



REPORT

Assessment of the institutional development needs of Moldovan Civil Society Organizations and needs of organizational strengthening service providers

May, 2015

Author: CTO CARASENI

This assessment is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of authors and do not necessarily reflect the views of USAID or the United States Government.

Table of Contents

Acknowledgments	3
Disclaimer	3
Abbreviations	3
Summary	4
1. Background	7
2. Associative Sector in the Republic of Moldova.....	7
3. Thematic Concept of the Survey	8
3.1 Purpose of the Survey.....	8
3.2 Variables of the Survey	8
4. Performance of the Survey	9
4.1 Preparation Phase	9
4.2 Media Coverage Phase	10
4.3 Information Collection Phase	10
5. Findings and Conclusions.....	10
5.1 Participation and Representation.....	10
5.2 The Work of Service Providers	11
5.3 Beneficiaries and Frequency of Providers' Interventions	12
5.4 Challenges/Difficulties in Organizational Capacity Building.....	13
5.5. Capacity Building of Service Providers	14
5.6 Services Required the Most by Providers	15
5.7 Sources for Payment for Providers' Services.....	16
5.8 Organizations that Have the Necessary Organizational Development Capacity/ Experience.....	17
5.9 Strengths and Weaknesses of Organizational Development Services Offered on the Market?.....	19
5.10 Knowledge/ Skills/ Products/ Systems in the Organization	21
5.11 Organizational Development Needs.....	25
5.12 Gaps and Needs of the Associative Sector in Transnistrian Region	26
5.13 Final conclusions	27
6. Recommendations	29
6.1 Recommendations on the Areas Requiring Capacity Building in CSOs.....	29
6.2 Strategic Recommendations for Development Partners	32
7. ANNEXES	34

Acknowledgments

The authors of this survey express their gratitude to all those who facilitated the launching and implementation of the survey by publishing the relevant advertisement (Civil Monitor Informational Portal www.civic.md, www.contact.md, etc.), providing the needed information support and, in particular to the civil society organizations and individual experts who participated in the survey, expressing their opinions on the tackled issues and providing the requested information. We highly appreciate the cooperation of all civil society organizations and individuals and would like to thank all of them for their support, dedication and trust.

Disclaimer

Whilst the information contained in this survey is considered to be complete and accurate, the factual or numerical errors that may appear in the report are unintentional, though they fall under the responsibility of the author.

The findings, conclusions and recommendations given in this report mirror only the opinion of the author based on the information collected during the survey and do not necessarily represent the opinions of all internal or external constituents.

Abbreviations

GM - General Meeting
LPA - Local Public Administration
CEO - Chief Executive Officer
PMC - Project Management Cycle
NYCM - National Youth Council of Moldova
RBM - Results-based management
M&E - Monitoring and evaluation
EMM - Ecological Movement of Moldova
FM - Financial Management
HRM - Human Resource Management
AP - Action Plan
PDP - Personal Development Plan
ODP - Organisational Development Plan
IGP - Income Generating Project
UNDP - United Nations Development Programme
PRs - Public Relations
SP - Strategic Plan
NAS - Needs Assessment Survey
ToR - Terms of Reference
CTO - Consulting and Training Organization
CSO - Civil Society Organization
REC - Regional Environmental Center
RM - Republic of Moldova

Summary

CTO CARASENI conducted the “*Assessment of the institutional development needs of Moldovan Civil Society Organizations and needs of organizational strengthening service providers*” Survey in April 2015 as part of the initiative “*Support to the Local Service Market and to Providers of Organizational Capacity Development Services*”, in partnership with CONTACT Center (Chisinau) under the “*Moldova Partnerships for Sustainable Civil Society*” Program (MPSCS), funded by USAID and implemented by FHI 360. For more information about the “*Moldova Partnerships for Sustainable Civil Society*” Program please visit www.fhi360.md and for more information about OCT CARASENI please visit www.caraseni.md.

This survey aimed at assessing the needs of civil society organizations and providers of organizational strengthening services in the Republic of Moldova (RM), identifying the strengths and weaknesses, opportunities for organizational capacity building, challenges and gaps in the market of organizational development service providers.

The survey was conducted on a sample of 25 organizations and service providers in different regions of the RM and was open to all kinds of non-governmental (public benefit and mutual benefit) national, local, international organizations and foundations, foreign representative offices and individual trainers-consultants on organizational development. The results of the survey will be disseminated at three roundtables, organized in three regions of Moldova and attended by up to 70 CSO representatives. The planned roundtables aim at underlining the key findings of this assessment and informing the Moldovan CSOs about its outcomes.

In the opinion of authors, the survey was an important and necessary exercise, because it reflects many aspects related to the development of organizational capacities of CSOs in the country, in particular: it identified the most recent and demanded areas of interventions in organizational capacity building; their payment sources; organizations' perceptions about the main providers of development services; problems/difficulties faced by organizations and providers; their achievements, weaknesses and development needs, and the relevant trends in organizational capacity building.

The survey identified that the main trends in organizational capacity building in Moldova are to boost the strategic planning and prioritization by organizations; promote monitoring and evaluation; increase the efficiency of management of human, financial resources and projects; develop the internal procedures; adjust the structure and improve governance in organizations, as well as increase their financial sustainability. Progresses have been undisputably made in these fields, with different levels of achievement among organizations, for example in strategic planning, over 60% of the surveyed organizations managed to set priorities, but find it difficult to implement the strategic plan and secure the necessary resources for implementation. Often organizations do not perceive the link and do not ensure the transition between the strategic aspects (included in SP) and the operational ones (reflected in projects), as the strategic documents are too theoretical. According to some respondents, many organizations do not yet fully understand the benefits of organizational development, which is often carried out only because it is a requirement/condition imposed by donors, rather than their own proactive approach.

In other fields, e.g. human resource management, project management and fundraising, organization progressed significantly, managing to acquire knowledge, develop different

operational and managerial procedures, delineate responsibilities in the organizations. The remaining deficiencies are related to: no development tools available to team members; failure to assess the performance of team members; low motivation and staff turnover; low capacities in accessing European funds, lack of fundraising plans and qualified fundraisers, and paradoxically, lack of time to carry on these activities, which could afterwards save time and effort.

In spite of the efforts and investments made, slower and moderate progresses were made with regards to improving the organizations' governance and developing proper organizational structures. Only about 40% of respondent organizations reported to have a proper functional structure, most of them finding it difficult to distribute the governance and management duties and to improve the activity of their boards. This is a sensitive issue because in order to improve the organizational structure it is often necessary to redistribute the powers and duties, while many organizations have not delineated the duties between their CEO and the President, with the leader of the organisation holding both functions. Respectively, the "externally" imposed requirement to restructure the organization according to the organizational management principles often generates individual and/or organizational resistance to change.

Development of internal procedures is another issue, which although has an increasing trend, is still difficult and cumbersome, because it is complex (includes management, legal, and financial regulations) and is less known to organizations, which often perceive it as a perfunctory requirement imposed by donors, failing to understand its usefulness and applicability.

Whereas, most of the organizations surprisingly defined development and implementation of organizational strengthening interventions/programmes (organizational development plans) as a priority, though it was not promoted systematically and comprehensively in the previous or current initiatives of organizational capacity building, with some exceptions.

Two other issues, which although were stated as weaknesses and difficulties by the participants in the survey, were not identified, as development needs: 1) Problems with the practical application of the knowledge acquired during trainings/overcoming the obstacles to organizational changes and 2) Evaluation of performances/effects. In this case, support is required in two areas: Organizational Change Management and Results-Based Management. Analyzing the achievements, weaknesses and difficulties identified by organizations and comparing them with the invoked development needs, we find that most of the organizations detected their weaknesses that require strengthening, such as: fundraising and increasing the financial sustainability; development and implementation of organizational strengthening plans; enhancing the efficiency of human resource and project management, and streamlining the organizational processes.

At the same time, implementation of good governance and streamlining of the organizational structure are still low on the organizations' agendas, mainly due to the reasons explained above.

In conclusion, it is worth mentioning that some of the organizations that participated in the survey suggested certain „atypical” subjects for the associative sector of Moldova, which in our opinion are important and necessary for many organizations, such as: sales, diversified services and the use of IT.

As result, we make the following recommendations: 1) *Recommendations for areas of organizational capacity building* and 2) *Strategic recommendations for development of partners*, mainly for the supporters of civil society strengthening in Moldova.

Thus, the first group of recommendations are more „technical“, as they refer to the “internal peculiarities” of the organizational development and suggest a series of coherent logical interventions in the field:

- Develop organizational development plans/CSO Development Plans;
- Enhance the governance of organizations/Good Governance;
- Identify the strategic priorities/Strategic Planning;
- Encourage organizational changes/Change Management;
- Focus on results-based management/RBM;
- Improve the human resource management and involve volunteers/HRM;
- Promote the regulation of internal procedures/Internal Procedures;
- Encourage partnerships and increase visibility/Relations Management;
- Support the involvement of organizations in the decision making/Lobby and Advocacy.

The second group of recommendations is the following:

- Assess the organizations, develop ODP, synchronize the ODP, SP and priorities of strategic partners, and budget the resources for both aspects (ODP and SP);
- Use the findings and recommendations of the studies on the development needs of civil society organizations when designing the macro-programmes for civil society support;
- Foster positive changes in the civil society and influence the relevant trends, which subsequently will boost the development of organizations, e.g. Certification of providers of organizational development services, encourage the establishment and development of the Association of Fundraisers in Moldova etc.).

The report details all the achievements, findings, conclusions and recommendations of the survey.

1. Background

CTO CARASENI, with the support of CONTACT Center (Chisinau), launched this survey in April-May 2015 in order to identify and assess the needs of Moldovan civil society organizations (CSOs).

For any survey, it is important not only to have a good information collection methodology and quality and diversified tools, but also knowledge of the studied area, extensive experience in analyzing the collected information and identifying the relevant trends. It is not enough to collect information with some sociological tools, but it is important for the author to know the studied area. To analyze the development needs of civil society organizations, the researchers also need to have credibility, good image and experience, because there is a risk that CSOs will not be open to an unknown organization or expert.

Therefore, the authors performed the survey on the basis of the collected information, following the principles of an *impartial, independent and representative survey* (both geographically and in terms of areas covered), offering *credibility* with their expertise, creativity and dynamics, as well as by their knowledge of the situation of Moldovan civil society, in particular the CSOs capacities.

The authors were also guided by the principle of *accessibility* of the collected and analysed data and recommendations, aligning the examination and analysis process to the set objectives, and preparing the report by the set deadline in the requested format.

As for the methodology, the authors collected the information using questionnaires, and in exceptional they resorted to interviews by phone to clarify and verify the collected information, thus removing the errors and ensuring reliability and validity of the methodology.

2. Associative Sector in the Republic of Moldova

The Moldovan civil society is young, with a history of about 20 years, since the declaration of the country's independence in 1991. Currently, about 9,740 non-profit organizations are recorded in the State Register of the RM. According to the Civil Society Development Strategy 2012-2015, only about 25% of the total number of CSOs are active enough and develop various projects and initiatives.¹ That means that about 1,948 organizations are active on the market. The same strategy states that most of the registered organizations (approx. 65%) are located in Chisinau municipality, although this administrative territorial unit represents only about 25% of the country's population. According to the State Register, about 70% of the registered public associations are public benefit associations².

The establishment and operation of civil society organizations in Moldova is governed by several laws and regulations, but the main ones are Law No 837 on Public Associations (1996) and the Civil Code of RM (2003). The Republic of Moldova does not have a Law on Non-Profit Organizations, although in 2008-2009 a draft law was developed to this effect, but was not adopted by the Moldovan Parliament for various reasons and was not actively promoted by

¹ http://www.fhi360.md/docs/MD_Strategy_2012-2015_unofficial_translation_ENG.pdf, page 4

² See State NGO Register, published and updated on the website of the RM Ministry of Justice www.justice.gov.md

the Government and/or the civil society, therefore the foundations, churches, trade unions and political parties are governed by different laws.

3. Thematic Concept of the Survey

3.1 Purpose of the Survey

The purpose of the survey was to assess the needs of civil society organizations and organizational strengthening service providers in the Republic of Moldova.

The survey aimed at identifying the strengths and weaknesses, opportunities for organizational capacity building, challenges and gaps on the market of organizational development service providers.

CTO CARASENI conducted this survey in April 2015 as part of the project “Support to the Local Service Market and to Providers of Organizational Capacity Development Services” in partnership with CONTACT Center (Chisinau) under the “Moldova *Partnerships for Sustainable Civil Society*” Program (MPSCS), funded by USAID and implemented by FHI 360. The survey was open to all kinds of civil society organizations (public benefit and mutual benefit), national, local, international organizations and foundations, foreign representative offices, and individual trainers-consultants in organizational development.

3.2 Variables of the Survey

The information was collected by means of the *Questionnaire for assessment of needs of civil society organizations and individuals, organizational capacity building service providers*. In some cases, the questionnaire responses were clarified by skype, email and telephone. Although a total of 25 CSOs were assessed out of the 1,948 active organizations, the collected data give enough information to understand and analyse the organizational development needs of the entire sector. This number does not diminish the importance of any conclusion or information included in the survey.

The survey includes, but is not limited to, the following organizational development issues:

- ✓ Organizational capacity building interventions, made in the past 2 years by the participants in the survey;
- ✓ Main challenges/difficulties encountered while implementing the organizational capacity building activities;
- ✓ Organizational capacity building interventions, performed for the benefit of the service providers participating in the survey;
- ✓ The organizational development services, demanded the most by other organizations;
- ✓ The source of payment for development services and whether they were paid or free;
- ✓ The organizations in the country that have capacity/experience in organizational development/technical assistance;
- ✓ The most demanded organizational development service providers on the market;
- ✓ The strengths and weaknesses of organizational development services offered on the market;
- ✓ Knowledge/skills/products/systems (achievements and weaknesses) existing in organizations with regards to:
 - Strategic Planning

- Project Management
 - Responsible Structure
 - Human Resource Management - HRM
 - Volunteering
 - Fundraising & Financial Sustainability of an organization
 - Organizational Processes - Institutional Capacities
 - Infrastructure
 - Inter-institutional relations/partnerships with media, public authorities, associative sector, private sector, donors' community, etc.
 - Development and implementation of organizational strengthening interventions/programmes
 - Other fields
- ✓ Organizational development needs of CSOs;
 - ✓ Willingness to participate in the organizational development programme supported by FHI 360.

4. Performance of the Survey

4.1 Preparation Phase

CTO CARASENI developed the survey methodology in partnership with CONTACT Center (Chisinau), which was coordinated with the international expert Keith Aulick, who suggested some topics that were subsequently approved (and included) by FHI 360.

The survey organizers decided to apply a mixed approach: on the one hand, they selected certain organizations and approach them directly, and on the other hand, they “left the door open” for others, by placing advertisements in media to encourage the participation of other organizations. They thus ensured a wider participation and tested the organizations’ openness to such initiatives. Various methods and research tools were used, such as: Questionnaire for assessment of organizational development needs³ and, if necessary, email and face-to-face/individual interviews on skype were used.

CTO CARASENI jointly with CONTACT Center (Chisinau) identified 54 CSOs and individual service providers using their sources and other sources of information available, which they contacted by email and invited to participate in the needs assessment survey. CTO CARASENI used the list of CSOs and individual service providers given by FHI360. Selection criteria included the experience, diversity of fields of activity and the geographical coverage both of organizations and individual consultants-trainers that provide services of organizational capacity building.

During this period, CTO CARASENI developed the needs assessment methodology, the questions for the questionnaire, the advertisement, the list of CSOs and individual service providers that will be invited to comment on the survey, together with the other organizations that will apply on the basis of the advertisement published in the media⁴.

³ See the Needs Assessment Questionnaire in the Annex.

⁴See the advertisement in the Annex.

4.2 Media Coverage Phase

The survey was publicized in the media from 15 to 24 April 2015 by placing the advertisement and questionnaire on the website of CONTACT Center (Chisinau) (www.contact.md) and the Civic Monitor Informational Portal (www.civic.md).

Below are provided the links to the advertisement and the questionnaire on these sites:

- <http://contact.md/new1/index.php/ro/homepage/toate-noutatile/197-studiu-de-evaluare-a-necesitatilor> and
- <http://www.civic.md/stiri-ong/28058-studiu-de-evaluare-a-necesitatilor-ale-organizatiilor-societatii-civile.html>.

The information and the Questionnaire were distributed directly by email to the civil society organizations included in the list mentioned above (about 54 CSOs and individual experts). Some organizations (about 37) were informed about the launching of the survey by phone.

4.3 Information Collection Phase

25 of the 54 contacted CSOs and individual experts providing capacity-building services agreed to participate in the survey. Therefore the survey explicitly and this report implicitly contain information obtained from 25 questionnaires, filled in by 23 civil society organizations and 2 trainers-consultants from the Republic of Moldova.

5. Findings and Conclusions

5.1 Participation and Representation

This section of the report contains the findings and conclusions on the number and geographical location of the organizations that participated in the survey, their field of activity and other general aspects of the survey.

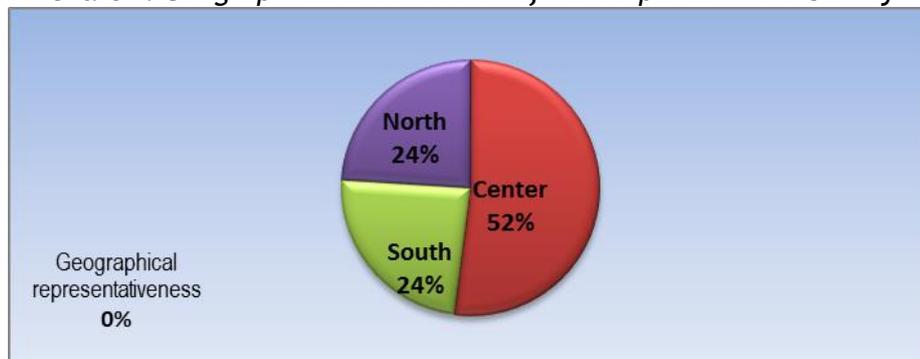
Thus, 25 respondents (23 Moldovan civil society organizations and 2 individual experts in organizational development) participated in the survey. The advertisement about the survey was publicized in several media sources and the term was extended; some civil society organizations were also contacted by telephone, and hence the number of organizations that participated in the survey increased up to the initially planned level⁵, but did not exceed the expected number. This is explained by the fact that the organizations had to make some effort to fill in the form.

Some civil society organizations that participated in the survey acknowledged its importance, but refused to answer the questions and fill in the form due to lack of time. In the expert's opinion, although the advertisement was publicized intensively by media and the deadline for form submission was extended, the low level of participation indicates the unavailability of many organizations, which is an indicator per se. Of course, organizations had to spend some time to fill in the form, but if they prioritized well their work, they could have found time.

⁵ Initially we planned to consult 25-30 CSOs from different regions of Moldova

The civil society organizations participating in the survey had a balanced geographical representation. Chart 1 confirms the balanced representation of the civil society organizations that participated in the survey.

Chart 1: *Geographical Distribution of Participants in the Survey*



Thus, although the number of local civil society organizations in the Republic of Moldova accounts for about 35% of the total number of CSOs, which is significantly lower than the number of CSOs registered in Chisinau (65%), the civil society organizations participating in the survey account for 52% of the total number of participating organizations, with 24% in the Northern and Southern regions of Moldova each.

5.2 The Work of Service Providers

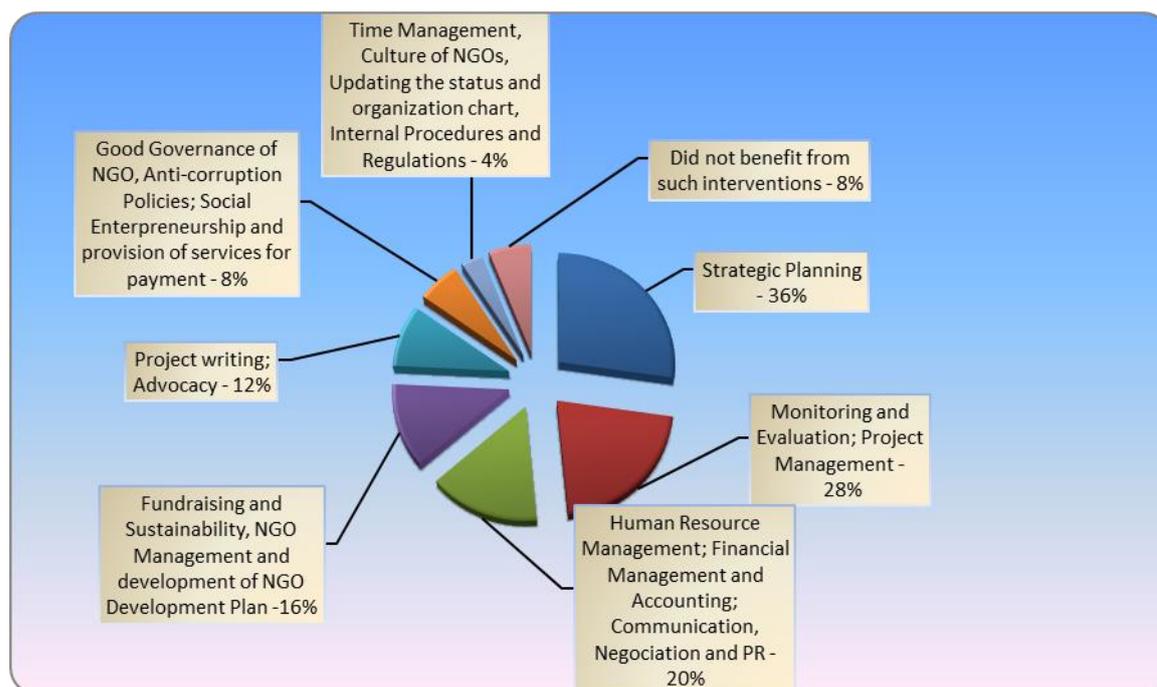
What organizational capacity building interventions have you performed in the past 2 years? What areas have you covered?

The survey determined that 80% of service providers have delivered training/support in organizational capacity development in the past two years (2013-2014), while 20% have not. The participants in the survey reported the following most common areas of interventions in organizational capacity building (presented in descending order):

- Strategic Planning
- Monitoring and Evaluation; Project Management
- Human Resources Management; Financial Management and Accounting; Communication, Negotiation and PR;
- Fundraising and Financial Sustainability; Organization Management and development of Organizational Development Plan;
- Project writing; Advocacy;
- Good Governance of CSOs; Anti-corruption policies; Social Entrepreneurship and provision of paid services;
- Time Management; Culture of CSO; Updating the statute and organizational chart; internal procedures and regulations.

Chart No. 2 shows the percentage of participants in the survey by areas of intervention.

Chart 2: *Recent Interventions of Capacity Building Service Providers*



The figures (%) show the percentage of the questionnaires which mentioned the above assessed issues. For instance, strategic planning was mentioned in 36% of the questionnaires, Human Resources Management and other topics in 20% of the questionnaires, etc.

The providers also reported interventions specific for their areas of activity, such as: survey visits, consultations and specific individual trainings in various areas: electoral processes, assisted community development, provision of home-based socio-medical services; use of IT and webinars, video conferences etc.

5.3 Beneficiaries and Frequency of Providers' Interventions

The providers participating in the survey has the following beneficiaries:

- Civil society organizations and initiative groups, which participated in the open courses/seminars held by providers;
- Civil society organizations belonging to the network of some donors;
- Civil society organizations from certain coalitions/unions of organizations (councils)
- Local public authorities (LPAs)
- Public educational institutions (schools, kindergartens, libraries)
- Individual beneficiaries (parents, people with disabilities, etc.)
- Community leaders
- Business sector representatives
- Own team (provider's staff and/or Board members).

The frequency of interventions (consultations, training) was determined by the contractual arrangements or project requirements, ranging from: weekly, monthly, bi-monthly and occasionally. The interventions took place both face-to-face and by phone, via skype or email.

The providers' interventions had from three to 40 beneficiary organizations (in case of unions of organizations).

5.4 Challenges/Difficulties in Organizational Capacity Building

The survey identified the following challenges/difficulties in the organizational capacity building:

- The organizations and their key staff are not fully aware of the need to develop, believing that this is for the sake of donors rather than for their own sake, i.e. low motivation and unwillingness to change and leave the comfort zone;
- The developed management procedures are not implemented. The organizations find it difficult or are unwilling to change internally. It is necessary to overcome the resistance to change of some organizations or members;
- The staff does not have all the necessary resources, tools, knowledge and skills to improve their capacity;
- Low level of expertise, perceived competition among CSOs;
- Some members of CSOs have language barriers, they do not speak well enough the official language and cannot acquire the necessary knowledge;
- Shortage of funds in the project budgets. The high workload of CSOs and poor planning of organizational development activities;
- Insufficient financial sources to cover the costs of organizational capacity building activities;
- Reluctance of (youth) organizations to be assessed, invoking the lack of time or irrelevance of such an action;
- The failure of local CSOs to comprehend the need to enhance and build the capacity of team members and the benefits of this process;
- Indifference to community activities;
- Failure to understand the civil society's role and LPA's unwillingness to cooperate with the local civil society;
- Shortage of time;
- Unwillingness to move from the identification of the organization's problems to implementation of practical solutions;
- Sometimes proposed events were not realistic, especially when the human capacities of the association were limited to 2-3 people;
- Insufficient knowledge, resources and experience and lack of specialized subject-matter trainers;
- Lack of internal body/structure that would directly implement the proposals/objections obtained within the assessment;
- Low demand for interventions in organizational capacity building from CSOs;
- Low involvement of the Board in the CSOs activity;
- Lack of written procedures for the CSO activity;
- High costs of the training activities organized abroad;
- A provider that participated in a training in Romania obtained an European certification, which is not valid in Moldova;
- Insufficient trainings organized by professional institutions and undiversified range of training topics;
- Most of the trainings in Moldova are not adjusted to the needs and their quality is low;
- There is not any accreditation system for providers of organizational development service.

5.5. Capacity Building of Service Providers

Did your organization benefit from training/support in developing its capacities in the last two years?

80% of providers benefited from training/consulting, i.e. support for the development of their own capacities in the last two years, while 20% did not have this opportunity.

The statement of a service provider is eloquent in this respect: *“Our organization has benefited a lot thanks to the support of our donors. We submit to every donor information about our training needs and request financial resources to meet these needs and support for team building and institutional development. We do the same in the case of projects that have a separate component for organizational development and require an organizational development plan. This is accepted by donors with whom we have a strong long-term cooperation”*.

Organizations involved in providers’ development: CTO CARASENI, CONTACT Center, CICO, ASCENDING Center, Chamber of Commerce and Industry of the RM (outsourcing), Association of Professional Accountants and Auditors of the RM, Open Government Institute, Development Training Consulting (Iasi, Romania), Expert Group, Pro Business Nord and FHI 360.

Topics demanded by the provider (in decreasing order):

- Strategic Planning
- Advocacy
- Results-Based Management
- Internal Procedures: Manual for the staff, Code of Ethics, Data Security Policy
- Institutional Evaluation
- Communication and PR
- CSO Management
- Equal Opportunities

Donors who supported the providers of organizational development services:

- USAID
- FHI 360 /MPSCS
- SOIR Moldova (Sweden)
- HEKS Foundation - Moldova (Switzerland)
- AHEAD - Moldova (Norway)
- Diakonia Foundation, Czech Republic
- Swiss Red Cross
- REC - Hungary
- East Europe Foundation
- International DVV
- UNDP
- IREX/Novateca
- International Federation of Library Associations
- Caritas Moldova
- Soros Foundation Moldova

The list of donors that supported the organizational development of CSOs was developed based on the surveyed CSOs and authors’ knowledge. Although a separate question if authorities support OD of

CSOs through their Grant program was not included in the Questionnaire, a few CSOs mentioned that the Government does provide financial assistance. Anyway, the authorities are not reluctant to fund this because of their Regulations, which have to be considerably improved. This could be the topic of another survey.

5.6 Services Required the Most by Providers

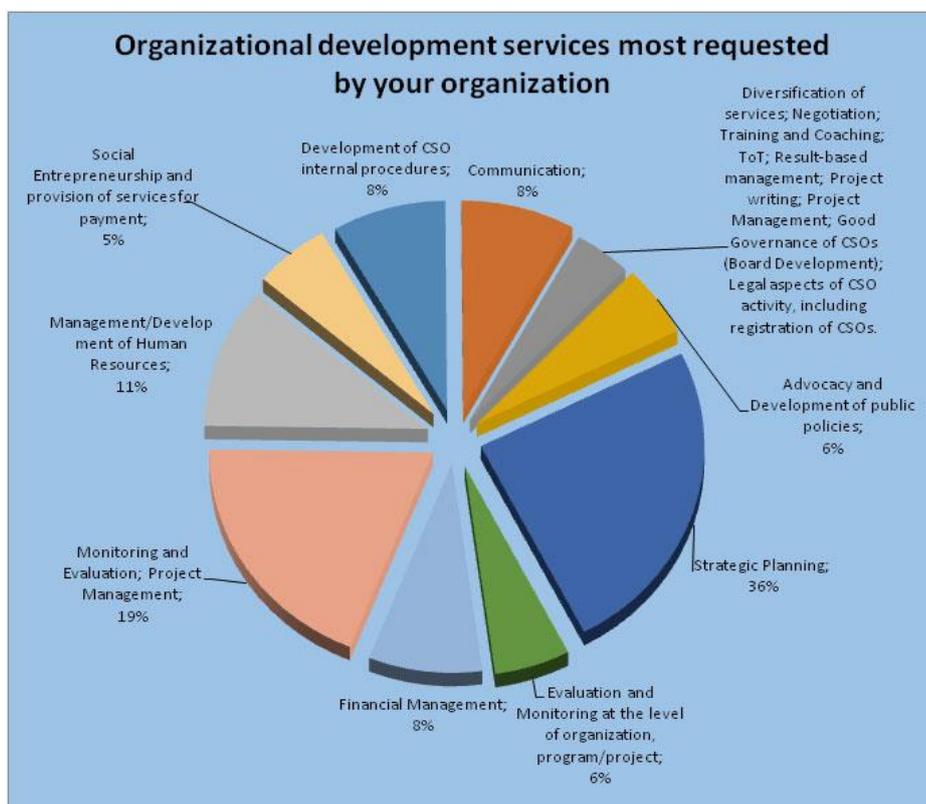
What organizational development services are most required by your organization?

The organizations participating in the survey stated that they had required services in the following areas:

- Strategic Planning
- Fundraising
- Human Resource Management/Development
- Development of internal procedures of CSOs
- Communication, involvement of (social) media and public relations
- Financial Management
- Social entrepreneurship and provision of paid services
- Evaluation and Monitoring at the level of organization, programme/project
- Advocacy and Public Policy Development
- Diversification of services; Negotiation; Training and Coaching; ToT; Result-based management; Project writing; Project Management; Good Governance of CSOs (Board Development); Legal aspects of CSO activity, including registration of CSOs;
- Involvement of volunteers.

Below is the relevant chart.

Chart 3: Organizational Development Services Requested the Most by Providers



The figures (%) show the percentage of the questionnaires which mentioned the above assessed issues.

Providers requested the following support methods: training, consulting and assistance when needed, and mentoring/coaching for certain areas of organizational development that require qualified, long-term intervention with tangible results.

Each activity of organizational development would have measurable results related to CSO's institutional development and internal behaviour. Though the questionnaire did not contain a specific question on the applicability of these activities, CSOs mentioned difficulties with the application of the obtained knowledge due to the lack or insufficiency of time, financial and human resources. Various organizations face different challenges. Based on the experience of CTO CARASENI, we may notice the difference between mature and developing CSOs and between their internal systems. However, the findings drawn from the need assessment survey are not enough for a comprehensive analysis, therefore we cannot formulate any recommendations with regards to systems, policies and procedures.

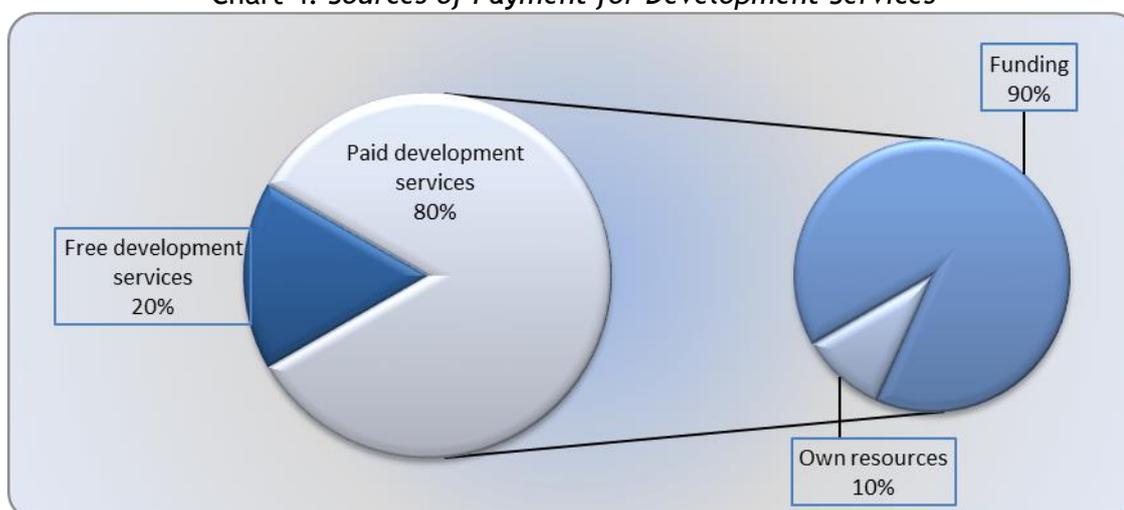
5.7 Sources for Payment for Providers' Services

From what sources are development services covered? Are they paid or free?

The survey found that 80% of the services of participating providers are financially covered, and 20% are provided at their own initiative.

Of the 80% financially covered services, about 90% come from project budgets and are covered by donors, and 10% from beneficiaries' own resources obtained from the provision of certain services, membership fees and other income. Chart No 4 shows the structure of the payment sources.

Chart 4: Sources of Payment for Development Services



Hence, 90% of beneficiaries of organizational development trainings participate for free in workshops or programs and only 10% of them pay a certain fee for the provided services.

The organizations said they do not have a budget for capacity building. In addition, based on CTO CARASENI experience and observations, the trainers' fees vary (from \$80 to \$250 per day) from trainer to trainer, and from region to region. Thus, the fees charged by local trainers in regions are lower than in Chisinau. The trainers' fees are established, considering

the level (local, national and international) and duration of their experience in organizational capacity building. Because of many individual and contextual (socio-economical) factors, the prices and costs for capacity building services has increased, compared to the last years. However, it worth noting that a specific research in this area was not subject of this survey, so it is not possible to confirm or infirm the above mentioned costs. This could be a subject for a specific market research, targeting the financial aspects of the capacity building interventions.

In any cases, there are few web resources⁶ for Moldovan CSOs offering capacity development tools (methodology and guidance on organizational growth). Thus, the CSOs should learn by themselves and try to develop their organization with minimum financial resources.

5.8 Organizations that Have the Necessary Organizational Development Capacity/ Experience

The participants in the survey were asked to nominate the organizations in the country that have the ability/experience in organizational development/technical assistance. Some of those nominated are: AXA Management Consulting, AIESEC, Students Alliance of Moldova, ASCENDING, CASMED CONTACT Center (Balti), DACIA Center, CICO, CIDO, CCF, Demos, DICTIE.MD, DVV, Eco-Tiras, CONTACT Center (Chisinau), CONTACT Center (Cahul), Eco-Contact, Expert Group, FHI 360, East Europe Foundation, GUTTA CLUB, HEKS, IDIS Viitorul, Open Government Institute, IPP, IREX, MEM, Motivation, CTO CARASENI, Pro Regional Cooperation, Resonance, SOIR Moldova, Trimetrica (IT), UAP.

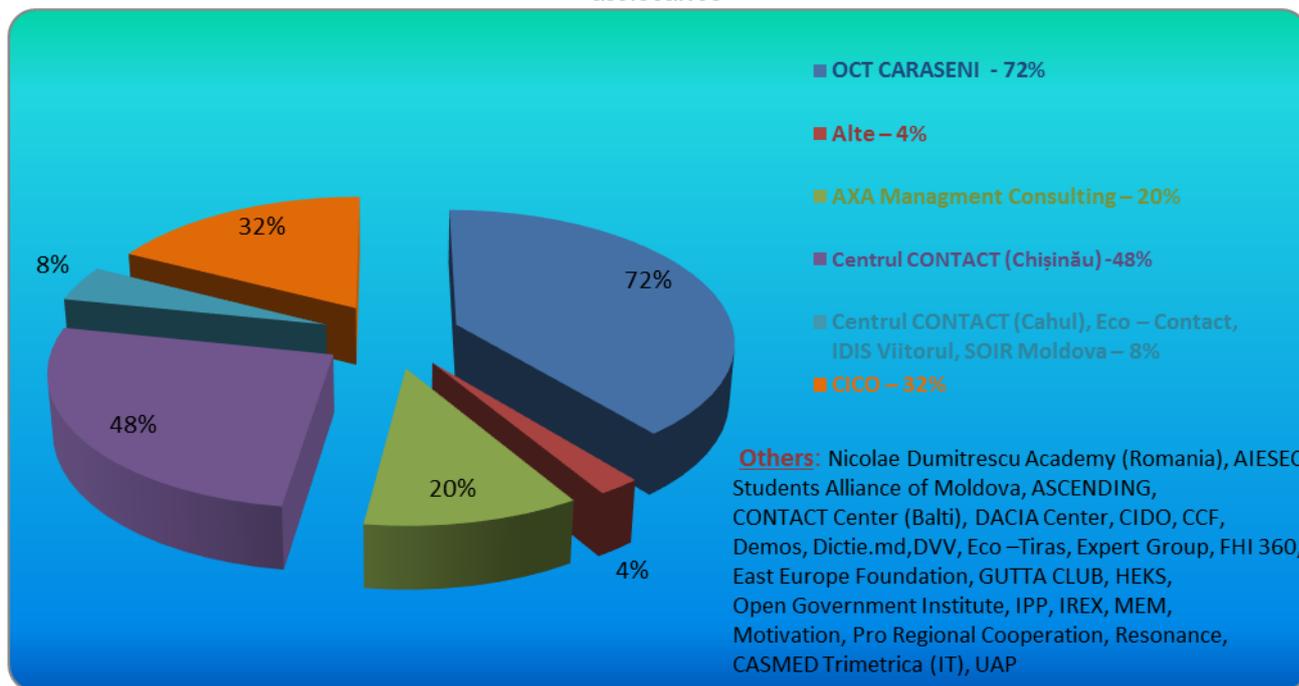
As an observation, service providers are both CSOs and companies. The market of capacity building services increased or at least the companies' name became known. There are no researches on fluctuation of the capacity building service providers or on the profitability of the businesses from this sector. It is worth mentioning that the activity of companies that provide organizational development services depends on the same conditions as CSOs - the market offer. Both CSOs and business are ready to provide paid services to all categories of customers, but in many cases, the organizations (non-profit ones) cannot afford them.

Regarding trainers, the common practice of Moldovan CSOs is to work with local ones, but when the organization cannot find such expert or the existing ones have insufficient experience, they invite foreign experts/trainers.

Chart No. 5 shows the participants' answers in the survey, including the share of questionnaires that stated the respective providers out of the total number of questionnaires.

⁶ <http://www.civic.md/util.html>
<http://www.fhi360.md/index.php/ro/resources/cso-organizational-management.html>
<http://management.md/resurse-utile/>
<http://sector.rec.org/index.php?page=dezvoltare-organizationala>

Chart 5: RM organizations that have the ability/experience in organizational development/technical assistance



The figures (%) show the percentage of the questionnaires which mentioned the above assessed issues.

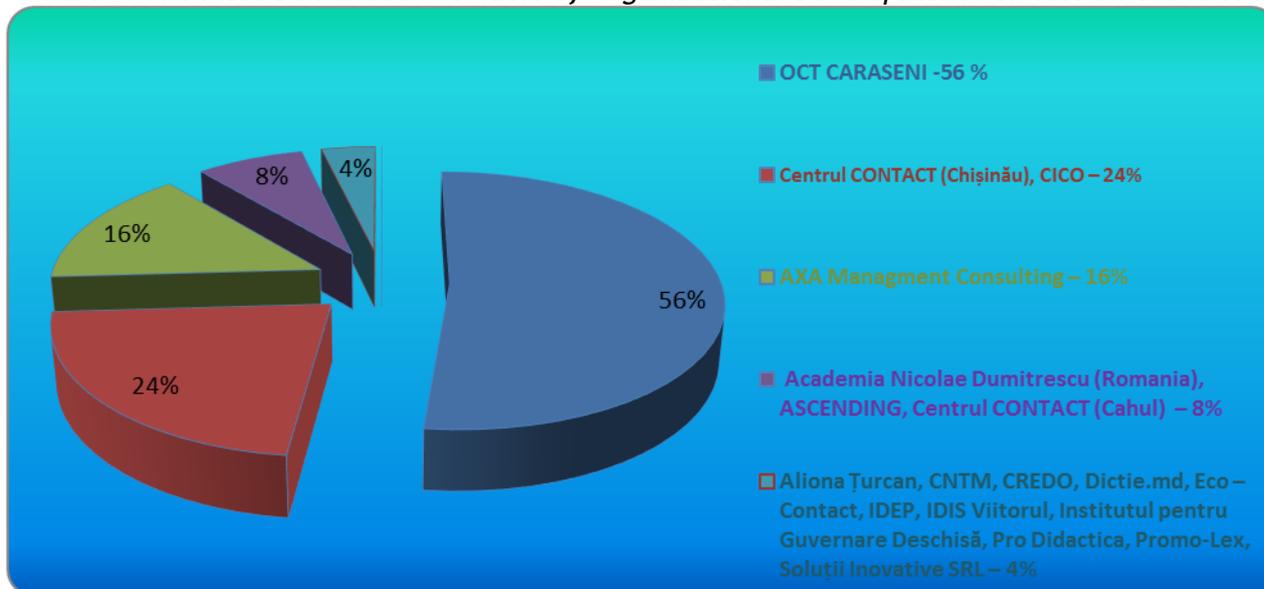
When asked Who are the most demanded organizational development service providers on the market, in your opinion (training, coaching, mentoring, evaluation)? The participants' responses were:

- We don't know;
- Training. There was a surplus of such trainings in the RM, with different levels of expertise, which devaluated the idea itself. Development of some alternative forms that could provide a perspective;
- CTO CARASENI;
- I personally do not value the words "most demanded on the market", because "demanded" does not necessarily mean quality. I prefer another approach, the best providers in the country, from which I learned a lot, are the following: Gheorghe CARASENI, Nicolae Dumitrescu Academy, CICO, CONTACT Center (Cahul);
- ProDidactica NGO, Innovative Solutions LLC, AXA Management Consulting, CARASENI, CICO
- CARASENI;
- Aliona Turcan;
- CONTACT Center, CTO CARASENI, IDIS Viitorul;
- Trainings - CONTACT, CICO, CNTM, Coaching - CTO CARASENI; Evaluation - CTO Caraseni, AXA Management Consulting;
- Gheorghe CTO CARASENI, Axa Management Consulting, CONTACT Center, Promo-Lex, CREDO;
- Contact/CTO CARASENI/CICO;
- CTO CARASENI/Ascending/Contact/Open Government Institute;
- We don't have any information;
- CTO CARASENI, Contact, CICO;

- CICO, AXA Consulting, Ascending;
- CTO CARASENI;
- Gheorghe CARASENI;
- CTO CARASENI;

The summary of the respondents' answers are presented in the chart below.

Chart 6: The Most Demanded Providers of Organizational Development Services on the RM Market



The figures (%) show the percentage of the questionnaires which mentioned the above assessed issues.

Chart No. 6 shows the participants' answers in the survey, including the share of questionnaires that stated the respective providers out of the total number of questionnaires.

5.9 Strengths and Weaknesses of Organizational Development Services Offered on the Market?

As was mentioned above, providers of capacity development services are both companies and CSOs. All of them have both strength and weaknesses. This survey emphasized the role of CSOs as capacity development service providers starting from the most vulnerable point - their own internal development. Thus, it could be said that the "grey areas", identified during the survey, influence these CSOs⁷, oftentimes limiting their opportunities.

Civil society organizations will have to determine for themselves how to organize their work and what to improve, on the basis of on the key findings of this survey. We may thus conclude that the CSOs, which provide services, still need comprehensive capacity building support.

⁷ Please see the explanation at the end of p. 6.1

The strengths and weaknesses listed below are areas for improvement for CSOs-service providers with a strong understanding that it is more difficult than not to create a service provision system without strong internal structure and functional policies and procedures. This list is only an indication for the interested organizations, and are not mandatory for them.

Strengths and weaknesses of the organizational development services offered on the market:

Strengths:

- Help improve the management of organizations;
- Develop system-based management (policies and procedures);
- The teaching material is up-to-date, easy to remember, interesting, and useful;
- Competition between providers;
- Existence of expertise in certain areas;
- The external donors covering the costs for organizational development services;
- Organizational development services are provided based on the successful models existing in other organizations in the EU or US;
- Services are provided by people from our society, who know our realities;
- Help establish the identity and create visibility, high quality services, especially in case of providers (CARASENI CTO, CICO, ASCENDING, Open Government Institute) and mobility to travel in the field, to the CSO offices outside the capital city;
- Level of professionalism of some trainers;
- Use of international experience in the development of CSOs, development of guides and support materials;
- Knowledge of the peculiarities of CSOs in Moldova;

Weaknesses:

- Lack of individual approach and consulting services not focused on results;
- Trainings are focused on knowledge transfer and to a lesser extent on development of competences, practical skills for organizations;
- Often the organizational development is focused on the professional development of staff and to a lesser extent on development of management systems;
- Lack of subject-matter specialists with enough training;
- Few organizations (CSOs) that are ready to pay for such services;
- Such services are occasional;
- There are several experienced national consultants in the RM, but some donors do not accept to contract them repeatedly;
- Some providers are limited only to the knowledge acquired in the past and do not persevere anymore;
- Services are too focused on “*how it should be*” and less on “*what you need to do to make things right*”;
- Training models are not always adapted to the RM realities;
- The quality of services is low to medium, high quality services are practically nonexistent;
- The participants in trainings are very heterogeneous in terms of their skills and experience, which affects the effectiveness of learning/development;
- Low promotion, we are not aware of an electronic platform with information on providers of organizational strengthening services and new development opportunities;

- Such services are quite expensive, and projects usually focus on practical actions, rather than on organizational development.
- The allocated budget is limited, while the implementation period is long and the requirements are very high. It is very difficult to find experts to develop the IT infrastructure (e.g. database, website) or to train members of staff in specific areas (in particular fundraising and project management);
- Lack of specialized trainers;
- Beneficiaries cannot afford paying for services;
- The services are not always affordable to smaller organizations, whose financial resources are extremely limited;
- There are few providers who work at the community level, tackling the local problems;
- Insufficient support materials in minority languages;

5.10 Knowledge/ Skills/ Products/ Systems in the Organization

The survey has revealed the following knowledge / skills / products/ systems, existing in organizations:

Field	Achievements/Strengths/Qualities	Drawbacks/Weaknesses/Difficulties
Strategic planning (SP) <ul style="list-style-type: none"> ○ Existence of SP ○ Implementation and assessment of SP and AP ○ Etc 	<p>64 % of the respondents declared that they have Strategic Plans and Action Plans, which are totally or partially implemented, assessed and revised.</p> <p>12% are working now on their strategic priorities</p> <p>24% do not have yet long term strategic plans/priorities</p>	<p>SP is outdated, and not updated;</p> <p>The requirements are different for every donor;</p> <p>The strategic plan is implemented only partially;</p> <p>Lack of performance indicators that would allow assessing the progress made in each strategic direction;</p> <p>Lack of a single system of indicators, which would allow assessing all CSOs projects;</p> <p>Insufficient resources for implementation;</p> <p>Gaps in management and risk management;</p> <p>Dependence of external factors/financial resources;</p> <p>Sporadic and sometimes theorized planning; not everyone is involved in planning, and persons in charge of the implementation are not assigned;</p> <p>SP is a grave for CSOs, allowing them to move only within the limits of a closed space;</p> <p>Difficulties in the implementation and assessment of SP/AP;</p> <p>Difficulty in the development of the strategic plan;</p>

<p>Projects Management</p> <ul style="list-style-type: none"> - project development/writing - project implementation - project assessment - <u>Results-Based Management</u> - RBM (planning, implementation, monitoring – assessment, reporting) 	<p>96 % of respondents have declared that they have knowledge and experience in the development and management of projects. The responsibilities for project implementation are relatively delimited, and CSOs have monitoring and assessment experts.</p> <p>4% declared that they have brief knowledge in development and management of projects.</p>	<p>Deficiencies related to the involvement of the team; Project writing is a problem requiring training, including on how to access external funds; Absence of Results-Based Management; Absence of an internal tool that would regulate the project writing process; Projects are not results/impact-oriented; Difficulties with monitoring, assessment and reporting on project outcomes/impact; Difficulties with time/deadline management; Gaps in media coverage of projects and communication between partners/ donors/ beneficiaries; Inadequate resources for the implementation of projects; Difficulties in involving more donors and distributing resources within one project; Absence of grant writers in CSOs;</p>
<p>Unit in charge</p> <ul style="list-style-type: none"> - Active Administrative Board/Council; - Ifferentiation between the President/CEO; - Cooperation between the Board and the executive staff. 	<p>44% of the respondents have mentioned that the structure of the CSO sets out clearly the role of the Board and the Executive, that is why the cooperation is quite productive. Members of the Board are relatively active. The president is a volunteer, elected by the GM or the Board, for a certain period of time. The CEO is appointed for a negotiated period with or without remuneration. The President chairs the Board that takes decisions; the CEO manages the team that implements the decisions, etc.</p> <p>12% of the respondents have mentioned that they are working on streamlining their organizational structure. 36% of the respondents gave a negative answer to this question.</p>	<p>Most the respondents (56%) mentioned that they encounter difficulties in motivating the Board members.</p> <p>Other 20% - do not have a CEO position in their organizational chart.</p> <p>The rest of deficiencies and difficulties are related to:</p> <ul style="list-style-type: none"> - Failure to separate powers between the CSO President and CEO; - Unclear distribution of powers and insufficient cooperation between the Board and the Executive; - Ambiguity of the Executive’s powers; - The Board does not have persons with influence;

<p>Human Resource Management - HRM (employed staff)</p> <ul style="list-style-type: none"> - Employed staff - Knowledge, skills, expertise - HR motivation, staff turnover - HRM/HR development tools - HRM procedures - HR performances assessment 	<p>76% of the interviewed respondents have declared that are have a HR policy, they have a series of HR procedures, job descriptions, performance indicators. The staff is trained periodically, and the staff turnover is low.</p> <p>24% did not have any employees at the moment of the survey.</p>	<p>16% of the organizations have problems with staff turnover;</p> <p>However, most of the organizations (56%) have shortcomings and need to improve their skills in assessing the staff performances, and feel the lack of human resources assessment and development tools (Personal Development Plan). Other shortcomings stated:</p> <ul style="list-style-type: none"> - Poor knowledge and skills in HRM; - Absence of a HRM manager; - Difficulties with staff motivation; - Insufficiently qualified staff in development and management of initiatives; - Insufficient knowledge of foreign languages;
<p>Volunteer activity</p> <ul style="list-style-type: none"> - Involvement of volunteers - Motivating volunteers - Types of volunteers (short and long term) 	<p>52% of the respondents have declared that they periodically involve volunteers in project implementation activities, at different public meetings or for logistical purposes. Volunteers come from the community, educational institutions, and/or beneficiaries.</p> <p>The volunteers' involvement may last from one month to 3 years, while the number of involved volunteers may vary from 1 to 13.</p>	<p>48% of the organizations do not have volunteers.</p> <p>The most frequent deficiencies are:</p> <ul style="list-style-type: none"> o CSO does not have a volunteer policy and mechanisms to recruit volunteers; o Insignificant knowledge of CSOs leaders about the recruitment and motivation of volunteers; o Difficulties in motivating volunteers⁸; o Volunteers turnover; o Active young people want to be volunteer, but lack time; adults are not motivated to participate in volunteer activities; o Poor knowledge about volunteering in Moldova; o Lack of an employee - coordinator of volunteers; o Difficulties with legalizing the work of volunteers.
<p>Fundraising & Financial sustainability</p> <ul style="list-style-type: none"> - Diversification of CSOs income sources - Ongoing projects - Donors Matrix - Fundraising Plans - Fundraiser - Etc. 	<p>72 % of CSOs have ongoing projects for 1 - 3 years. The number of active projects varies from 1 to 5, and the number of donors - from 1 to 10.</p> <p>36% of respondents have diverse sources of income for CSOs (external donors, public authorities, business entities, fundraising, economic activity, provision of paid services)</p> <p>8 % of CSOs have Fundraising Plans</p>	<p>The most common difficulties/shortcomings in the field:</p> <ul style="list-style-type: none"> - Lack of a Fundraising Plan and of the necessary resources for fundraising (92% of CSOs); - Lack of a fundraiser or specialist in project writing, these tasks being carried on by the leaders of the organization; - Lack of a matrix of potential sponsors/donors; - Lack of financial resources to pay for the fundraiser;

⁸Some of the participants of in survey declared that it is impossible to motivate the volunteers only with some workshops, trainings, team building activities.

	4 % of CSOs have a Fundraising specialist and a Donors Matrix.	<ul style="list-style-type: none"> - Lack of trainings and knowledge in innovative fundraising methods; - Lack of time for fundraising.
<p>Organizational processes</p> <ul style="list-style-type: none"> - Institutional capacities - Administrative procedures / Operational guidance - Internal communication - Delegation - Etc. 	<p>44% of CSOs have declared that they have developed most of all internal procedures and documents/policies.</p> <p>12% of the CSOs are working on the development of internal procedures: Communication plan (internal and external), internal regulations, instructions for the implementation of different technological processes in the organization (assessment, development, consulting, etc.)</p>	<p>24% of the CSOs do not have an Operational Manual with the internal procedures, which should be developed.</p> <p>16% have declared that the current administrative procedures are not relevant and shall be updated.</p> <p>Other identified deficiencies and needs:</p> <ul style="list-style-type: none"> - Internal policies and procedures are separated and not merged in a single document. - There aren't any clear procedures for monitoring and assessment; - It is not clear from what sources the CEO is paid, because 90% of the raised funds are earmarked for concrete projects; - Inadequate delegation of responsibilities;
<p>Infrastructure</p> <ul style="list-style-type: none"> - Office (private or leased) - Training Room/Conference Room - Equipment - Furniture - Motor vehicles - Etc. 	<p>8 % of the CSOs own their offices.</p> <p>92% lease their offices.</p> <p>94% of organizations have the necessary logistic and technical conditions for their activity (equipment, furniture, etc.)</p> <p>36% have space for conferences and trainings.</p> <p>24% of organizations have 1-5 cars that their own.</p>	<p>Main identified shortcomings that affect the activity of organizations, are:</p> <ul style="list-style-type: none"> - Lack of training spaces; - Lack of transportation means; - Lack of own offices, and high leasing fees. In some cases, this generates other problems, related to: Activity License, sanitary authorization and Certificate of accreditation, which stipulate the registered address of the CSO. It could be problematic to change the office, because the Government authorities monitor the activities annually, and if at the moment of control the CSO does not have an appropriate office, in line with the quality standards, the Activity License, sanitary authorization and Certificate of accreditation are withdrawn and the CSO cannot provide services anymore to beneficiaries.
<p>Inter-institutional relationships /Partnerships with:</p> <ul style="list-style-type: none"> - Mass Media - Public authorities - Associative sector - Private sector - Donors community 	<p>84% of organizations have productive partnerships within the associative sector from the Republic of Moldova and other countries, with the community of donors, with central and local public authorities, with mass media and occasionally - with the commercial sector.</p>	<p>Main drawbacks:</p> <ul style="list-style-type: none"> - Many of the existing partnerships are not documented; - The relations with mass-media and public authorities are not sufficient; - Lack of specialists in public relations; - Low visibility of organizations; - The relations with the community of donors and private sector are underdeveloped.
<p>Development/implement ation of organizational</p>	<p>36% of organizations have or have planned and budgeted</p>	<p>Main drawbacks:</p> <ul style="list-style-type: none"> - Insufficient resources (human and

<p>strengthening interventions/programs</p> <ul style="list-style-type: none"> - Trainings for Trainers (ToT) - Mentoring/Coaching - Change management etc. 	<p>ongoing programs of capacity development and strengthening with mentoring/ coaching and trainings for partner CSOs, have a team of trainers that participates in various trainings, provide consulting.</p>	<p>financial) for the development and implementation of interventions/programs aimed at organizational strengthening;</p> <ul style="list-style-type: none"> - Insufficient ToT, especially mentoring/coaching, - Lack of knowledge in fostering and management of organizational changes.
--	--	--

5.11 Organizational Development Needs

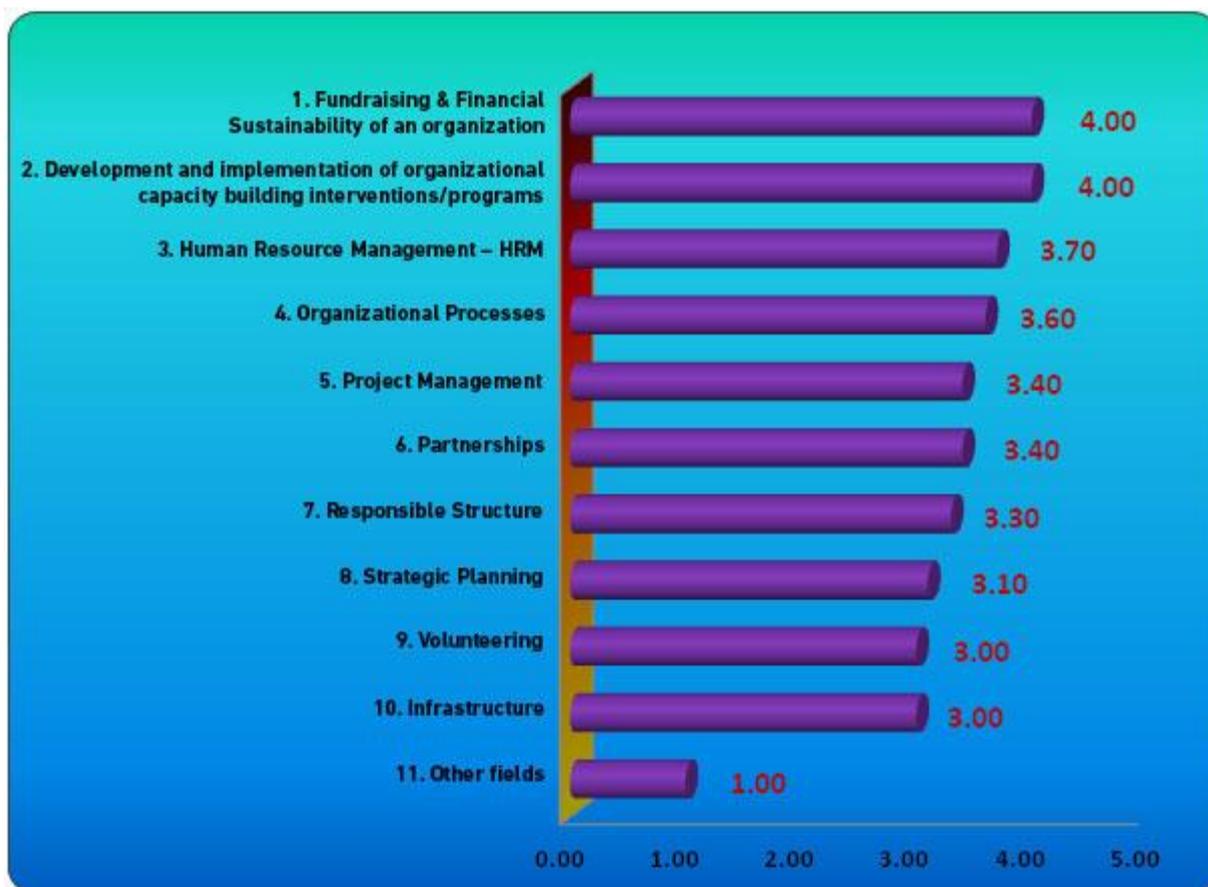
The participants in the survey have been asked to assess the needs for organizational development of their CSOs⁹. The development needs and the score assigned by participants are presented below, in Chart 7.

1. *Fundraising and Financial Sustainability of the organization*
2. *Development and implementation of organizational consolidation programs*
3. *Human Resource Management*
4. *Organizational processes*
5. *Management of projects*
6. *Partnerships*
7. *Unit in charge*
8. *Strategic planning*
9. *Volunteering*
10. *Infrastructure*
11. *Other fields* that have been mentioned: sale of services; public relations; development of skills and capacities in service provision: IT, e-learning, live streaming, management of interactive platforms, photo, video processing, web design, development and administration of database, organization of public events.

There are neither studies nor researches on the number of service providers on the Moldovan market, nor the list of provided services, with very few exceptions. Each service provider - organization - depends on its staff, i.e. involved trainers, experts, consultants and their experience. The staff turnover is a common practice in Moldova, therefore the diversification of services is strongly connected to this. Moreover, many experts and trainers work for more than one service provider, so it is very difficult to establish the areas of services provision.

Chart 7: Organizational Development Needs

⁹On a scale of 1 to 5: 1- it is not relevant; 2-less relevant; 3-quite relevant;4-relevant;5 -very relevant.



For the question „Would you be interested and are you available to join the Program of Organizational Development carried on by CTO CARASENI in partnership with the Center CONTACT and supported by FHI 360?” - 92% have answered YES unconditionally, while 8% gave an affirmative answer, but depending on the approached program and subjects, which is an indicator of high interest for the organizations in this project.

5.12 Gaps and Needs of the Associative Sector in Transnistrian Region

While the survey was open to all civil society organizations across Moldova, including Transnistrian region, organizations from the left bank of the Nistru river did not participate. In this context, the survey authors, “Apriory” Association elucidated the deficiencies and needs only of the organizations from the Transnistrian region and reflected the findings of the Forum¹⁰, which covered the relevant topics.

According to the Forum’s findings, the main shortcomings of the CSOs from Transnistrian region are the following:

- Difficulties in cooperation with the Transnistrian authorities;
- Low trust in CSOs due to the limited promotion and anti-propaganda of the Transnistrian authorities;

¹⁰ Solidarity Lab-Hub Forum was created with the support of European Council, Austrian Agency for Development and Cooperation and Foundation for Solidarity and Partnership.

- Underdeveloped infrastructure of CSOs;
- Lack of any organizational development plans;
- Low level of development, evaluation and motivation of human resources;
- Staff turnover;
- Underdeveloped volunteering;
- Knowledge gained during various trainings is not applied;
- Lack of strategic planning;
- No differentiation between strategic and operational planning;
- No segregation of duties within the organizations;
- Lack of financial resources, fundraisers and weaknesses in fundraising activities.

The following needs were established for the Transnistrian CSOs:

- Development of a common vision on the development of CSOs;
- Improvement of the organizational structure;
- Motivation and development of human resources, development of appropriate policies;
- Development of volunteering;
- Strengthening partnerships;
- Development (culture) of fundraising;
- Developing fundraising plans and grow experts in the field.

5.13 Final conclusions

In the opinion of authors, the survey was an important exercise, which brought benefits both to its owners and the participating organizations, because it reflected a number of aspects related to the development of organizational capacities of CSOs from the country, in particular: identified the most recent and demanded areas of intervention in organizational capacity building; the sources of payments; the players - the main providers of development services; problems/difficulties faced by organizations and providers; achievements, shortcomings and their needs for development, as well as the relevant trends in consolidation of organizational capacities.

The survey identified that the main trends in the consolidation of organizational capacities in Moldova aimed: to stimulate strategic planning and prioritization by organizations; promote monitoring and assessment; improve the management of human, financial resources and projects; develop the internal procedures; adjust the structure, and improve the management of organizations and the financial sustainability of organizations. Progresses haven been undisputably made in these fields, with different levels of achievement among organizations, for example in strategic planning, over 60% of the organizations managed to set priorities, but find it difficult to implement the strategic plan and secure the necessary resources for implementation. Often organizations do not perceive the link and do not ensure the transition between the strategic aspects (included in the strategic plans) and the operational ones (reflected in projects), as the strategic documents are too theoretical. As stated by some respondents, many organizations do not fully understand yet the benefits of organizational development, which is often carried out only because it is a requirement/condition imposed by donors, rather than their own proactive approach.

In other fields, e.g. human resource management, project management and fundraising, organization progressed significantly, managing to acquire knowledge, develop different operational and managerial procedures, delineate responsibilities in the organizations. The remaining deficiencies are related to: no development tools available to team members; failure to assess the performance of team members; low motivation and staff turnover; low capacities in accessing European funds, lack of fundraising plans and qualified fundraisers, and paradoxically, lack of time to carry on these activities, which could afterwards save time and effort.

In spite of the efforts and investments made, slower and moderate progresses were made with regards to improving the organizations' governance and developing proper organizational structures. Only about 40% of respondent organizations reported to have a proper functional structure, most of them finding it difficult to distribute the governance and management duties and to improve the activity of their boards. This is a sensitive issue because in order to improve the organizational structure it is often necessary to redistribute the powers and duties, while many organizations have not delineated the duties between their CEO and the President, with the leader of the organisation holding both functions. Respectively, the "externally" imposed requirement to restructure the organization according to the organizational management principles often generates individual and/or organizational resistance to change.

Development of internal procedures is another issue, which although has an increasing trend, is still difficult and cumbersome, because it is complex (includes management, legal, and financial regulations) and is less known to organizations, which often perceive it as a perfunctory requirement imposed by donors, failing to understand its usefulness and applicability.

Whereas, most of the organizations surprisingly defined development and implementation of organizational strengthening interventions/programmes (organizational development plans) as a priority, though it was not promoted systematically and comprehensively in the previous or current initiatives of organizational capacity building, with some exceptions.

Two other issues, which although were stated as weaknesses and difficulties by the participants in the survey, were not identified as development needs: 1) Problems with the practical application of the knowledge acquired during trainings/overcoming the obstacles to organizational changes and 2) Evaluation of performances/effects. In this case, support is required in two areas: Organizational Change Management and Results-Based Management. Both these aspects are recommended in the following chapter - *Recommendations*.

Analyzing the achievements, weaknesses and difficulties identified by organizations and comparing them with the invoked development needs, we find that most of the organizations detected their weaknesses that require strengthening, such as: fundraising and increasing the financial sustainability; development and implementation of organizational strengthening plans; enhancing the efficiency of human resource and project management, and streamlining the organizational processes.

At the same time, implementation of good governance and streamlining of the organizational structure are still low on the organizations' agendas, mainly due to the reasons explained above.

The weaknesses and needs of CSOs from both banks of the Nistru river, identified during the survey and forum, are similar. Anyway, there are some major differences regarding the difficulties encountered by Transnistrian CSOs, such as: working with authorities, limited financial resources, non-friendly legislation, less qualified human resources, management issues, volunteering, fundraising, delineation of responsibilities, etc.

The needs of these CSOs are similar in essence. Preparation of Organizational Development Plans, setting of strategic priorities, improvement of human resource efficiency and diversification of funds.

In conclusion, it is worth mentioning that some of the organizations that participated in the survey suggested certain „atypical” subjects for the associative sector of Moldova, which in our opinion are important and necessary for many organizations, such as: sales, diversified services and the use of IT. These and many other recommendations are presented in the next chapter.

6. Recommendations

This final chapter of the Report on the assessment of the needs of civil society organizations from the Republic of Moldova, contains the recommendations formulated on the basis of the findings and conclusions presented above. The recommendations have been structured in two groups:

- 1) *Recommendations on the areas that require organizational capacity building in the civil society organizations (CSO), and*
- 2) *Strategic recommendations for development of partners, mainly for the supporters of civil society strengthening in the Republic of Moldova.*

6.1 Recommendations on the Areas Requiring Capacity Building in CSOs

Therefore, based on: 1) results of the survey; 2) invoked development needs/preferences of the nongovernmental organizations and service providers, and 3) opinion of CTO CARASENI CTO, interventions are necessary, mainly for the development of organizational capacities of both CSOs and capacity builders in the following fields (which are not presented in order of importance, but rather in a logic order):

- ✓ *Development of organizational development plans (ODP) to define the overall vision and set a full and comprehensive framework for the organization's activities, and synchronize it with the strategic plan of the organization. In other words, the projects/programs (stipulated in SP) are implemented in parallel with the organizational development activities (stipulated in ODP). This approach could have several undeniable benefits, because it: 1) narrows the gaps between the organizational objectives and the human resource capacity; 2) synchronizes the implementation of initiatives with capacity development, which will help raising*

financial resources for both processes. It is recommended for the ODP to include properly budgeted interventions in the fields listed below. The ODP should be attached to the SP.

- ✓ *Efficient governance of CSO.* Though important (the survey revealed that most of the organizations (56%) have serious issues in this regard), this area of intervention is not very popular among the organizations, which could be explained by the difficulties related to separation of powers between the President and CEO/Board and the Executive, Board motivation, etc. That is why it ranks the 7th in the top 10 necessities/preferences of organizations.
- ✓ *Strategic planning.* Though it was the most demanded area of interventions aimed at consolidation of organizational capacities (see Chart 3), it is still a priority, because it is the first stage and defining element of the organizational management. That is why, this area needs to be supported further on, as it helps organizations to think outside the box, identify and harness opportunities. The fact that many organizations have gaps in implementing the strategic priorities that they have identified is a normal „biological” stage of the organizational development cycle. It is not enough to only develop the SP. In addition, it is necessary to plan/budget the monitoring and evaluation/revision of SP implementation. Besides, the key strategic partners from certain areas need to synchronize their priorities with the priorities of the donors supporting those areas. To do this, both groups need to define their priorities and exchange information systematically in order to achieve synergy of their efforts.
- ✓ *Management of organizational changes.* Though service providers have not identified expressly this subject as a „need”, they have mentioned the difficulties and issues related to understanding and implementation of organizational changes, which coincides with the opinion of CTO CARASENI. Therefore, more interventions are needed in planning, management and overcoming the individual and organizational resistance in the process of CSO development. Otherwise, many of the members of organizations attend various trainings in different fields, and then they return to their organizations and encounter resistance and difficulties in implementing the knowledge and instruments obtained during the trainings. This decreases significantly the efficiency of civil society’s capacity building.
- ✓ *Results Based Management.* Is another recommendation for the development of civil society organizations, and its elements can be derived from the deficiencies mentioned above (e.g. identification of performance indicators; assessment of performances and effects of interventions in organizations). This would allow organizations to focus not only on the implementation of planned activities and reporting of the „performed” activities, but also on „what has changed as a result of what we have done” and on outputs, outcomes and impacts. In other words, the organizations will focus equally on processes and effects, or changes in the intra- and extra-organizational environments.
- ✓ *Fundraising, project development and management, and access to European funds.* This complex subject will probably never lose its topicality, because it is the cornerstone and a precondition for the civil society organizations to carry out their mission and achieve the strategic and operational priorities. Though many trainings

have been organized in this area and organizations acquired wide knowledge, it is important to foster the development and implementation of fundraising plans, appointment of fundraising coordinators/fundraisers, development of job descriptions and personal development plans of fundraisers, promotion of the social responsibility concept in the business community, access to European funds, and provision of paid services. Sales of services/provision of paid services are also relevant in this context. All these measures will improve both the organizations' financial sustainability and fundraising efficiency.

- ✓ *Development and management of human resources and volunteering.* This is another topic frequently tackled during trainings, but implemented with difficulty, especially in respect of staff motivation, development and performance assessment. We recommend including these major topics in the future initiatives aimed to consolidate organizational and personal capacities of the members of civil society organizations. Volunteering is an asset, which civil society organizations should use, as it is a unique benefit, available only to the associative sector, compared to the Government and business sectors. However, only 50% of organizations have reported to involve volunteers in their projects on a regular or systematic base. In the „development needs” chapter, this aspect is underestimated and cannot be found among the development priorities of organizations. The contribution of volunteers is valuable and represents the support of the community offered to an organization, which has a role in the respective community. The approach shall be different when the organization is willing to make efforts to obtain and keep such a support.
- ✓ *Regulation of organizational procedures.* It is not only a technical, but also a complex area, as it comprises rules and procedures from different fields (legal, management, financial). The implementation of this recommendation would make the organizational management more efficient, as a whole, including the management of the human, material and financial resources, and of the organizational processes, which influence the organization's activity.
- ✓ *Management of relationships and consolidation of partnerships.* Overall organizations have very good results in this area (see the conclusions of the survey), however, there are obvious shortcomings in respect of public relations, use of mass media and raising the awareness of business communities in the field of social responsibility. As a result, most of the organizations have insufficient visibility and do not have a substantial support from the business community.
- ✓ *Lobby and Advocacy.* The extent to which civil society organizations manage to influence the public decision-making process, either at the local or national level, is an important indicator. Even the service providers, who are often involved in meeting the beneficiaries' needs, should influence the decision-making related to their area of activity.

It is important to mention that the range and consecutiveness of interventions may vary from organization to organization, however, at least these fields are recommended to be included in the Organizational Development Plans (ODP).

Additionally, analyzing the weaknesses of the organizational development services and the most demanded interventions, "gray areas" could be noticed, i.e. there are many weaknesses that service providers should take into accounting when designing and developing the appropriate services. For example, the adjustment of the organizational development tools to the specific needs of the civil society of Moldova, segmentation of services by participants' level of development and dividing participants depending on their experience, use of webinars etc.

6.2 Strategic Recommendations for Development Partners

These recommendations refer, first of all, to the development partners and supporters of civil society consolidation in the Republic of Moldova, including - without any doubt - the rest of stakeholders and CSOs.

It is important that our efforts - to consolidate civil society organizations, through both thematic programs and some components especially aimed at organizational development of CSOs operational projects - to have a *relevant* and *consecutive* logic of interventions, given the development needs of organizations.

In this context, for development partners who have specific networks of organizations or support the development of certain organizations (for example, SOIR Moldova, HEKS, partially - SOROS Foundation, East European Foundation, FHI 360, etc) our recommendation is to request that the application/vision of organizational capacities consolidation be accompanied by ODP, which is a *map* or „roadmap“, reflecting the destination to be reached by the organization in its course of capacity and skills development. Thus organizations will be able to meet their strategic and operational commitments.

Each program, which supports the organizational development, has specific components. The donors' community does not have a common approach to organizational development process and the documents to be used to this end. Thus, the organizational development plans do not represent a must for the organizations that receive a financial support from the donors' community. Anyway, such donors as FHI 360 have supported and required that CSO work on their organizational development plans, which strengthen and direct CSOs towards valuable achievements.

On the other hand, any map is useless if you do not know the point of your location. So it is necessary to trace your course up to the destination point. In other words, the development of the ODP should be preceded by the assessment of the organization in order to identify the baseline situation (the point showing the current location of the organization) and the transformations that are necessary to improve its operational standards, efficiency and impact.

Therefore, these are the key pre-conditions for a consistent intervention in the development of concrete organizations and that is why they are recommended.

Another aspect that must be mentioned refers to the continuous support for consolidation of organizational capacities together with thematic projects for basic fields of organizations. *Capacity building is an endless process and not an one-time act*, which means that the development of new and more ambitious initiatives and implementation of changes in the

intra- and extra-organizational context should be permanently accompanied by organizational capacity building, to bring the organization to the next level. That is why it is recommended to budget financial resources for this purpose.

For the development partners, who have programs/projects aimed at supporting the civil society as a whole and not (only) some certain organizations, which are strategic partners (for example, UNDP, FHI 360 - partially, SOROS Foundation, East European Foundation, etc.) our recommendation is to use the findings and recommendations of this survey on the assessment of needs of the associative sector in the Republic of Moldova, in order to identify and stimulate changes at macro levels and influence the corresponding trends in the field, for example, lack of fundraisers in the absolute majority of CSOs may constitute a good opportunity for such programs, which could boost the creation of the Association of Fundraisers in Moldova, which, for example, could become member of the Association of Professional Fundraisers¹¹. This can provide access to professional expertise in the field, which will influence in a positive way the trends of civil society organizations in the Republic of Moldova. This situation is valid for the community of valuers from Moldova, which - in fact - exists, even though, in some post-Soviet countries such as Kyrgyzstan, Ukraine, Georgia or Russia, it exists only as a formality without being registered, operating more as a platform.

Another key and relevant subject for the Moldovan civil society is the lack of certification for providers of organizational development service (as in many developed countries, including, from recently, Romania) - which is recommended to improve the quality standards in the field.

These two tangible and highly relevant initiatives - Association of Professional Fundraisers and a Certification Committee could catalyze fundraising, but donors should not establish them, only support their establishment. Such an intervention requires time, financial resources and a professional approach. Thus, donors can support development of tailored courses (not workshops) on fundraising and valuation, and at the next stage - to encourage the establishment of specialised bodies in both areas and provide capacity development support, including grants to both associations. These bodies would be regarded as the output of the capacity building interventions and would provide tailored services to CSOs.

Anyway, these are just some examples, which are recommended to be included in the action plan of programs for civil society consolidation in the Republic of Moldova, drafted and implemented by development partners. Specific studies on organizational development issues, e.g. incomes of service providers, costs of services provision, Governmental funding of organizational development etc. might give a broader picture to the further CSOs' development in Moldova.

For the future, the development of more initiatives of this type is recommended, because these initiatives must be directed to identifying the needs of nongovernmental organizations, as well as the corresponding trends, since such exercises may stimulate and calibrate the development of the associative sector, as well as contribute to fostering the spirit of cooperation.

¹¹Association of Fundraising Professionals <http://www.afpnet.org/>

Planned roundtables in regions will contribute to the dissemination of the results, and will emphasize the appropriate directions for CSOs' development. Such events will generate immediately key finding, thus revealing the opinions of civil society representatives, which could be subsequently taken into consideration for future initiatives.

7. ANNEXES

Annex 7.1

ADVERTISEMENT

The Organization for Consultancy and Training CARASENI in partnership with the *Center CONTACT* (Chisinau), is conducting a *Needs Assessment Survey (NAS) of Civil Society Organizations (CSO)* in the period of April 15 - 22, 2015. This survey is conducted the "Support to the Local Service Market and to Providers of Organizational Capacity Development Services" Project, implemented by CTO CARASENI and Center CONTACT (Chisinau) under the *Partnerships in Moldova for a Consolidated Civil Society* program, financially supported by the US Agency for International Development (USAID) and implemented by FHI 360. For additional information see <http://fhi360.md/>.

NAS has the aim to identify the strengths and weaknesses, opportunities for organizational capacities consolidation, challenges and gaps on the market of organizational development service providers. The survey will identify the needs of CSOs and organizational consolidation services.

At the end of the survey a NAS Report will be prepared, which will contain findings, conclusions and recommendations for the consolidation of organizational capacities.

The report will be made public, placed on-line (on web-sites, information portals) and submitted/discussed in three round tables (in Cahul, Balti and Chisinau). CSOs, providers of organizational development services, and individual consultants/trainers are encouraged to participate in this *Needs Assessment Survey*, by filling in and sending the ***Needs Assessment Questionnaire***.

The Needs Assessment Questionnaire can be downloaded from the website www.contact.md or here: <http://contact.md/new1/index.php/ro/homepage/toate-noutatile/197-studiu-de-evaluare-a-necesitatilor>, or requested and returned from/to nadya_parasca@yahoo.com until **April 22, 2015**.

For questions and additional information, please contact Nadia Parasca by email or by phone 0692-86-594.

Annex 7.2

Needs Assessment Questionnaire

Introduction

Information about the CSO

Name of the organization:

Address:

Period of activity:

Field of activity:

(healthcare, management, community development, disabilities, environment, human rights, culture, etc)

Information about the person in charge (who filled in the questionnaire)

Name, surname:

Position:

Contact data:

- email:
- Mob:
- Skype:

Key questions related to the background of the needs to consolidate the organizational capacities:

1. What kind of interventions do you implement/have you implemented in the last 2 years in order to improve the organizational capacities? Which are/were the subjects?
2. For whom and how frequent do you implement/have you implemented the respective interventions?
3. Which are/ were the main challenges/difficulties that you had to overcome during your activities of organizational capacities consolidation?
4. Did your organization benefit from training/ support in the development of personal capacities in the last two years?
5. If YES - explain (who, when, whose support)?
6. Provide the names of national organizations that have capacity/experience in the field of organizational development/ technical assistance?
7. What knowledge/ skills/ products/ systems does your organization have in the following fields?

Field	Achievements/strengths /qualities	Drawbacks/weaknesses/ difficulties
Strategic planning - Existence of Strategic Planning - Level of SP implementation - SP assessment - Action Plan (AP)		
Project Management - project development/writing - project implementation - project assessment - <u>Results Based Management</u> - RBM - (planning - implementation - monitoring - assessment - reporting)		
Unit in charge - Active Administration		

<p>Board/Council</p> <ul style="list-style-type: none"> - Separation between President/CEO - Cooperation between the Board and the executive staff 		
<p>Human Resource Management</p> <ul style="list-style-type: none"> - HRM (employed staff) - Employed staff - Knowledge, skills, expertise - Staff motivation - Staff turnover - HRM/HR Development tools - HRM procedures - Staff performance assessment 		
<p>Volunteering</p> <ul style="list-style-type: none"> - Involvement of volunteers - Types of volunteers (long and short term) 		
<p>Fundraising and Financial Sustainability of the organization</p> <ul style="list-style-type: none"> - Diversification of CSOs income sources - Ongoing projects - Donors Matrix - Fundraising Plans - Fundraiser/grant writer 		
<p>Organizational processes - Institutional capacities</p> <ul style="list-style-type: none"> - Administrative procedures / Operational guidance - Internal communication - Delegation 		
<p>Infrastructure</p> <ul style="list-style-type: none"> - Office (owned or leased) - Training Room/Conference Room - Equipment - Furniture - Motor vehicles 		
<p>Inter-institutional relationships /Partnerships with:</p> <ul style="list-style-type: none"> - Mass Media - Public authorities - Associative sector - Private sector - Donors community 		
<p>Development/implementation of organizational strengthening interventions/programs</p> <ul style="list-style-type: none"> - Trainings for Trainers (ToT) - Mentoring/Coaching 		

- Management of organizational changes.		
Other fields		

8. *Assess the needs for organizational development in your organization*; use the 1 to 5 scale which is provided below: 1 - not relevant; 2- less relevant; 3 - mainly relevant;4- relevant; 5 - very relevant

	1	2	3	4	5
1. Strategic planning	<input type="checkbox"/>				
2. Project Management	<input type="checkbox"/>				
3. Unit in charge	<input type="checkbox"/>				
4. Human Resource Management	<input type="checkbox"/>				
5. Volunteering	<input type="checkbox"/>				
6. Fundraising and Financial Sustainability of the organization	<input type="checkbox"/>				
7. Organizational Processes	<input type="checkbox"/>				
8. Infrastructure	<input type="checkbox"/>				
9. Partnerships	<input type="checkbox"/>				
10. Development and implementation of programs for organizational strengthening	<input type="checkbox"/>				
11. Other fields	<input type="checkbox"/>				

9. *Are you interested and available to join the Program of Organizational Development, carried out by CTO CARASENI in partnership with the Center CONTACT and supported by FHI 360¹²?*

Thank you for your efforts

Annex 7.3

List of Participants in the Survey

No	ORGANIZATION	LOCALITY
1	CRAION CONTACT - Cahul	Cahul town

¹²The Program of Organizational Development will last for 12 months and will consists of: 1 ToT of 3 days; five workshops of 2 days each, in organizational development, discussion clubs, follow-up assistance for the individuals and organizations involved in the project.

2	“AZI” NGO	
3	“SPERANȚA” NGO	
4	PRIMA NGO	Taraclia town
5	”Vdohnovenie” NGO	Comrat town
6	”Vesta” NGO	
7	Center of Organizational Training and Consultancy (CICO)	Chisinau municipality
8	“Voinicel” Center of Early Interventions	
9	“Center of Legal Assistance for Persons with Disabilities” NGO	
10	National Youth Council of Moldova (CNTM)	
11	CONTACT Center	
12	Daria Mandziuc, trainer-consultant	
13	Gutta-Club National Center	
14	Representative Office of “ HEKS” Swiss Foundation in the Republic of Moldova	
15	Association of Librarians from the Republic of Moldova	
16	“Millenium” Training and Development Institute	
17	“Eco-Razeni” NGO	Razeni village, Ialoveni District
18	“Woman and Child - Protection and Support” NGO	Criuleni town
19	Serghei Lisenco, trainer-consultant	
20	CONTACT- Balti Regional Center	Balti municipality
21	Pro Regional Cooperation	
22	”CASMED” Center for Home-Based Social and Health Care NGO	
23	“Mostenitorii” NGO for children and youth	
24	Alliance of Community Centers for Access to Information and Training	Rezina town
25	“DEMOS” NGO	Edinet town