldova.

2023 became a year of acceleration of the impact for our *brand* of Social Entrepreneurship HUB - during this year we led a number of significant events and conferences, influenced the creation of a working group in the Economic Council under the Prime Minister specifically aimed at the topic of social entrepreneurship, continued to support the creation of the first Impact Fund in Moldova.

THE IMPACT REPORT of the SOCIAL ENTREPRENEURSHIP DEPARTMENT in 2023
FIND HERE: <https://sehub.ecovisio.org/impact-raport-2023-ro/>

WHAT WE DO
as the department:

Develop our own SOCIAL ENTERPRISE in the form of a Training Center in the village of Rîșcova, acting as a regional hub for practical education, ecological agriculture and construction and providing jobs for the local community;

Create regularly NETWORKING opportunities with peers and other stakeholders for social and eco entrepreneurs to sell their products and increase their visibility;

Design educational programs such as INCUBATION and ACCELERATION via training, mentoring, and tracking to support financial and nonfinancial growth of local social enterprises, to guide them to identify the functional business model and clear social impact;

From 2023 we work with educational institutions to support the development of SOCIAL STUDENT ENTREPRENEURSHIP in schools and colleges;

Contribute to the development of ECOSYSTEM and COMMUNITY of changemakers and stakeholders to upgrade the perception of social

PROJECTS IN 2023
of the department:

ANTREPRENORIATUL SOCIAL ȘI ECONOMIA SOCIALĂ PE ÎNȚELESUL TUTUROR

The project aims to strengthen the position of social entrepreneurship in the information and legislative field of the Republic of Moldova. At the same time, the project contributes to sustainable economic development and increased resilience to future crises by promoting social entrepreneurship and social economy.

This project is carried out by EcoVisio with the support of the East European Foundation, with resources from the European Union and Sweden.

COLLABORATE FOR IMPACT

Areas: Social Economy & Impact Investment promotion, Impact business promotion, Impact Fund creation, international presentation of the showcase of the Moldovan ecosystem of SE.

This project is funded by the European Union. A project led by the European Venture Philanthropy Association (Impact Europe) and 5 organizations from Eastern Partnership Countries to raise awareness about and develop social entrepreneurship and social investment in the EaP countries: Armenia, Azerbaijan, Georgia, Moldova (EcoVisio), Ukraine.

PROMOVAREA ANTREPRENORIATULUI SOCIAL ÎN RÂNDUL TINERILOR ȘI A COMPETENȚELOR PRACTICE DE

impact, innovation, creative economy, green and social economy using instruments of **ADVOCACY** and **RAISING AWARENESS**;

Create a platform for sales and promotion of local products and services via offline annual **FAIR IARMARECO** and online multivendor marketplace **IARMARECO.MD**;

Launch the dialog about **SOCIAL INVESTMENT** and **VENTURE PHILANTHROPY** at national and international level, support the development of the first **IMPACT FUND IN MOLDOVA**;

Promote the concepts of **SOCIAL** and **GREEN** Economy and the notion of **IMPACT BUSINESS**.

GESTIONARE A CARIEREI ÎN UCRAINA, MOLDOVA, GEORGIA ȘI ARMENIA PRIN INTERMEDIUL ABORDĂRII INOVATOARE A ÎNTREPRINDERILOR SOCIALE STUDENȚEȘTI

Areas: Social Student companies and Social entrepreneurship in education, Training of trainers in Social Entrepreneurship for educational institutions, Advocacy & Lobby for SE in educational curriculum.

The project is funded by the European Union under its EU4Youth Programme.

SOCIAL ENTREPRENEURSHIP HUB

Areas: Incubation & Acceleration for Social entrepreneurs, IarmarEco Fair, Forums & Conferences, promotion of SE, Advocacy & Lobby, network of SEneurs, informational & promo campaign.

The project is financed by the European Union; and co-financed by Sweden through the East European Foundation, in partnership with the European Business Association and the Contact Center.

THE PLATFORM OF SOCIAL ENTREPRENEURSHIP in MOLDOVA

Areas: Advocacy & Lobby for Social economy and entrepreneurship, promo campaigns, informational awareness, and ecosystem development.

The project is financed by the European Union; and co-financed by Sweden through the East European Foundation, in partnership with the European Business Association and the Contact Center. Managed in partnership with the Tiraspol Social Entrepreneurship Association.

INFORMATIONAL CAMPAIGN:

2 articles about key concepts for understanding what Social Economy and Social Entrepreneurship Ecosystem means:

1. Agora.md
2. Moldova.org

SOCIAL ENTREPRENEURSHIP GUIDE for all people who want to understand and discover the key concepts of the subject: <https://sehub.ecovisio.org/antreprenoriatul-social-ghid-pe-intelesul-tutoror/>

SIGNIFICANT EVENTS:

- The First Impact Days - social business conference for the Moldovan community with national and international speakers - 2 days, more than 170 participants, 40 speakers, 10 international speakers. <https://sehub.ecovisio.org/peste-170-de-participanti-si-au-dat-intalnire-la-impact-days-2023-primul-summit-de-economie-sociala-verde-si-cu-impact-din-moldova/>
- The First Impact Forum in Gagauzia - 40 participants. <https://nokta.md/pervyj-v-gagauzii-forum-sotsialnogo-predprinimatelstva-kak-eto-bylo/>
- 2 Impact for Breakfast events -
** Impact Business în Moldova
** IMPACT & SOCIAL BUSINESS ECOSYSTEM in EUROPE & EAP COUNTRIES
- 6 sessions of general information & more than 5 presentations as guests at other events.
- 12th edition of IARMARECO FAIR with more than 150 exhibitors and hundreds of visitors.

ALUMNIS:

- More than 500 final beneficiaries during 2023.
- 44 representatives of SMEs and individual entrepreneurs participated in the training and business development program. They learned how to develop their business so that it becomes a social and green business.
- At least 13 SMEs and individual entrepreneurs benefited from mentors' support
- 43 entrepreneurs visited 4 social enterprises.
- 27 entrepreneurs benefited from individual and/or group counseling and coaching sessions.
- 120 local producers and service providers active on the iarmareco.md platform
- 150 exhibitors: manufacturers and service providers, and at least 200 visitors/buyers at IarmarEco 2023 edition.
- 15 graduates of Local Changemaker Incubator.
- 8 Accelerator participants had a Pitching session at the Impact Days Moldova 2023 conference.
- 8 grants offered as support to our beneficiaries, for social and impact entrepreneurs and they have opted to receive financial support for equipment, for expertise with the purpose of business and team development (1500 - 2000 EUR).

- 8 people as The delegation of the Republic of Moldova to the conference in Tbilisi - Impact in Neighborhood conference and 9 people participated in Impact Week Turin (including representatives from the donor and government communities and the business sector).

ADVOCACY & POLICIES:

- An ad-hoc working group launched by the Economic Council in partnership with the platform of social entrepreneurship,
- Monitoring report on the subsidy mechanisms offered by the state was elaborated.
- 3 position documents elaborated on social entrepreneurship and its ecosystem issues.



Waste Management Department

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 corresponding department.

In 2023 EcoVisio made a big effort to continue and expand WM department activities. It was around 5 months of discussion and co-creation of the project together with our new partner E-Circular NGO and our traditional, impactful partner - the Embassy of Sweden in Chisinau. The new project covers a lot of activities and processes from our strategic planning in the waste direction. It is strongly connected to the ongoing national project of solid waste management, according to the National Waste Management Strategy.

The role of EcoVisio and E-Circular is to support Moldovan governmental bodies in communication about general waste management topics (especially waste prevention), but also to communicate about their activities in WM infrastructure planning and development. Waste was also a problematic, but also sensible topic for our citizens, and Moldovan authorities had always a very limited communicational capacity.

One of the main tasks of the project and new team of the WM department is to create an efficient communication strategy and establish connections with the National Office of Environmental Projects Implementation. We've opened a tender and hired a professional communication company for that at the same time revising and re-thinking our existing materials, communicational channels, and instruments for this particular project. Thanks to the E-Circular experience active involvement, and collaboration with NOEPI and the Ministry of Environment, we've managed to establish a good connection and sign a collaboration agreement with a concrete working group and responsible persons from different state bodies.

EcoVisio started to communicate more about waste in 2023, organized different activities for youth and adults, launched an art competition, and officially launched the project through an interactive moderated event. The project will be implemented during 2024 and 2025. We and our partners from the Embassy of Sweden have great expectations about its visibility and impact on state bodies and our final beneficiaries - civil society, LPAs, and entrepreneurs.



Climate Department

The topic of climate permeates all other departments and is moving through the direction of education, green entrepreneurship, and organic agriculture. The topic of climate is central to 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 training on proper waste management. 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 only increases every year.

Climate department implemented 4 different projects in 2023. We continued to promote energy efficiency in rural areas, spread awareness about climate change, organize training, and provide financial support for different sustainability actions but also launched a new community of energy consultants. That way we offered 12 individual consultations in rural areas on energy efficiency, installed one biomass boiler in Volintiri village kindergarten, and implemented a thermic audit for the same institution. A 7-day study visit to Germany was also organized to capacitate 6 new energy consultants from Moldova. We have also promoted alternative transport and organized/supported different bike activities in the City of Chisinau.

We printed 70 pieces of the Keep Cool board game in 2023, filmed 2 educational videos, and instructed more than 20 multipliers.

More details:

In 2023, the Climate Department continued to grow and develop. Its work was concentrated mainly on raising awareness in rural areas and improving the climate resilience of the rural population by providing training sessions and workshops on specific topics: water-saving measures, renewable energy, energy efficiency, and organic waste management. Not only usual people from rural areas benefited from this training, but also LPAs. We offered individual consultations for villagers on the topics of permaculture, energy efficiency, and renewables.

One of the core projects in the Climate Department was “Secure and Sustainable Energy and Transport Moldova”. It took place between April and December 2023. The main goal of the project was to develop the capabilities of the rural population to increase the level of access to sustainable and affordable energy resources facing the consequences of the war in the region and challenges brought by climate change.

This project included also a component of sustainable transportation. Thus, 10 information sessions were provided for trolleybus and bus drivers in the city of Chisinau about the correct and safe interaction on the road between cyclists and public transportation. We explained on how to avoid risky situations and conflicts on the road and have mutual respect. In total, 191 drivers from all 4 public transportation hubs in Chisinau participated in these sessions. Some photos can be found [here](#). We also brought bus drivers, trolleybus drivers, and cyclists together in a common discussion to talk about how to make shared roads better. We used facilitated discussions and participatory activities to help everyone understand each other and reduce road conflicts.



The third component of this project was working with LPAs. We decided to help local authorities more strategically and develop 5 sustainable development strategies for 5 villages. It was a complex process with a lot of insights and lessons learned.

In addition to that, several 2-day pieces of training on the topics of Climate change, Sustainable Transport, Ecological gardening, Composting and Waste Management, and Energy Efficiency were organized. We had more than 60 participants and their feedback was positive and appreciative.

As a result of this project, we supported not only our classic beneficiaries from rural areas by informing them and changing their behaviors, but also we started the work with 5 LPAs, drivers community, and energy consultants. The work with Chisinau Bike Alliance continued and is getting more and more closer to the big results.

Another project in the Climate department was the Energy Campaign in Moldova - “Redu Energia”. Different graphic posters on energy efficiency were developed and sent to villages in Moldova. All visuals can be found [here](#).

This project aimed to contribute to Moldova's independence and its preparation for the 21st century requirements through training, campaigns, and exchanges with German experts. New energy consultants were trained to provide support on energy-saving measures in rural areas. They attended a 2-day workshop in Rîșcova, and then consulted the households in their communities; 47 villagers benefitted from these consultations. To improve the knowledge and skills of energy consultants, a study visit in Germany was organized. At the same time, there will be debates on solar and thermal energy, thermal insulation and other energy efficiency techniques, and simple energy-saving tips for the wider public in advocacy campaigns.



In this project, 12 trainings were delivered and in total, we had 257 participants. In addition to that, an expert from Germany came to Moldova and shared his best practices with 24 participants in October 2023. Based on the field analysis questionnaire, 53,5% of respondents from Moldova say that the bills are a burden for them, and that means that we still have a lot of work to do in this direction.

One of EcoVisio's approaches is to come to rural communities and organize various projects in the same village to make it resilient and strengthen local civil society and LPAs. One of these villages is Volintiri, Stefan Voda district. We are implementing different activities in this locality and 2023 was not an exception. We are implementing a project "Increasing the resilience of the Volintiri village community in the Face of climate change".

The last but not the least is the Keep Cool project. In 2023 we were able to print 70 new board games in Romanian, Ukrainian, and Russian language and organized training for new facilitators. 2 videos were developed and promoted: one for the promo video and one with the instructions for the game.

The direction of development of EcoVisio practices and policies

Specific attention was dedicated to the staff handbook document in 2023. Staff Handbook in EcoVisio is a guide for all the team members, who join our team. To create this document, we needed to compile all the information about EcoVisio, its policies, procedures, regulations, instruments, etc. It took some time and effort, but it was finally created and almost immediately, after the work was finished, a Telegram Chatbot was created. This tool transformed a big and heavy document into a simple tool with an intuitive menu with a lot of links, images, and descriptions.

As we started to have a lot of projects in EcoVisio almost every year, it became necessary to create a separate document on the quality measurement and analysis process. A kind of internal policy. It happened at the beginning of February 2023, when we structured the first quality concept document. After that, we had several Development coffees and discussions connected to the quality topic.

As EcoVisio provides a lot of training sessions, workshops, and other types of events, we created a check-list that became a really useful instrument and included all the necessary information for organizing a sustainable event of high quality and impact.

Another useful document that appeared in 2023 was invitations for the events. Our whole team was involved in the process of creation and improvement of the guidelines.

In frames of the implementation of M&E procedures, recurrent (weekly) meetings with the coordinators of new projects and monthly/quarterly meetings with experienced coordinators were introduced in EcoVisio. These meetings had an aim to evaluate the progress and timely identify any implementation difficulties in the projects. We were able to find solutions for specific situations, monitor the project's progress, and assess the achievement of indicators set for 2023.

All these tools and practices will be further developed in 2024.

Regarding our internal Policies, we have elaborated and introduced the Child Safeguarding Policy but also improved our HR&Salary Policy (adapted several new provisions and recalculated salary ranges according to the current situation in the market).

Management and finances

The organization's management structure has changed in 2023. The management team consisted of 3 members: the Executive Director, the Financial Director, and the Monitoring & Evaluation Director. The composition of the Board of Directors did not change this year. The joint efforts of all people involved in the work of the organization have led to an improvement in the quality of processes, setting up effective teamwork and a successful transition to greater financial independence, including through the services provided.

As for financial situation and indicators, we were lucky enough to be supported by the IM Swedish Development Partner in 2023 through the Core Support scheme and registered the following financial results:

| EUR | | | | | | | |
|--|------------|---------------------|------------------|-----------------------------|-------------------------------|-------------|-------------|
| Processes and their elements | Indicators | Total cost budgeted | Total fundraised | Spending from Other sources | Spending from IM Core Support | Balance | |
| Processes and their elements | Indicators | Total cost budgeted | Total fundraised | Spending from Other sources | Spending from IM Core Support | Balance | |
| Agrifood Department | | | | | | | |
| Department process: 15% of the cultivated land destined for agriculture is ecologically certified. The number of certified organic farmers is growing by 10% annually | | €90 540,00 | €15 542,33 | €11 973,28 | €3 569,05 | €0,00 | |
| Education department | | | | | | | |
| Department process 1: Educators use and students benefit from authentic and effective tools, methods and ecological practices in their pedagogical practice | | €29 800,00 | €43 251,92 | €35 503,35 | €3 371,43 | €4 377,14 | |
| Greening department | | | | | | | |
| Department process: Moldovan organizations monitor their environmental footprint, take remedial action (improvement plans) and offset it. | | €29 780,00 | €0,00 | €0,00 | €0,00 | €0,00 | |
| Social Entrepreneurship (SE) Department | | | | | | | |
| Department process: 2% of registered micro and small enterprises are social, solve real problems in localities, are stable and sustain themselves. | | €184 744,00 | €366 737,82 | €140 126,28 | €8 322,75 | €218 288,79 | |
| Waste Management Department | | | | | | | |
| Department process: 10% of Moldova's population sorts waste. | | €115 000,00 | €72 525,00 | €34 570,05 | €0,00 | €37 954,95 | |
| Climate Department | | | | | | | |
| (Project-based) | | €25 100,00 | €103 099,64 | €83 275,13 | €0,00 | €19 824,50 | |
| Piloting projects | | | | | | | |
| Crisis support (Ukrainian refugees) | | €63 539,00 | €86 429,84 | €65 992,24 | €0,00 | €20 437,61 | |
| Administrative | | | | | | | |
| Management staff | | €52 226,00 | €75 650,93 | €24 495,02 | €27 050,66 | €24 105,26 | |
| PR and Communication | | €11 625,00 | €25 726,22 | €11 023,54 | €4 886,74 | €9 815,94 | |
| Administrative costs | | €19 196,00 | €31 117,80 | €11 097,54 | €10 643,40 | €9 376,86 | |
| Annual Organizational Audit | | €5 000,00 | €2 000,00 | | | €2 000,00 | |
| Commercial activity | | | | | | | |
| TOTAL PER ORGANIZATION | | | €626 550,00 | €856 000,36 | €447 910,38 | €57 844,03 | €350 245,96 |

EcoVisio team in 2023

Board Members

Groger Julian
Botezatu Valentin
Khalaim Alexandra
Curca Rusanda
Vasilov Ludmila
Deshay Martin

Censors

Margareta Cartira
Matusenco Anton

Integrity Officer

Botezatu Valentin

Management Team

Vladimir Ternavschi
Ioncu Lucia
Fornea Daniela

Core team 2023

Isac Gabriela
Tarus Ecaterina
Tacu Elena
Botnaru Liliana
Cebotari Tatiana
Covaliova Iulia

Mutruc Laurentiu

Cusnir Iana
Idrisova Aina
Micu Lilia
Gurschi Daniela
Popa Ana Maria
Racu Laurentiu
Diavor Vica
Cebanu Marina
Velicinski Adriana
Novac Victoria
Ungureanu Ion
Turcanu Madalina
Hincu Ina