



**International Centre for Women's Rights
Protection and Promotion "La Strada"**

**STRATEGIC PLAN
2016-2020**

Summary

Dear Reader,

The development of this Strategic Plan was for us a coming of age exercise. Whether we «qualified» or not, will be determined by those with whom and for whom we wish to accomplish our objectives. But as I write these lines, I'm thinking of the days spent contemplating it, days when we were overwhelmed by despair and hesitation, but even more so by the desire and confidence that together – not just the team of La Strada, but society as a whole – we can make a world more sensitive to the needs of women and children.

The Strategic Plan in front of you was developed on the eve of the 15th Anniversary of the organization. This served a reason to try once again to go through the goals and objectives which we imposed on ourselves for the years to follow, because these goals and objectives are rooted in those almost 15 years of our existence. We did work on them with a lot of responsibility, inspiration and with the same passion and dedication for the rights of women and children, with which we were developing the first Plan.

The challenge of this exercise did come also from the fact that people of La Strada – our specialists and volunteers – don't stay put. We envisaged ourselves once as a kind of «laboratory » of specialists. Today, many of the La Strada “people” work in other organizations, both in Moldova and abroad. But every piece of news we received from them and every brick they laid in the foundation of the organization is being kept with love and care and we insisted to consolidate and multiply these through the new Plan, including through the involvement of the new people, who have since joined our team.

Distinctive for this Strategic Plan is also the fact that it was developed via consultations with those to whom the Plan is addressed. We have learned in these years to listen more to the voices of women and children, to pay attention to their needs but also to their power to embrace the support which we offer them and at the tempo that it is offered as they are the true change bearers.

For the first time ever, we developed a strategic plan for a 5 year timeframe. We dare even though the realities we face won't necessarily be the wind beneath our wings when we need it. But we live with a certainty that if you have a purpose, you move forward easier and overcome with more confidence all challenges that an adventure brings.

This Strategic Plan is an adventure, a professional adventure. We wait to discover new things, new people, new experiences. Certainly various unknowns are ahead of us. But from the previous adventures we have learned that it can't be any other way, when we're striving for human rights. I'm inviting you to dive together into this adventure.

With utmost respect,

Ana Revenco

Executive Director

Strategic Planning Development Group

Ana REVENCO, Executive Director

Daniela MISAIL-NICHITIN, Director, Issues Affecting Women Program

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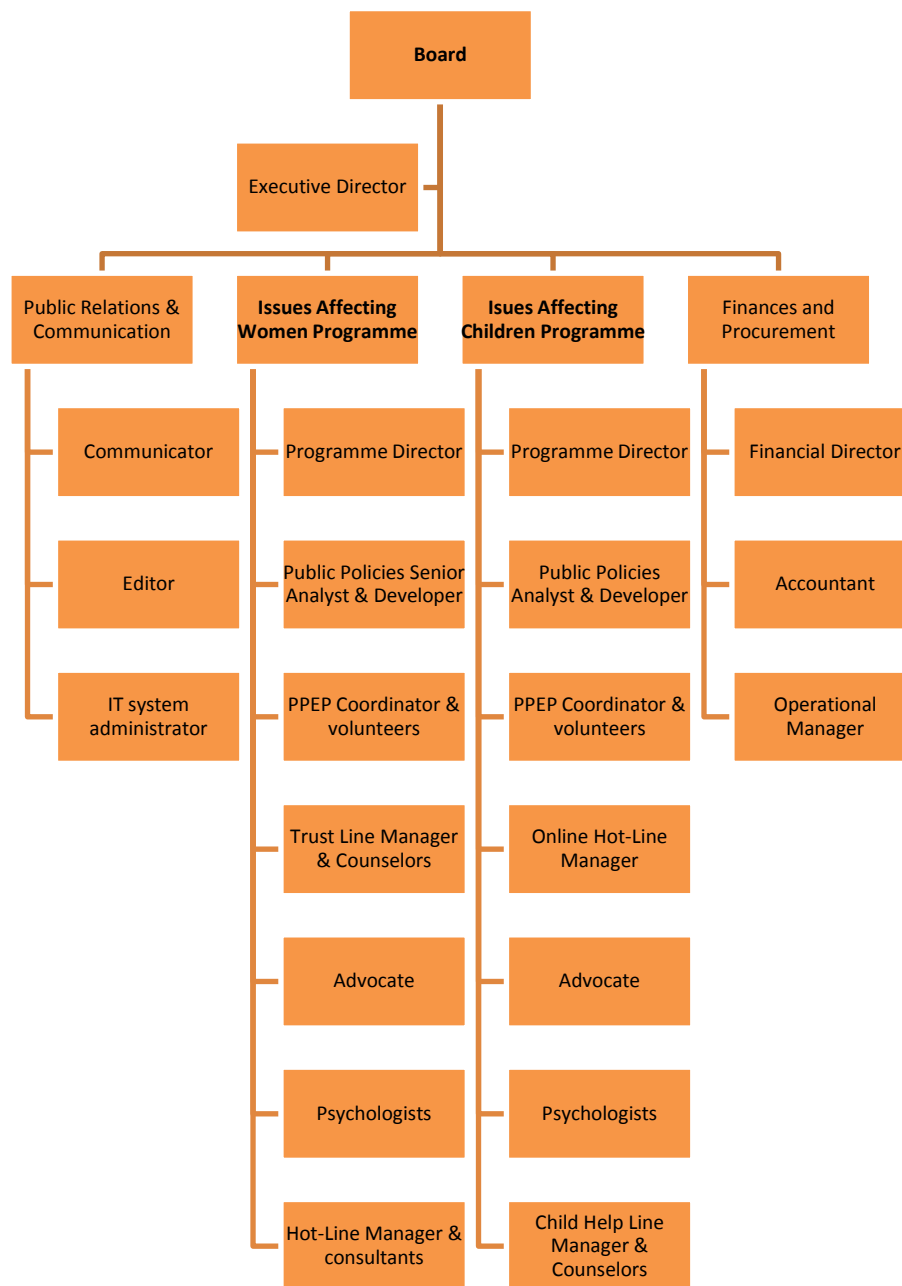
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“La Strada” Brief Information

Full Name:	International Centre for Women’s Rights Protection and Promotion “La Strada”
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Founded:	Registered on 23 august 2001 with the Ministry of Justice of the Republic of Moldova
Legal status:	Public Association; non-for-profit organization Registration Certificate nr. 1009620003492 issued by the Ministry of Justice of the Republic of Moldova Public Utility Certificate MD 000290 issued at October 30, 2014 by the Ministry of Justice of the Republic of Moldova
Type of NGO:	National
Staff:	29 full time employees, 25 active volunteers
Membership:	<ul style="list-style-type: none">- National Committee to Combat Trafficking in Persons;- National Child Rights Protection Council;- Inter-ministerial Coordination Council for Prevention of Domestic Violence;- National Coalition of NGOs “Life without violence”- National Participation Council (NGO advisory group to the Government of the Republic of Moldova);- National Alliance of social protection NGOs “Child & Family”;- “La Strada” International Association;- GAATW – Global Alliance Against Trafficking in Women;- ECPAT – End Child Prostitution and Trafficking Network Associate member.
Programs and Areas:	Issues Affecting Women Program: <ul style="list-style-type: none">- Trafficking in persons especially women;- Violence against women and domestic violence. Issues Affecting Children Program: <ul style="list-style-type: none">- Child online sexual exploitation and sexual abuse.

“La Strada” Organigram



“La Strada” Principles

Our Vision

The International Center “La Strada” is a value-driven organization striving to build a society where human rights are respected, sensible to the issues affecting women and children and which contributes to emerging available favorable conditions for the protection of affected ones.

Our Mission

What is the perception of the International Center “La Strada”?

We exist and operate for the purpose of securing respect of the rights and legal interests of women and children in the Republic of Moldova at all levels – individual, legislative and executive. We do so, by applying a comprehensive change model to our work through information and education, providing direct support and assistance, strengthening communities and development of policies.

What are the values of the organization?

- Respect for the human rights – we consider violence against women and children a grave violation of human rights;
- Respect for the beneficiaries’ decision about all aspects of their lives and treatment with dignity;
- Transparency and responsibility.
- Teamwork, exigency and flexibility;

Who are the organization’s beneficiaries?

Our beneficiaries are women vulnerable to violence or affected by gender-based violence and children at risk to and affected by sexual exploitation and sexual abuse.

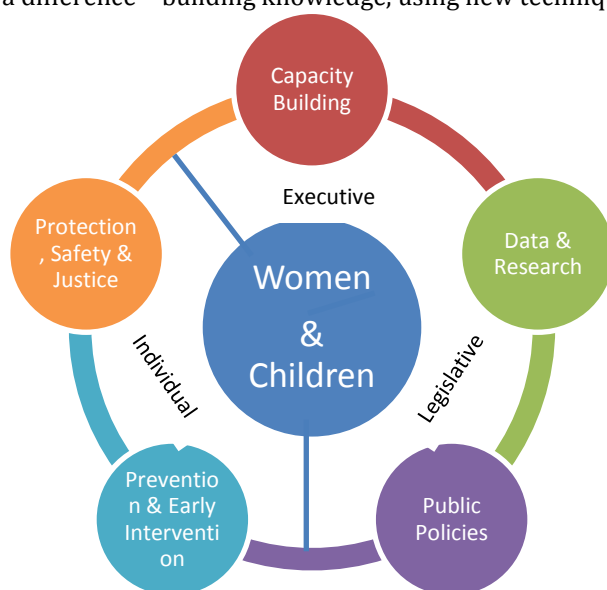
How does the International Center “La Strada” frame its work?

Our actions are embedded into 5 *pillars* reflecting a systemic approach, starting from the grass root level, to the issue of violence against women and children and, national and international cooperation:

- Prevention and early intervention,
- Protection, safety and justice,
- Capacity building,
- Public policies, and
- Data and research

While putting this approach in practice, we will always strive to ensure:

- working with others – co-operating, collaborating and communicating effectively;
- achieving results – transforming strategy into action;
- leadership – inspiring, motivating, communicating, influencing and creating;
- ensuring that voices of our beneficiaries are heard – engaging women and children in our actions, developing policies through children’s and women’s eyes;
- making a difference – building knowledge, using new techniques, responding to change.



List of Acronyms

APEW	Annual Planning and Evaluation Workshop
ADV	Anti-Domestic Violence
AP	Action Plan
AT	Anti-trafficking
CA	Child abuse
CCCC	Centre for Combating Cyber Crimes
CCTP	Centre for Combating Trafficking in persons
CIR	Child Interviewing Room
COSESA	Child online sexual exploitation and sexual abuse
CPC	Criminal Procedure Code
CR	Child's rights
CSCE	Child sexual commercial exploitation
DV	Domestic Violence
GIP	General Inspectorate of Police
GPO	General Prosecutor's Office
HR	Human Rights
ICCPDV	Inter-ministerial Coordination Council for prevention of DV
ITC	Information Technology & Communication
LE	Law Enforcement
ME	Ministry of Education
MLSPF	Ministry of Labor, Social Protection and Family
MoI	Ministry of Interior
MTIC	Ministry of Information Technology and Communication
NATIC	National Association for Private Information Technology Companies,
NCCTP	National Committee to Combat Trafficking in Persons
NIJ	National Institute of Justice
PS	Permanent Secretariat
SOP	Standard Operational Procedures
SV	Sexual Violence
TiP	Trafficking in Persons
TL	Trust-line
VAW	Violence Against Women
VW	Vulnerable witnesses
WG	Working group

Introduction to the Strategic Plan

The 5-year Strategic Plan represents a key policy and operational tool providing the framework for decisions and forward movement to positive transformations in the defined areas of interest. It provides guidance to the work of the management, staff and volunteers of the organization in the process of developing annual working plans, establishing the necessary inputs and budgets to support the planned action plans, setting the benchmarks, which enable monitoring the progress and assessing the accountability of those in charge of implementation.

The basis of this Strategic Plan has been set by the entire team at the Annual Planning and Evaluation Workshop (APEW) held during December 29-30, 2014. The vision and mission of the International Centre “La Strada” was placed at the heart of this internal exercise, building on the current results achieved by the organization in the areas of interest and the lessons learned.

The team has carefully considered new needs and challenges identified in concert with the beneficiaries, has analyzed the priorities of areas-related interventions expressed by the Government, embedding also the recommendations of the international monitoring bodies and has analyzed best national and international practices and lessons learnt. Finally, the draft Strategic Plan includes the recommendations formulated by an independent external expert following the comprehensive evaluation of our Strategic Plan 2012-2014. The draft Strategic Plan 2015-2018 was developed during first round of the Strategic Planning Workshop in September 3-5, 2015 and approved at the final round of the Strategic Planning Workshop on January 18-28 2016. The Strategic Plan has been endorsed by the Members of the Board.

The Strategic Plan expands on the three distinct areas of activity that reflect specific social phenomena existing in the Republic of Moldova and is targeting 2 categories of beneficiaries under the following Programs:

- ❖ **Issues Affecting Women Program:**
 - Trafficking in persons especially women;
 - Violence against women and domestic violence.
- ❖ **Issues Affecting Children Program:**
 - Child online sexual exploitation and sexual abuse.

This is a visionary Strategic Plan of the organization, whereas for each area of activity under the relevant Program, the Strategic Plan provides information structured as per goals, impact, outcome and outputs as required by the concept of results-based management¹ for a period of 5 years. La Strada will undertake a mid-term (after year III) internal and external evaluation of the progress and performance against the currently set targets. The findings and recommendations will then support internal decision making process regarding implementation strategy for the other two years of the Strategic and Program Goals.

The Strategic Plan further:

- supports communication measures conveying what we stand for, our priorities and future direction;
- serves as a platform for continuous development of the organization profile and capacity;
- supports decisions taking process in relation to further strategies and plans;
- serves as a fundraising and financial management tool and as instrument for identification of partners to achieve the defined goals.

Apart from the internal audiences, the Strategic Plan is **addressed to:**

- our beneficiaries,
- decision makers linked to “La Strada” areas of interest;
- partner non-governmental organizations,
- partner national and international organizations,
- donors, sponsors and financial contributors,
- general public.

¹Organization for Economic Development and Cooperation – OECD; Glossary of Key Terms in Evaluation and Results Based Management (Paris: OECD Publications, 2010). Available at: www.oecd.org/dac/evaluation.

Program: Issues Affecting Women

Area: Trafficking in persons especially women

For "L."

...for showing us that judging is a destructive path as we must always remember that we all are vulnerable,

...for teaching us the courage to break through the impossible to forget.

Priorities and methodologies

Threats

While reflecting on the situational analysis of the TiP phenomena and on the country response efforts described in the evidence-based Reports and Studies developed by the International Center “La Strada” and partner organizations², it leads us to the following high **priority threats**, which will be our main focus for 2016-2020:

1. New challenges of TiP, in the context of current regional migration crisis, posed on the national prevention efforts.
2. Encountered problems of accessibility to protection and support services for (all) trafficked persons.
3. Lack of a clear, effective and sustainable national AT strategy for the next policy cycle.
4. Insufficient connection between national AT policy and data collection and research.

Methodology

“La Strada” will contribute to addressing these threats by pursuing a multidimensional, systemic methodology by combining activities shaped under 4 pillars:

- ❖ Prevention and early intervention,
- ❖ Protection, safety and justice,
- ❖ Public policies,
- ❖ Data and research.

This Strategic Plan provides for gradually phasing-out from the AT area³. While this approach refers to activities on capacity building (maintaining a reactive response only) and partially on prevention, “La Strada” will continue to act as a watch dog and, eventually will get involved in strategic litigation.

Another important point of this Strategic Plan is a presumed new risk group to TiP that the organization intends to target and namely foreign citizens who are at risk to TiP and/or smuggling to /via Republic of Moldova (please refer to the threats above). Hence, the final decision will be taken based on the findings and recommendations of the evaluation exercise aimed at mapping vulnerabilities of third country nationals.

In order to achieve the goals set, we will leverage and engage the following in house knowledge, services and tools built with dedication over the last 15 years:

- Legal and public policy expertise;
- Research capacity using methodologies based on the international standards;
- National Toll-Free Hot-Line for vulnerable migrants and Hot-Line call database;
- Information portal targeting at-risk groups www.migratiesigura.md;
- Educational programs for wide range of professional groups on counteracting TiP;
- Experience in organizing and conducting awareness raising and informational campaigns for at-risk groups;
- Experience in lobby & advocacy, elaboration of theoretical concepts/publications/normative acts;
- International training, research and legal expertise.
- International lobbying and advocacy campaigns in partnership with La Strada Association and GAATW.

² International Center “La Strada”, Moldova, “Ex-post independent evaluation of the Implementation of the National Plan to prevent and combat trafficking in human beings (2010-2011 and 2012-2013 periods of time)”, Daniela Misail-Nichitin, (Chisinau: OSCE Mission to Moldova, 2014). See: <http://www.antitrafic.gov.md/lib.php?l=en&idc=31>;

La Strada Express Issue #6 “Coordination as a New Style of Policy management in Anti-Trafficking Field” (Chisinau: International Center “La Strada”, Moldova, 2014). See: http://www.lastrada.md/publicatii/ebook/La_Strada_express6_en_f.pdf;

“The impact of the Republic of Moldova Anti-trafficking Policy on the Trafficked Persons Rights” (Chisinau: International Center “La Strada”, Moldova, 2013), Tatiana Fomina, See: <http://migratiesigura.lastrada.md/en/reports/>.

“Management of state policies in combating human trafficking. Experience of the Republic of Moldova, (Chisinau: IOM and International Center „La Strada” Moldova, 2012), Tatiana Fomina. See <http://www.antitrafic.gov.md/lib.php?l=ro&idc=30>.

³ Report “Evaluation of the La Strada Strategic Plan implementation 2012-2014”, Gheorghe Caraseni – Evaluator, December 2014; 4.4 Controversial issues;

Assumptions

The following assumptions, as external enablers to reach positive transformation, will guide our work across all goals and activities:

- The Government of the Republic of Moldova will implement the National Action Plan of the Association Agreement RM-EU with due attention to the provisions related to fighting trafficking in persons and migrants smuggling;
- Permanent Secretariat of the NCCTHB will continue to receive political support and will play a leading role in the coordination of joint actions of state agencies, civil society organizations and other AT stakeholders for advancing legal AT framework;
- National Employment Agency will continue implementing the bilateral agreement for the facilitation of employment of Moldovan migrants in Israel;

Monitoring & Evaluation

The following impact indicators will be used as a baseline - foundation for measuring/assessing the success in this Program area after its implementation by comparing future and past values:

<u>Impact indicators</u>	<u>Means of verification</u>
1. Evidence that at-risk groups (potential migrants/potential and presumed trafficked persons and immigrants from the Middle East area that are at disproportionately high risk of being trafficked) are able to receive individual counselling related to (i) safe migration; (ii) referral to relevant services and (iii) opportunities for the employment abroad;	Number (progress) of potential and presumed trafficked persons from rural area and immigrants/third country nationals who seek individual counseling and guidance;
2. Evidence that all presumed trafficked persons, incl. third country nationals, counseled by "La Strada", obtain information about their rights and available specialized services in a form easy to perceive and understand;	Number (progress) of presumed trafficked persons - immigrants who seek assistance and are referred to specialized services responding to their individual needs;
3. Evidence that the recommended model for the next strategic AT policy cycle is developed considering best innovative practices and implemented by the Permanent Secretariat of the NCCTP as body responsible for drafting such policy documents; evidence that the opinion of potential and presumed trafficked persons, incl. immigrants is taken into account whenever revisions of the AT legal and regulatory framework, incl. public policy documents in AT area (NAP and AT Strategy or Strategic NAP) for next policy cycle are formulated;	Text of the revised AT legislation and updated policy document (NAP and AT Strategy or Strategic NAP);
4. Evidence that mapping vulnerabilities of third country nationals to TiP and smuggling are conducted while evaluation of NRS Strategy 2009-2016 is conducted following La Strada recommendations and reliable information is obtained; respective recommendations are elaborated and shared with Permanent Secretariat of the NCCTP - state body, responsible for elaborating/updating national AT policy and main AT stakeholders.	Text of the evaluation Report on SNR implementation; Text of the Study Report on vulnerabilities of third country nationals to TiP and smuggling.

Goals

The **Strategic Goal** for the coming 5 years in the area of counteracting trafficking in persons especially women is to contribute to streamlining implementation of national anti-trafficking policies, securing that the rights of all trafficked persons and at-risk group are protected in practice in the Republic of Moldova.

To reach this Strategic Goal, the following **Program Goals** in the area of counteracting trafficking in persons especially women should be achieved:

Pillar	Program Goal	Impact
<p style="text-align: center;">Prevention & Early Intervention</p>	<p>To contribute to reducing vulnerability of at-risk group to continuous threats of human trafficking</p> <p>“La Strada” will focus on informational, educational and counselling measures, deriving from new trends of TiP, targeting potential migrants, especially youth and women and on measures facilitating access of migrants to foreign labor markets in fair and secure conditions.</p>	<p>At-risk group empowered to take informed and safeguarded decisions and actions related to migration.</p>
<p style="text-align: center;">Protection, Safety and Justice</p>	<p>To secure access to protection and support services for all trafficked persons</p> <p>“La Strada” will continue to use its current capacities and tools, as well as to extend its network to respond to the needs of all identified trafficked persons irrespective of the legal status and nationality.</p>	<p>All identified (presumed) trafficked persons benefit from the full spectrum of their rights .</p>
<p style="text-align: center;">Public Policies</p>	<p>To support the Government in streamlining national anti-trafficking policies</p> <p>La Strada will focus on fostering a strategic national AT policy document, responsive to the needs and interests of all trafficked persons irrespective of the legal status and nationality.</p>	<p>Government and other public authorities are held accountable for their obligations to secure protection of the rights of all trafficked persons and at-risk groups.</p>
<p style="text-align: center;">Data & Research</p>	<p>To contribute to decision making process by providing qualitative data and information</p> <p>La Strada will conduct research on TiP and associated phenomena with emphasis on trends and challenges as well as on national response using both in-house and external data.</p>	<p>National response to TiP and associated phenomena consider the results of the researches</p>

Key Outcomes

Prevention & Early Intervention

- The level of knowledge of at-risk group about new trends of TiP phenomenon is increased through ensuring information on risks, protection mechanisms and counseling available and accessible to at least 3,000 persons including 1,500 youth.
- The issue of TiP is continuously kept high on the society agenda and regularly reflected in mass media reaching out to at least 100,000 people.
- Labor migrants are facilitated access to foreign labor markets in fair and secure conditions through bilateral employment agreements between Moldova and other countries.

Protection, Safety & Justice

- Information on services and support programs for victims is available to trafficked persons through counseling and hotline available 7/12.
- Interests and needs of the survivors of TiP are covered, securing access to specialized services and legal assistance.

Public Policies

- Government's national AT policy is more progressive and its implementation is improved through "La Strada" support and advocacy.
- Needs and interests of all survivors of TiP are reflected in the strategic agenda of key decision-makers as informed by "La Strada's" recommendations.
- Government efforts are under continuous monitoring by "La Strada" through ongoing dialogue and promoting EU standards which fosters identification and dissemination of good practice.

Data & Research

- Reliable data about effects of TiP and impact of AT policy are available to key decision-makers so that they can produce necessary change at all levels.

Program: **Issues Affecting Women**

Area: **Violence against women and domestic violence**

For Mariana

... a dedicated women's right defender,

an inspiring team member,

a good friend.

Priorities and methodology

Threats

Reflecting on the current state of affairs and looking into the evidence-based Reports and Studies developed by the International Center La Strada and partner organizations⁴, leads us to the following high **priority threats** to women and girls, which will be our main focus for 2015-2018:

1. High level of tolerance of gender-based violence within society and response system, men and boys are not targeted and are simply bystanders of domestic violence.
2. Accessibility to adequate protection and support services for all women affected by DV and SV still encounters systemic deficiencies.
3. Professionals' response to DV and SV against women still reflects a serious level of incompetence – knowledge and skills – stressed by gender-based stereotypes. This threat is particularly evident in cases of SV.
4. Legal protection leverages and mechanism for victims of SV are alarmingly deficient and defective putting the burden of proof on the women affected by SV while victims of DV cannot benefit immediate protection.
5. National policy on fighting DV and SV is not sufficiently connected with qualitative data.

Methodology

La Strada will contribute to addressing these threats by pursuing a multidimensional, systemic approach combining activities shaped under 5 pillars:

- Prevention and early intervention,
- Protection, safety and justice,
- Capacity building,
- Public policies,
- Data and research.

For the coming 5 years, starting with this Strategic Plan, we have accepted the challenge of addressing the issue of sexual violence against women as part of the efforts to address violence against women. “La Strada” has first put this issue on internal agenda back in 2014 when first cases of sexual offenses against women and girls have been registered with the organization and the clients, the lawyers and psychologists working on the cases signaled the serious impediments in securing restorative justice for women. Hence, “La Strada” proceeded to researching and studying the issue, interviewing women affected by SV, questioning front-line specialists and judiciary, reviewing of the current legal leverages and mapping available services. These findings, conclusions and recommendations⁵ encouraged and guided us in our decision process.

In order to achieve the goals set, we will leverage and engage the following in house knowledge, services and tools built with assiduity over the last 15 years:

- Peer-to-Peer Educators Program to encourage and build violence-free relationship among youth;
- Thematic library, stock of and experience in conceptualizing dedicated awareness campaigns and materials to promote 0-tolerance to DV;

⁴Study on observance of the rights of domestic violence victims in the assistance and protection systems of the Republic of Moldova, International Center La Strada, 2013 http://www.lastrada.md/publicatii/ebook/Violenta_raport_engl_final.pdf

Fact-based Survey “Existing practices on access to justice for victims of domestic violence and the realization of their rights to legal assistance in the Republic of Moldova”, International Center La Strada and OSCE Mission to Moldova, 2014 http://www.lastrada.md/publicatii/ebook/A5-Raport_DV_24_02_2015.pdf

Sociologic Survey “Opinions, perceptions and experiences of young people in families/couples experiencing domestic violence” International Center La Strada and CBX-Axa 2014 http://www.lastrada.md/publicatii/ebook/Report_Violence_eng.pdf

Analytical Report “Retrospective into the domestic violence phenomena” based on Trust-Line 5 years calls analysis, International Center La Strada, 2015 http://www.lastrada.md/publicatii/ebook/Report_5_years_TrustLine_2014_en.pdf

⁵ Study Report “Ensuring access for the victims of sexual violence to adequate legal and social protection”, International Centre La Strada, 2015

- National Toll-Free Trust-Line for women affected by DV;
- Legal counseling and representation and Psychological Evaluation Reports development in support of women affected by DV in contact with the justice system;
- Capacity building experience and toolkits aimed at professionals in contact with women affected by DV;
- Provision of legal and public policy expertise to the Government of the Republic of Moldova in streamlining women rights protection policies;
- Experience in lobby & advocacy, elaboration of theoretical concepts/publications;
- Data management system and analytical capacities;

Assumptions

The following assumptions, as external factors to reach positive transformation, will influence our work across all goals and activities:

- The Government of the Republic of Moldova will stay committed to signing the Istanbul Convention by 2016 for which purpose a new law has been prepared;
- The national Coalition members “Life without violence” will channel efforts into increasing standards of the VDV protection while using its common voice to streamline such into national policies;
- The Law No. 129 adopted in 2012 on the accreditation of social service providers and which included the list of services eligible for state funding will be operationalized and used by the Government bodies to streamline partnerships for better serving the women affected by violence;

Monitoring & Evaluation

The following impact indicators will be used as a baseline - foundation for measuring/assessing the success in this Program area after its implementation by comparing future and past values:

Impact indicators	Means of verification
1. Evidence that general public, community members and youth have better knowledge about DV and SV, and are proactive in seeking counseling and/or reporting.	<ul style="list-style-type: none"> - Number (progress) of persons, focusing on youngsters and men, aware about SV and DV as violation of HR; - Dimension and depth of feedback from public on media campaigns; - Number/quality of media titles covering issues of DV and SV; - Number/quality (progress) of calls received at Trust-Line for Women;
2. Evidence that all victims of DV and SV, counseled by “La Strada”, obtain information about their rights in a form easy to perceive and understand, received available specialized services and legal protection.	<ul style="list-style-type: none"> - Number (progress) / type of counseling/intervention requests registered with the Trust-Line, - Number (progress) of referrals to specialized services made available in response to individual needs, - Number of beneficiaries, women and children, receiving legal counseling and representation, - Number of strategic litigation cases handled, - Number of Psychological Evaluation Reports prepared upon request of law enforcement and attorney.
3. Evidence that the educational system, service providers, law enforcement and judiciary system stakeholders have the capacity to adequately response to cases of SV and DV.	<ul style="list-style-type: none"> - “Harmonious relationship in a family” course integrated in school curricula, - Psychological Evaluation Report correspond to international practices, are used by practitioners in support of the case, - Training module on counteracting SV is elaborated and considered for institutionalization for law enforcement and judiciary, - Number of law enforcement and judiciaries expressing interest to attend training course on combating SV, - Text of relevant strategic documents approved by the National Coalition “Life without violence” as commonly shared standards.

4. Evidence that advocacy and expert support to the Government of RM led to revision of legal and regulatory frameworks, including public policy documents, ensuring better protection of women and girls against violence, particular DV and SV.
 5. Evidence that main policy documents on VAW and DV reflect reliable data provided, recommendations on prevention and response are incorporated in Strategy and NAP on prevention and combating VAW and DV are taken into account.
- Text of revised VAW, DV and SV related practices, legislation and policy document (ex.: Strategy on prevention and combating VAW and DV, NAP);
 - Text of the bill to advance law on fighting SV endorsed and proposed for approbation;
 - Text of recommendations to the external monitoring mechanisms;
 - Text of agendas of high-level Government meetings addressing VAW, DV and SV issues;
 - All relevant stakeholders and institutions have received “La Strada” findings and recommendations on SV and DV, elaborated and used as well for targeted roundtables, presentation and press conferences.

Goals

The **Strategic Goal** for the coming 5 years in the area of violence against women and domestic violence is to ensure that the rights of women affected by violence and of at-risk groups are respected, protected and fulfilled in practice in the Republic of Moldova.

To reach this Strategic Goal, the following **Program Goals** should be achieved:

Pillar	Program Goals	Impact
Prevention & early intervention	<p>To raise public awareness about VAW and to reduce vulnerability of women to SV and DV</p> <p>“La Strada” will provide information and will contribute to educating the general public and youth (boys and girls) on taking a pro-active role to reducing tolerance to SV and DV.</p>	Individual attitudes and behaviors within the community reflect that SV against women and DV is not acceptable.
Protection, safety and justice	<p>To ensure availability and accessibility to specialized services and legal protection for women and girls affected by DV and SV in contact with justice system</p> <p>“La Strada” will broaden its capacities and expertise to respond to informational, legal and psychological needs of women and children affected by DV and SV via direct services and referral to specialized services country-wide.</p>	Women and children affected by SV and DV are safe and kept free from harm.
Capacity building	<p>To contribute to the development of capacities of professionals to effectively address cases of SV and DV against women</p> <p>“La Strada” will provide knowledge and build skills of front-line specialists and service providers to render services to women and children affected by DV and SV, based on timely, victim centered and individually tailored approach.</p>	Specialists understand DV and SV against women, leading to the emergence of specialized protection and assistance services for affected women.
Public policies	<p>To contribute to enhancing Government response to DV and SV</p> <p>“La Strada” will advocate for the adjustment of national public policies to the international and regional standards on combating SV and DV, for the emergence of a coordination mechanism in support of proper implementation of laws at central and local levels.</p>	National legal framework defines a protection policy centered on rights of women affected by SV and DV.
Data and research	<p>To contribute to decisions making processes at all levels by offering qualitative information and data</p> <p>La Strada will research on and make available qualitative and quantitative information and data reflecting on the root causes and evolutions in the areas of interest.</p>	Positive change in decisions making at all levels is sought and enhanced by delivering reliable information and data.

Key Outcomes

Prevention & Early intervention

- General public understanding and awareness about DV is strengthened through national campaign for promote zero tolerance to DV reaching at least 100,000 persons.
- Youth is empowered to build harmonious relationships and respond at the first signs of violent behavior through peer-to-peer educators program on DV and out-reach and partnerships with local organizations at communities level reaching out to at least 4000 persons.
- Communities and individuals' engagement in preventing and responding to DV is increasing through Trust Line with at least 2000 individuals being counseled.

Protection, Safety & Justice

- Interests and needs of the victims of DV and SV are covered in timely manner through provision of information about rights and services.
- Referral of women affected by DV and SV to specialized services (medical, psychological, social, etc.), primarily through Coalition "Life without Violence," is organized according to victims' needs.

Capacity Building

- School course "Building harmonious relationships in family" is developed and validated.
- Capacities of service providers to address cases of DV, in particular psychological violence, are strengthened to respond to the legal protection needs of victims.
- Law enforcement and judiciary system stakeholders are sensitized to SV against women through training, development and integration of a professional training module into formal curricula to adequately address these cases.
- Good practices are shared within the Coalition "Life without Violence" strengthen partnership to effectively respond to DV.

Public policies

- The Law on DV is amended and the National Strategy on Combating DV and VAW is developed.
- Government and local authorities take ownership and are kept accountable for implementing national policies on DV and SV through continuous monitoring by "La Strada" and CSO partners.

Data & Research

- Data on the forms of and perceptions about DV as well as on national response are available to decision makers enabling them to produce change at all levels.
- Information on patterns, services and related bottlenecks in the area of protection and assistance of victims of SV/assault are available to decision makers enabling them to produce change at all levels.

Program: Issues Affecting Children

Area: Child online sexual exploitation and sexual abuse

For <<KityKat92>>

*...for showing us the other side of the screen
which is not what we see and perceive to be,
but a more sophisticated and profound
process of becoming something else,*

*...for opening to us windows and lines which
cannot be deleted...*

Priorities and methodologies

Threats

The situation analysis of COSESA phenomenon in the Republic of Moldova, as well as the state response efforts briefly explained above, led us to the following high priority threats, which will be our focus for 2015-2018:

1. Children's risky behavior online and lack of IT-literacy among children and parents regarding online safety, increasing their vulnerability online.
2. Stigmatizing social norms funneled also into the legal norms of the justice system, impeding perception of the child as reliable and trustful witness and adequate protection of the child as a vulnerable witness.
3. Lack of knowledge and tools to effectively investigate and prosecute COSESA undermining effective and sustainable response to COSESA by criminal justice system stakeholders.
4. Absence of a state platform/program/strategy to address comprehensively the complex issue of child safety online, maintaining status quo.
5. Profound vacuum of information related to child behavior online while official data on offenses is inconsistent and insufficient to assess the vulnerabilities.

Methodology

"La Strada" will contribute to addressing these threats by pursuing a multidimensional, systemic approach combining activities shaped under 5 pillars:

- Prevention and early intervention,
- Protection and justice,
- Capacity building,
- Public policies, and
- Data and research.

"La Strada" team has decided to temporarily hold activities related to the development of the online Hot-Line due to serious gap in the national legal and regulatory framework.

In order to achieve the goals set, the International Center "La Strada" will leverage and engage the following in house knowledge, tools and systems built with assiduity during the last 15 years:

- Informational portal www.siguronline.md, online reporting system and online counseling capacities;
- Peer-to-Peer Educators Program to promote safety on-line among children and adolescents;
- Provision of legal expertise to the Government of Republic of Moldova in streamlining national child rights protection policies;
- Child-friendly interviewing Room and trained interviewers for vulnerable victims-witnesses within justice system;
- Legal representation and psychological evaluation reports in support of victim-witness during criminal proceedings;
- Child sexual exploitation identification and referral network;
- National Child Helpline 116 111;
- Capacity building programs for professionals on pro-active identification of and treatment of children victims of sexual offenses.
- Internal data management system and strong analytical capacities.

Assumptions

The following assumptions, as external factors to reach positive transformation, will guide our work across all goals and activities:

- The Government of the Republic of Moldova will implement the National Action Plan of the Association Agreement RM-EU with due attention to the provisions related to protection of children against all forms of violence and abuse;
- The Government of the Republic of Moldova will stay committed to implementation of the National Child Protection Strategy for the period 2014-2020, which involves actions related to combatting COSESA;
- The Government of the Republic of Moldova will stay committed to fighting child sexual abuse online as set in the Declaration on the Launch of the Global Alliance against child sexual abuse online and its Guiding Principles;

Monitoring & Evaluation

The following impact indicators will be used as a baseline/foundation for measuring/assessing the success in this Program area after its implementation by comparing future and past values:

<u>Impact indicator</u>	<u>Means of verification</u>
1. Evidence that various groups of children and society in general have better knowledge about online safety through offline and online means and are able to receive individual counselling related to COSESA;	<ul style="list-style-type: none">- Number (progress) of children aware of basic rules about online safety;- Number (progress) of internet users who spend qualitative time on the info portal;- degree of popularity of products about safety online;- Number (progress) of young internet users requesting information via available/developed online platform;- Number (progress) of children who request individual counseling, both online and via Child Help Line;- Number / quality (progress) of media titles about safety online issues;- Number of ICT stakeholders participating pro-actively in the promoting safety online concepts;
2. Evidence that children affected by COSESA receive specialized services during criminal proceedings;	<ul style="list-style-type: none">- Number of children legally represented during criminal proceedings vs number/type of legal actions avoided as harmful for the child;- Number of forensic interviews conducted/mediated in specially build premises upon request of law enforcement;
3. Evidence that professionals in the law enforcement, judiciary and educational system have the capacities to understand, recognize and respond to cases of COSESA;	<ul style="list-style-type: none">- Training modules developed and institutionalized for the law enforcement, judiciary;- Number and progress of judiciary and law enforcement expressing interest to attend the training course;- RR Program of children survivors of COSESA recommended by MSLPF and undertaken by service providers;- Number and progress of requests for methodological counseling child friendly interview procedures and Psychological Evaluation Reports;
4. Evidence that advocacy and expert support to the Government of RM led to	<ul style="list-style-type: none">- Text of recommended improvements to COSESA related legislation, Child Rights Protection related Strategies (ex.: Child Protection Strategy and Action

revision of legal and regulatory frameworks, including public policy documents in COSESA area, ensuring better protection of children;

5. Evidence that main policy documents on child protection reflect reliable data provided on COSESA, recommendations on prevention and response are incorporated in COSESA Strategies and taken into account;

- Plan, Cyber Security Plan, National AT Plan);
 - Text of recommended national monitoring mechanism for COSESA combating commitments focusing on Lanzarote Convention;
 - Mid-level financial framework of the MLSPF provides for the CHL financial support;
 - Text of agendas of high-level Government meetings addressing COSESA;
 - Text of recommendations to the external monitoring mechanisms
-
- All relevant stakeholders and institutions have received “La Strada” findings and recommendations on COSESA, developed and used also for targeted roundtables, presentation and press conferences, as well as for further research;

Strategic Aim and Goals

The **Strategic Goal** for the coming 5 years is to contribute to the development, implementation and improvement of national child protection policies and measures, securing that the rights of children affected by online sexual exploitation and sexual abuse and at-risk groups are protected in practice in the Republic of Moldova.

To reach this Strategic Goal, the following **Program Goals** should be achieved:

Pillar	Program Goal	Impact
Prevention & Early Intervention	<p>To increase public awareness about COSESA and reduce vulnerability of children online</p> <p>“La Strada” will work on delivering digital tools and skills for children to fully and safely benefit from being online and will focus on emerging trends in the area of COSESA in Moldova, particularly referring to grooming, trafficking, and implication of children in the production of sex abuse image.</p>	Individual attitudes within the communities reflect better knowledge about COSESA supporting the emergence of safer environment for children.
Protection, Safety & Justice	<p>To ensure accessibility and availability of specialized services for children affected by COSESA</p> <p>“La Strada” will provide legal services, psychological support to children and their families affected by COSESA during criminal proceedings and will ensure adequate referral to relevant service providers.</p>	Children affected by COSESA are safe and kept free from harm via timely and accessible interventions applying restorative justice principles.
Capacity Building	<p>To contribute to the development of capacities of professionals to effectively respond to cases of COSESA</p> <p>“La Strada’s” activities will aim at strengthening knowledge and building skills of educational, the law enforcement and judiciary systems stakeholders to integrate child safety online into the digital agenda and to apply restorative justice principles to cases of COSESA.</p>	Professionals recognize and understand COSESA, empowering children to use internet in a safe way and enabling identification of cases and securing best interest of the child in contact with the justice system.
Public Policies	<p>To support the Government of RM in integrating COSESA issue in national child rights protection policies</p> <p>“La Strada” will advocate for the compliance of national law with European standards including for the creation of national line coordination/monitoring mechanism.</p>	Government and public authorities are held accountable for their actions to secure better protection of children against COSESA.
Data & research	<p>To contribute to decision making process at all levels by providing qualitative data and information</p> <p>“La Strada” will conduct research on COSESA with emphasis on root causes, trends and challenges, as well as on national response, using both in-house and external data.</p>	Reliable data on the COSESA and implemented responses is available and accessible to assess change needed at various levels.

Key Outcomes

Prevention & Early Intervention

- At least 4,000 children in 50 schools are aware of privacy online for safer internet use and encouraged to follow it through peer-to-peer education, info portal www.siguronline.md and Help Line.
- A minimum of 1,500 children carers are aware of online safety risks and encouraged to use available tools to prevent these risks through regular outreach activities and Help Line.
- General public and ICT community's awareness about the rights of children to be protected and be safe online is increased through a national campaign.
- Access of children and their carers to assistance mechanisms, for the protection from any form of violence, is increased through 24/7 National Child Help-Line with Pan-European number.

Protection, Safety & Justice

- Interests and needs of at least 20 children affected by online sexual exploitation or sexual abuse a year are secured through timely provision of legal aid, psychological support and access to specialized services.

Capacity Building

- Criminal justice response to child online sexual exploitation is promoted through integration of training into formal curricula and provision of expert and methodological support.
- Child safety online focusing on privacy and security in internet is promoted via professional support on integration of the subject into the relevant course of the school curriculum.
- Framework for the rehabilitation and reintegration of children affected by online sexual exploitation and sexual abuse is developed, piloted and validated by at least 15 specialist service providers from various regions and is endorsed by MLSPF.

Public Policies

- Legal framework and mechanisms are adjusted to the EU *acquis communautaire* through provision of direct expert support to the Government by La Strada.
- Government integrates responses to child online sexual exploitation and sexual abuse into national mechanism and provides sustained contribution to the National Tool-Free Child Help Line.
- A national anti-child online sexual exploitation and sexual abuse community is emerging through the use of best international practices and tools and engagement of relevant national platforms.

Data & Research

- Availability of information about issues affecting child safety online is increased.
- Accessibility of these data is increased through tools and thematic presentations adapted to target audiences (including languages).

Organizational development

The **Strategic Goal** for the coming 5 years is to develop and implement the visionary structure of the organization with all relevant policies and mechanisms in place securing efficient, effective and transparent organization and implementation of the Strategic Plan 2016-2020 with fair and flexible distribution of resources and ensuring effective support of the strategic decision making process with regard to future plans.

Methodology:

Module	Impact
Accountable and efficient organization Structure and Board;	The organization functions in a sustainable manner due to proper structure while active support is received from Board.
Human resources management & Human resources development;	“La Strada” staff and volunteers produce quality services and products both individually and in team while internal environment is motivational and supportive.
Internal principles & procedures;	All processes and actions conducted, messages delivered by the organization staff and volunteers reflect commitment to best interest of the organization beneficiaries while (internal) mechanisms developed enable efficient and transparent organization and delivery on these processes, actions and messages.
Financial sustainability & management;	“La Strada” has a sustainable plan and capacities to secure (unrestricted) funding in 100% for at least 18 months in advance.
Public Relations and transparency;	“La Strada” is more visible and transparent about its objectives, developments and findings encouraging continuous feedback and (expert) opinion from its constituencies all stakeholders.
Data management, internal monitoring and evaluation;	Data collection and storage tools and mechanisms enable timely and qualitative analysis of progress and performance and supports internal decision-making process.