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## **FINAL PERFORMANCE EVALUATION OF USAID/MOLDOVA CIVIL SOCIETY STRENGTHENING PROGRAM (MCSSP)**

**March 2015**

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**Final Report**

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# ACRONYMS

ACP	Agenda for Change Partners (of MCSSP)
ACP+	Agenda for Change Partners that participated in Year 4 extension of MCSSP
ADR	Agency for Regional Development
CAJPD	Center of Legal Assistance for Persons with Disabilities
Certitudine	"Certitudine" Center for Assistance and Information of Young Economists
CICO	Center for Organizational Training and Consultancy
CMP	Consortium of Moldovan Partners (of MCSSP)
CMP+	Consortium of Moldovan Partners that participated in Year 4 extension of MCSSP
Contact Cahul	"Contact" Regional Center of Assistance and Information for NGOs, Cahul
Contact Center	"Contact" National Center for Assistance and Information for NGOs
CPD	Center for Partnership Development
CRDD	Regional Center for Sustainable Development
CReDO	Resource Center for Human Rights
CSO	Civil Society Organization
ECNL	European Center for Non-for-Profit Law
ET	Evaluation Team
EU	European Union
FM	Financial Management
IMAS	Institute of Marketing and Polling
IP	Inspire Program (of MCSSP), also used to refer to grantees under that component
IP+	Inspire Program grantees that participated in Year 4 extension of MCSSP
M&E	Monitoring and Evaluation
MCSSP	Moldova Civil Society Strengthening Program
ME&A	Mendez, England & Associates
MPSCS	Moldova Partnerships for Sustainable Civil Society
NGO	Nongovernmental Organization
OD	Organizational Development
ODA	Organizational Development Assessment
PMEP	Performance Monitoring and Evaluation Plan
TA	Technical Assistance
TDP	Training and Development Plan
TDV	Youth for the Right to Life
USAID	United States Agency for International Development
Vesta	Public Movement of Women with Large Families and Women-Entrepreneurs of Gagauzia

# EXECUTIVE SUMMARY

## EVALUATION PURPOSE AND EVALUATION QUESTIONS

This is a report on the Final Performance Evaluation of the Moldova Civil Society Strengthening Program (MCSSP) funded by the United States Agency for International Development (USAID) Mission in Moldova. The purpose of the evaluation was to: 1) assess the relevance and effectiveness of MCSSP activities intended to help civil society organizations (CSOs) better represent citizen interests and strengthen their internal governance processes (Program Objectives 1 and 2); and 2) discuss follow-on activities in the sector. The evaluation was conducted during November-December 2014, by a team assembled by Mendez England & Associates (ME&A) and NORC. The team consisted of three experts – two international and one local – all with experience in and knowledge of civil society and media development projects. An integral part of the evaluation was to answer a set of four questions (and sub-questions), as follows:

- 1a. Did the ability of assisted CSOs to represent citizen interests improve significantly during the period of implementation of MCSSP?*
- 1b. If so, to what extent do the assisted CSOs perceive that the improvement was related to/caused by the activities or support of MCSSP?*
- 1c. Which MCSSP activities and types of support do assisted CSOs perceive as having had the most impact on their ability to represent citizen interests, and why?*
  
- 2a. Which practices/behaviors promoted by MCSSP did the assisted CSOs adopt to better represent citizen interests?*
- 2b. In particular, which practices/behaviors were adopted by assisted CSOs to take into account gender-related differences and issues in their representation of citizen interests?*
  
- 3a. Did the ability of assisted CSOs in the following areas improve significantly during the period of implementation of MCSSP? (Accounting and financial management practices; Human resources management; Monitoring and evaluation; Financial sustainability)*
- 3b. If so, to what extent do the assisted CSOs perceive that the improvement was related to/caused by the activities or support of MCSSP?*
- 3c. Which MCSSP activities and types of support do assisted CSOs perceive as having had the most impact on their abilities in those areas, and why?*
  
- 4. Which practices/behaviors promoted by MCSSP did the assisted organizations adopt to strengthen their internal governance systems (including but not limited to the four areas listed in Q. 3a)?*

## PROGRAM BACKGROUND

MCSSP was implemented between September 2009 and September 2013 by the Academy for Educational Development (AED) until July 2011, and then by Family Health International (FHI360). The overall goal was to strengthen representative democracy in Moldova through support for a constituent-driven, financially viable civil society sector. The Program worked towards this goal through four objectives: 1) CSOs better represent citizen interests; 2) CSOs are transparently governed and capably managed; 3) Relevant legislative framework for civil society approaches European standards; 4) CSOs are more financially sustainable and less dependent on foreign donors.

Through Years 1–3 of the Program, FHI360 worked most closely with 47 CSOs and five media outlets based throughout the country. The Program supported CSOs with a range of grant funding,

mentorship, and training to address issues related to involving citizens in decision-making processes, policy development, community mobilization, volunteering, diversification of resources, and the legal environment. MCSSP also conducted a multi-pronged media campaign to promote a more positive public perception of CSOs. The directly assisted CSOs were of the following three types:

**Consortium of Moldovan Partners (CMP)** These four organizations worked with FHI360 to build the skills of other CSOs to effectively represent their constituencies and citizen interests, to improve their internal management and governing structures, and to increase their financial viability.

**Agenda for Change Partners (ACP)** MCSSP aimed to strengthen this core group of 14 CSOs to become both 1) technical leaders in their sectors, able to serve and represent the interests of their constituencies, and 2) transparently managed organizations with strong internal governance systems.

**Inspire Program (IP)** MCSSP funded two types of IP projects, both aimed at increasing the visibility and positive public perception of Moldovan CSOs: 1) short, quick-impact projects to encourage CSOs' beneficiaries, local governments, businesses, and community members to become involved and interested in CSOs' work; 2) information dissemination activities by media outlets. Forty short-term contracts were awarded during Years 1-3.

MCSSP was extended for a fourth year with additional funding to pursue the same objectives. During Year 4, FHI360 worked closely with 16 CSO partners selected from all three components.

## EVALUATION METHODOLOGY

Both quantitative and qualitative research methods were employed to investigate the evaluation questions. Five principal methods were used to collect data:

1. Review of more than 70 documents from MCSSP and other sources.
2. Interviews with USAID staff in Ukraine and Moldova.
3. 61 key informant interviews (KIIs), using semi-structured format based on guides for each category of informant, which included FHI360, international donors, assisted and non-assisted CSOs, and officials from both national and local government, in 14 locations around the country.
4. Three telephone surveys that gathered detailed data from: 34 assisted CSOs, on their perceptions of benefits from MCSSP and their state of organizational development; 35 non-assisted CSOs, primarily on their state of organizational development, for comparison purposes; and 230 citizens, on their perceptions of CSOs.
5. Three focus group discussions (FGDs), including two with representatives of non-assisted CSOs, and one with beneficiaries of assisted CSOs.

## FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

### Key Findings

#### Representation of Citizen Interests

The progress of assisted CSOs in this respect was highly variable, largely affected by varying levels of participation in and support by the Program. The evaluation survey found that among six areas of organizational capacity, assisted CSOs self-reported the least amount of improvement in capabilities in this area, improving from a score of 2.09 in 2009 to 1.79 in 2014 on a scale of 1 to 4, where 1 = highly competent and 4 = not at all competent. The IP recipients in general showed minor improvements, according to interview and survey data, though at least three of those supported in Year 4 made significant advances. Among ACPs, the degree of change was also variable, but generally ability to represent citizens had improved – particularly among the eight organizations supported in Year 4.

Interviewed informants observed moderate improvement in both overall visibility and credibility of CSOs in Moldova since 2010; only two of 61 interviewees indicated that visibility had not increased in the past five years. Among surveyed citizens (all of whom had indicated at least some familiarity with CSOs), 53% said their views had improved at least somewhat since 2009. Interestingly, the views of female citizens were much more positive than male citizens. Other research on the public perception of CSOs during this period has shown varying results.

Perceptions among assisted CSOs as to the contribution of MCSSP were mixed. Of the 13 ACPs and IP grantees interviewed that had improved their ability to represent citizens, only four perceived that MCSSP had made a significant contribution. On average, assisted CSOs surveyed thought that MCSSP had “somewhat” increased their capabilities to engage with and represent citizens. IP, ACP and CMP recipients that did not continue in Year 4 gave considerably less credit to MCSSP than others. Types of MCSSP assistance perceived as having most impact were: funding for activities, individual coaching, and expert advice. The new or expanded practices most widely reported among ACPs and Year 4 IP grantees included: regular interaction with public authorities; active websites, blogs and Facebook pages; regular press releases; and more frequent research using surveys, focus groups and community scorecards. However, one of the most valued ways of strengthening CSO links to citizens was through small-scale community projects that responded in a tangible way to a basic problem at grassroots level.

With respect to promoting practices to take into account gender-related differences, very few practices were found to have been adopted by the CSOs. Assisted CSO participants in a 2011 workshop on the subject were given a tool to conduct “gender audits” of their own organizations; however, most CSOs did not follow through with the audits. Grantees asked about gender-related practices in interviews were able to mention only the requirement for gender-disaggregated reporting. Informants indicated that many Moldovan CSOs feel that these practices are either not relevant to them or not a priority.

## **Organizational Development of CSOs**

### **A. Accounting and financial management**

IP recipients showed little improvement in accounting and financial management (FM), except for those selected to participate in Year 4; this was to be expected, since MCSSP did not aim to improve the organizational capacities of IP recipients. As for the ACPs and CMPs, the Program’s records on three annual Organizational Development Assessments (ODA) show moderate improvement under “financial management and sustainability,” from an average score of 2.7 in 2010 to 3.2 in 2012 (scale of 1 to 6, with 6 being the highest).

FM and accounting were emphasized heavily in Year 4; the ODA was discontinued and a new monitoring tool (the “Checklist”) was instituted with a long list of criteria, many related to FM and/or accounting policies and procedures. The Checklist data shows that the average scores for the 16 CSOs targeted in that year improved measurably on almost every criterion within this category. Various new FM policies and procedures were adopted, most notably in the areas of segregation of duties between accounting and FM roles, and procurement regulations. The survey showed that assisted CSOs considered FM to be their second greatest area of improvement, and that MCSSP’s capacity building in this area had made the greatest contribution to their overall organizational capacity. However, CSOs were not always implementing the new policies and procedures, due to lack of time, insufficient staffing and other constraints. Segregation of duties was one notable area in which CSOs were not following the practices that had been promoted. In terms of the types of assistance with most impact, program-produced guides or manuals on subjects related to accounting

and FM were widely appreciated by the assisted CSOs interviewed (and others who received them). Coaching or mentoring by the Center for Organizational Training and Consultancy (CICO) and FHI360 staff was also considered by interviewees to be a very useful type of support.

#### **B. *Human resources management***

A majority of ACPs and CMPs either adopted or improved at least some policies and procedures to better manage their human resources (HR) during the Program. The average ODA scores showed modest improvement in this category, from 3.5 in 2010 to 3.8 in 2012 (on a scale of 1 to 6). For Year 4 CSOs, the Checklist showed significant change in recruitment and performance evaluation policies and procedures between the beginning and end of that year. All seven interviewed CSOs who reported major changes in their HR management gave credit to MCSSP's support as a significant factor. Among assisted CSOs, 47% surveyed thought HR management capacity building by MCSSP had significantly contributed to increasing their organizational capacity. Templates for job descriptions, as well as other forms and guidelines needed for recruitment and performance evaluation, were highly valued by interviewed CSOs. Staff manuals and documentation of HR policies and procedures were among the most commonly adopted or enhanced practices attributed to the Program.

#### **C. *Monitoring and evaluation***

Only two interviewed CSOs mentioned a change in their capacity or practices in this area, and none mentioned having received Program support. It was reported that assisted CSOs had little interest in the subject when they were offered training or coaching. The Checklist used in Year 4 shows only nominal improvement by the 16 targeted CSOs, although the survey data suggest a greater level of self-reported improvement (though CSOs remained at the "somewhat competent" level). MCSSP's capacity building in M&E was viewed by some assisted CSOs (especially IP recipients) as having made a modest contribution to their overall organizational capacity, while others thought MCSSP had made a significant contribution in this area.

#### **D. *Financial sustainability***

Assisted CSOs in general have experienced an increase in their financial sustainability, although change has been relatively modest in monetary terms. In terms of reducing dependency on foreign funding sources, at least three assisted CSOs showed a greater ability to successfully mobilize contributions to community projects from both public authorities and citizens. At least six assisted CSOs have significantly increased their ability to provide services for fees, including to local and national governments. Funding received by assisted CSOs from foreign sources declined from 96% of total revenues in 2009 to 83% in 2012, which represents a significant advance. There is, however, wide variation among the assisted CSOs, with one reporting only 30% of funding from foreign sources in 2012, and another reporting 99%.

Perceptions among interviewed CSOs regarding how much MCSSP had contributed to gains in this area ranged from significant to minimal, but 47% of assisted CSOs surveyed thought capacity building by MCSSP had significantly contributed to increasing their organizational capacity in fundraising. The grant funds themselves were reported by CSOs to be most instrumental; grant-funded activities often boosted visibility and credibility significantly, including with government agencies. The support of MCSSP to develop fundraising strategies was also mentioned as very useful by various CSOs in identifying new potential sources of resources.

#### **E. *Internal governance***

The Program provided considerable assistance to IPs, ACPs and CMPs in strategic planning, and also supported improvement of CSO board composition, regulation and procedures, particularly with Year 4 grantees. All ODA scores in these two areas indicated some improvement (or in a few cases,

no change), and moderate average scores of 0.7 for governance and 0.8 for strategic planning were achieved by the end of the Program. Key practices adopted or improved by CSOs included simply having a board in place and regularly meeting, no longer compensating board members, and avoiding overlap between staff and board members, although full implementation of these practices is still lacking among some organizations. Survey data showed that 94% of assisted CSOs had a current strategic plan; most had received support from MCSSP in that regard.

### **General Relevance and Effectiveness of the Program**

All interviewed informants who touched on the issue of MCSSP's relevance, commented that the Program was responding to important needs of civil society in Moldova during the period of implementation. Those needs included both enhanced linkages with citizens and constituencies, and increased organizational capacities, which were prioritized by Objectives 1 and 2 of MCSSP. Review of program documents as well as interviews showed that a fairly flexible approach was adopted by the Program in order to respond to new learning and an evolving context. CSOs were not required to fit into certain sectoral "boxes," but rather were free to work in their sector of preference.

Turning to some of the key procedural aspects of the Program, it was found that the selection process for ACPs may have had weaknesses, since the competition did not attract a large number of applicants (only 25 eligible applicants for 14 openings). All but one assisted CSO commented that grantee reporting requirements were unduly burdensome, and informants among other donors and within the FHI360 team concurred. On the other hand, inclusion in project grants of an amount dedicated to the organizational development of each grantee was a practice widely appreciated, though the percentage-based amount set aside was often very modest.

Overall, there is substantial evidence that the assisted CSOs (other than IPs) increased their capacity in the areas emphasized by the Program. The annual ODA scores indicate that on average, the CMPs and ACPs targeted in the first three years made moderate gains across all seven categories. FHI360 staff indicated that 15 (of 16) Year 4 CSOs had sufficient internal policies and procedures to be eligible for direct USAID funding, although so far only one received such a grant (reportedly due to lack of suitable solicitations). The majority of assisted CSOs surveyed thought MCSSP support had contributed to increasing their capacity since 2009; Year 4 participants made the highest attribution to MCSSP.

With respect to methods used by MCSSP to build capacity, mentoring/technical assistance was assessed by 91% of assisted CSOs as "very useful" in the survey, which was consistent with the high rating given to mentoring or coaching in interviews with CSOs, FHI360 and others. Group training workshops and written guides were considered very useful by 76% and 73%, respectively. When asked how they would choose to receive capacity building support in the future, if they could choose only two methods, the most popular answers from assisted CSOs were mentoring/technical assistance (48.5% of respondents) and group workshop training (45.5%).

## **Key Conclusions**

### **Representation of Citizen Interests**

- Stronger links were forged by many of the assisted CSOs with local and national government authorities, and credibility rose correspondingly with those actors.
- The Program was not geared to directly support grassroots civil society in a significant way. However, some assisted CSOs worked with and through community groups that had close links to citizens as well as the confidence of local officials. This was an effective way for CSOs to support local initiatives based on felt needs, and to mobilize resources at the grassroots level.

- MCSSP (Year 4 in particular) aimed to help a number of mid-level CSOs qualify for direct funding from USAID, in effect lifting them to a near-elite level in terms of organizational capacity. This may over time have the unintended effect of distancing some CSOs from their community roots as they focus efforts on donor relations and compliance with funding requirements.
- Public visibility of civil society appears to have risen slightly, though credibility remains low by most indicators—especially among males.

### **Organizational Development of CSOs**

- The 16 CSOs that participated in Year 4 developed stronger internal systems, policies and procedures during that year, especially in FM and accounting. However, levels of actual implementation vary.
- ACPs that did not participate in Year 4 demonstrated moderate gains in internal capacity which, however, did not significantly exceed the self-reported improvements of a similar set of non-assisted CSOs, which had benefited from capacity building from other programs.
- Bundling organizational development assistance with financial support for activities in the format of longer term grants was a good practice, which has been adapted by some other donors. Amounts allocated for OD were too rigidly based on a fixed percentage of the grant, which left some weak CSOs with only a few hundred dollars to spend on their OD needs.
- Coaching on an individual basis was an effective method of intensively supporting a relatively small group of CSOs to make wide-ranging changes in their internal and external operations.
- Financial sustainability remains elusive for most Moldovan CSOs, but the assisted CSOs made important advances in reducing dependency on foreign sources, in part due to MCSSP.

### **General Relevance and Effectiveness of the Program**

- Overall, the Program was relevant to the needs of civil society and the wider context, and was moderately effective in reaching its objectives. Positive aspects of the design included the duration of engagement with the core group of partner CSOs (two year grants, with some going on to a third year).
- Flexibility by FHI360 and USAID allowed for strategies and activities to be adjusted and for supported CSOs to work in their own sectors. This was consistent with the objective of encouraging CSOs to make decisions in accordance with constituent needs.
- MCSSP made a major investment in a small group of partner CSOs, with a particular emphasis on ACPs, which were meant to become “sector leads”. Of the 14 ACPs, at most seven demonstrably assumed a multiplier, mentoring or catalyst role with other CSOs.
- The Program imposed heavy administrative and reporting requirements on all CSO grantees except for the IPs, including mandatory monthly financial reporting. The combination of USAID and FHI360-generated demands was a significant burden on the small teams of CSOs.
- While grant amounts for IPs and CMPs seemed appropriate, the amounts for ACPs were modest (\$22,000 per year), especially considering the expectation that these grants would enable the CSOs to take a leading role in their sectors.
- Baselines and definitions for various indicators in the PMEP were unclear, which limited the usefulness of those indicators.
- Priorities in Year 4 were largely driven by the USAID Forward policy, which led to a focus on a select group of CSOs to help them qualify for direct grants from USAID and other donors in the future. While improvements were found in aspects of internal policy, the effect of this investment on overall capacity of the CSOs was unclear.
- MCSSP was seen to be well coordinated with other donors. However, there is no longer a system in place for regular exchange of information among the various personnel working directly with CSOs and civil society coalitions in Moldova.

## **Key Recommendations**

### **Representation of Citizen Interests**

- Support the establishment and growth of grassroots CSOs/CBOs, including through “mid-range” CSOs as intermediaries and regional resource centers. Some donors are focusing on the grassroots level but much more needs to be done to foster this sub-sector of civil society.
- Ensure that civil society grant mechanisms allow for CSOs to make proper investigations and/or consultations with constituents or beneficiaries, before the proposal deadline.
- Support development of a clear and comprehensive long-term strategy on national level for enhancement of the visibility and credibility of civil society as a crucial step towards long-term sustainability of CSOs. Explore the use of mobile phone technologies in this regard.

### **Organizational Development of CSOs**

- Continue to incorporate organizational development in grant budgets but with more flexibility (in terms of type of allowed expenses and amounts) to accommodate the priority needs of each CSO and the realistic cost of services.
- Continue to prioritize the use of coaching and other tailored technical assistance as an effective means of building sustainable capacity in CSOs.
- Provide ongoing coaching and other support to implementation by assisted CSOs of the most important elements of the financial management, accounting and HR management policies and procedures that they adopted during the Program.
- Invest more time and effort in analyzing and developing the monitoring capacities of targeted CSOs.

### **General Relevance and Effectiveness of the Program**

- Additional funding of the Program over a longer period of time would have been desirable in order to extend the benefits to a broader cross-section of civil society.
- Continue to take approaches to civil society programming that are flexible, with a priority on enabling CSOs to grow as organizations and to respond to the priorities of their constituencies.
- When selecting CSO grantees for longer-term support to play a leadership role, ensure that a) potential grantees have time to provide a well-considered response to the solicitation, b) potential grantees have the opportunity to attend an information session, and c) the grant terms are sufficiently attractive to appeal to a broad cross-section of civil society.
- Reduce the administrative requirements for small grants (up to \$25,000 per year) and cut back on financial reporting for grantees with a solid track record of reporting. For those with less experience, investigate the use of a cloud-based financial information system to manage grants.
- When determining grant amounts, consider that higher amounts may be necessary to attract CSOs that are leaders and/or have specific expertise.
- Recognize the challenges of developing and implementing a robust PMEP, and consider specialized technical assistance at the outset of new programs.
- All 16 CSOs that participated in Year 4 should be supported to analyze their current priorities and to actively implement the policies and procedures that are most useful to them
- Enhanced donor coordination on civil society development is needed at working level.

# 1.0 EVALUATION PURPOSE AND QUESTIONS

## 1.1 EVALUATION PURPOSE

The purpose of the evaluation of the Moldova Civil Society Strengthening Program (MCSSP) was to: 1) assess the relevance and effectiveness of MCSSP activities intended to help civil society organizations (CSOs) better represent citizen interests and strengthen their internal governance processes (Program Objectives 1 and 2); and 2) discuss follow-on activities in the sector. MCSSP was funded by the United States Agency for International Development (USAID) Mission in Moldova and implemented by the Family Health International (FHI360) between September 2009 and September 2013. The total funding for the Program was \$5,349,731.

Data collection for the evaluation was conducted during November-December 2014, by a team assembled by Mendez England & Associates (ME&A), which is described in the Methodology section, below.

The intended audience of the evaluation includes USAID/Ukraine and USAID/Moldova, as well as FHI360 as implementing agency. The results of the evaluation may also be shared with project partners and other local stakeholders, including Moldovan CSOs.

## 1.2 EVALUATION QUESTIONS

The Evaluation Team (ET) was asked to research a specific set of evaluation questions, within the framework of the overall purpose set out above. The questions were initially stated in the Statement of Work (SOW) for the evaluation but were reworded and reorganized based on discussions between the ET and USAID. The questions were agreed upon as follows:

- 1a. Did the ability of assisted CSOs to represent citizen interests improve significantly during the period of implementation of MCSSP?*
- 1b. If so, to what extent do the assisted CSOs perceive that the improvement was related to/caused by the activities or support of MCSSP?*
- 1c. Which MCSSP activities and types of support do assisted CSOs perceive as having had the most impact on their ability to represent citizen interests, and why?*
  
- 2a. Which practices/behaviors promoted by MCSSP did the assisted CSOs adopt to better represent citizen interests?*
- 2b. In particular, which practices/behaviors were adopted by assisted CSOs to take into account gender-related differences and issues in their representation of citizen interests?*
  
- 3a. Did the ability of assisted CSOs in the following areas improve significantly during the period of implementation of MCSSP? (Accounting and financial management practices; Human resources management; Monitoring and evaluation; Financial sustainability)*
- 3b. If so, to what extent do the assisted CSOs perceive that the improvement was related to/caused by the activities or support of MCSSP?*
- 3c. Which MCSSP activities and types of support do assisted CSOs perceive as having had the most impact on their abilities in those areas, and why?*

4. Which practices/behaviors promoted by MCSSP did the assisted organizations adopt to strengthen their internal governance systems (including but not limited to the four areas listed in Q. 3a)?

The term “assisted CSO” was defined by the ET in consultation with USAID as the 47 Moldovan CSOs<sup>1</sup> that received direct funding from MCSSP (also referred to in this report as “the Program”), even though a range of other CSOs received other types of support. It was agreed that the definition would exclude five media entities that were funded by MCSSP to help improve the public image of CSOs in Moldova, since those five did not receive the same types of support as the other organizations. A list of the assisted CSOs can be found in Annex D.

In order to facilitate and clarify the focus of the evaluation, the above questions were defined in further detail by the ET, as set out in Annex C, Definition of Evaluation Questions (at the end of the Evaluation Work Plan).

## 2.0 PROGRAM BACKGROUND

### 2.1 DESCRIPTION OF THE PROGRAM

MCSSP ran from September 30, 2009 through September 30, 2013. Originally designed as a three-year program, it had an initial budget of \$4.5 million. A one-year, \$849,731 extension was awarded in October 2012 for a total budget of \$5,349,731. The overall goal was to strengthen representative democracy in Moldova through support for a constituent-driven, financially viable civil society sector. The Program worked towards this goal through four objectives:

- Objective 1: CSOs better represent citizen interests
- Objective 2: CSOs are transparently governed and capably managed
- Objective 3: Relevant legislative framework for civil society approaches European standards
- Objective 4: CSOs are more financially sustainable and less dependent on foreign donors

MCCSP’s strategy was to support the Moldovan civil society sector by improving the quality of the work, internal management, and visibility of selected individual CSOs at the national, regional, and local levels; building relationships and opportunities for collaboration among CSOs; improving the laws that govern CSOs’ operations to make them more conducive to supporting financially sustainable organizations; and establishing CSOs as an integrated component of Moldovan society, filling a publicly recognized and respected role. The Program also worked on linking civil society, government, business, and mass media for creating a favorable operating environment.

Through the first phase of MCSSP (Years 1–3), FHI360, the implementing partner,<sup>2</sup> worked most closely with 47 CSOs and five media outlets based throughout the country. These were divided among three groups: the Consortium of Moldovan Partners (CMPs), Agenda for Change Partners (ACPs), and Inspire Program (IP) recipients. MCSSP supported CSOs with grant funds, mentorship, and group and individual training to address issues related to involving citizens in decision-making processes, policy development, community mobilization, philanthropy, volunteering, diversification of resources, and the legal environment. Technical assistance on the legal framework was provided through a subcontract to the European Center for Not-for-Profit Law (ECNL). MCSSP also conducted a multi-pronged media campaign to promote a positive public perception of CSOs.

Although grants amounted to just over \$1.5 million out of a total budget of \$5.3 million, approximately \$420,000 of those grants were closer to being long-term contracts with service providers. Those providers included the four CMPs, whose grants of up to \$95,000 each were largely aimed at capacity building for other assisted CSOs and other services defined by FHI360, and

media/communications outlets engaged to conduct specific promotional or public information activities. Therefore, the actual grants pool amounted to about \$1 million, just under 20% of MCSSP's budget. The three main types of CSOs that received funding from MCSSP were as follows. The names of the CSOs are contained in Annex D.

### **Consortium of Moldovan Partners (CMPs)**

The four CSOs selected as CMPs were the Center for Organizational Training and Consultancy (CICO), the Contact National Center for Assistance and Information for NGOs (Contact Center), the Center for Partnership Development (CPD), and the Resource Center for Human Rights (CReDO). The staff and consultants of these organizations worked with FHI360 to build the skills of other CSOs to effectively represent their constituencies and citizen interests, improve their internal management and governing structures, and increase their financial viability. The CMPs were responsible, with FHI360's assistance and oversight, for providing training and technical assistance (TA) to the other targeted organizations. Three of the CMPs (all but CReDO) continued to collaborate in the Year 4 extension period, though Contact Center became less active than CICO and CPD. Their grants ranged from about \$25,000 to \$30,000 per year.

### **Agenda for Change Partners (ACPs)**

Through this key component, MCSSP aimed to strengthen a core group of 14 CSOs that would become both a) technical leaders in their sectors, able to serve and represent the interests of their constituencies, and b) transparently managed organizations with strong internal governance systems. Activities were aimed at helping ACPs to build strong constituencies, identify solutions in their sectors, carry out advocacy, and foster networking. The aim was for the ACPs to become CSO models in engaging constituencies and bringing high impact in their areas of expertise. MCSSP's trainers and coaches worked intensively with ACPs to improve their internal management and governing structures and increase their financial sustainability. Their grants were between \$18,000 and \$22,000 per year. Eight of the 14 ACPs were selected by FHI360 and USAID to receive grant extensions and additional capacity building in Year 4 of the Program.

### **Inspire Program (IP)**

MCSSP financially supported two types of IP projects, both aimed at increasing the visibility and positive public perception of Moldovan CSOs. First, MCSSP supported short, quick-impact projects that encourage CSOs' beneficiaries, local governments, businesses, and the broader community to become involved and interested in CSOs' work. Secondly, the Program supported media outlets in covering CSO news and activities. The IP component was also designed to encourage CSOs to obtain (and learn to quantify) local funding sources. Forty short-term contracts were awarded to 34 different recipients during Years 1-3. Projects generally lasted 3-8 months and were funded using a fixed-obligation Purchase Order mechanism for amounts that fell between \$5,000 and \$10,000. Five of the recipients were selected to receive larger grants in Year 4 of the Program, at which point they began to participate on the same level as the ACPs, including grant sizes and capacity building support.

### **ECNL**

With direction from FHI360, ECNL and CReDO collaborated under Objective 3 to guide Moldovan CSOs through the processes of reviewing and revising or formulating laws to improve the civil society operating environment, and then advocating for their passage. Most of the reforms that MCSSP pursued were regulations that directly affect financial sustainability of CSOs.

### **Visibility campaign**

Parc Communications was contracted to work with FHI360 to raise the image, credibility, and authority of the civil society sector. They designed and managed a campaign promoting CSO activities

and increasing trust in CSOs, including audio and video spots; CSO Fairs, Press Tours and Press Clubs; and training for journalists and CSO representatives on social media.

During the Year 4 extension period, FHI360 worked closely with 16 CSO partners selected from the three Program components (CMP, ACP, and IP) to deepen their abilities to represent and advocate for citizens' needs and generally strengthen their organizational capacities. Those 16 were chosen by FHI360 and the CMPs in consultation with USAID, without a formal application process; grant project execution and commitment to organizational development were the main factors mentioned by FHI360 staff. MCSSP provided training and technical assistance (TA) to enhance their management systems and internal procedures, so that they would be better equipped to achieve their missions and receive funding directly from international donors, especially USAID. There was also considerable emphasis in Year 4 on the legal and political processes for improving the CSO regulatory environment.

## **2.2 CONTEXT OF THE PROGRAM**

Annex D to this report presents some key information about the country context at the time the program began, including economic and political circumstances as well as the civil society context. It also describes how the situation evolved during the course of MCSSP, with a focus on the aspects most pertinent to development of civil society and citizen participation.

# **3.0 EVALUATION METHODS AND LIMITATIONS**

*Note: This section presents a summary of the methods used and limitations faced by the evaluation. A more detailed description can be found in Annex C.*

The evaluation was conducted by a team of three experts: Team Leader Ms. Melanie Reimer, an international expert with significant experience in civil society programming and in conducting similar evaluations; Ms. Mawadda Damon, an evaluation specialist who focused on the development of data collection instruments, quality control in data collection, training of survey enumerators and focus group discussion (FGD) moderators, and the analysis of quantitative and qualitative data; and Mr. Timur Onica, a civil society expert with extensive knowledge of the Moldovan civil society context, who played a key role in identifying informants, planning data collection, conducting interviews, and analyzing the program context. ME&A engaged a local firm, IMAS, to conduct FGDs and the three surveys. Additional details about the team's qualifications can be found in Annex C.

In designing and implementing this evaluation, the Evaluation Team (ET) has followed the guidelines outlined in USAID's Request for Task Order Proposal (RFTOP) and accompanying Scope of Work (SOW) (Annex A). Both quantitative and qualitative research methods were used to gather data to investigate the evaluation questions, as outlined in the Evaluation Work Plan (Annex G). Four main methods were used: document review, key informant interviews (KII), surveys, and FGDs. Information from these methods has been triangulated to ensure reliable findings, while discrepant observations and data have been noted and used as well.

## **3.1 DOCUMENT REVIEW**

The ET reviewed a comprehensive set of documents on MCSSP, many of which were provided by USAID and FHI360, and on the context in which the Program was implemented. The team read many MCSSP reporting documents, paying particular attention to the four annual reports and the final report submitted to USAID, as well as the final reports submitted by the CMPs. In addition, the team

read the Performance Monitoring and Evaluation Plan (PMEP), as well as the results of annual Organizational Development Assessments (ODA) and the Year 4 Checklist of Organizational Capacities (“the Checklist”). The ODA was used by FHI360 to measure change in partner CSOs on a range of capacity indicators in seven categories, initially in 2010, and subsequently in 2011 and 2012.<sup>3</sup> The Checklist was introduced in the final year to measure change based on a very detailed list of criteria, many related to financial management (FM) and/or accounting policies and procedures. The criteria were developed by FHI360 based on USAID-defined requirements for CSOs to receive direct grant funding from the Agency. The Checklist was carried out twice – once at the start of Year 4 (in 2012) and once at the end of that year (2013).

In addition, the ET requested and reviewed a variety of core documents related to the current civil society support activity being funded by USAID and implemented by FHI360 since 2013, the Moldova Partnerships for Sustainable Civil Society Program (MPSCS), also referred to as the “successor program”). That information assisted the team in understanding the good practices and lessons learned that had been recognized by USAID and/or FHI360 in designing and implementing the new program, and in identifying the additional capacity building inputs that some MCSSP assisted CSOs had received since the Program had ended.

Additional documents were identified and sourced from key informants (KIs) and through independent research by the ET, primarily via the Internet. A list of the key documents reviewed during the evaluation can be found in Annex K.

### **3.2 KEY INFORMANT INTERVIEWS**

The ET conducted semi-structured interviews with 61 KIs (34 of them female) with knowledge of MCSSP’s objectives, activities, beneficiaries and/or outcomes, in 14 locations in Moldova as well as several international locations.<sup>4</sup> They are listed by name and organizational affiliation in Annex I. This method was used to collect data from FHI360 as the implementing agency, assisted CSOs, other CSOs, international donors, national and local government officials, and other organizations and individuals relevant to the Program’s goals and the evaluation questions. (Throughout this document, when the word “interviewed” is used, it refers to informants that participated in KIs. Those interviewed via surveys or focus groups are clearly indicated with different wording according to the method used).

Interviews were conducted in English, Romanian or Russian based on question guides developed to suit the particularities of different categories of informants and respond to the core evaluation questions. A sample of those guides can be found in Annex L. Interviewees were given the option of appearing in the informant list found in Annex I of this report (none objected).

### **3.3 SURVEYS**

The ET also worked with research experts at IMAS to field three surveys. These surveys targeted all assisted CSOs, an equivalent number of non-assisted CSOs, and citizens. The survey instruments were drafted in English, then translated into Romanian and Russian so that respondents could choose between those two languages. The surveys can be found in Annexes L, M, and N. The surveys were fielded through computer-assisted telephone interviewing (CATI). Survey questions had mostly closed responses, thus minimizing the need for translating responses.

#### **Assisted and non-assisted CSOs**

The assisted-CSO survey and non-assisted CSO survey were primarily aimed at assessing the effectiveness of MCSSP by analyzing the current capabilities and practices of assisted CSOs, and comparing them with similar CSOs that did not receive any support from the Program. A third survey targeted citizens residing in urban areas where assisted CSOs were based, to investigate their perceptions of whether and to what extent CSOs represent them and their interests.

As mentioned above, there were 47 “assisted CSOs” studied by the evaluation. This meant a total sample size for this survey of 47 assisted CSOs based in 12 cities of Moldova: 24 were based in Chisinau, and 23 outside of Chisinau. The ET identified a list of 63 comparable CSOs by matching them with the assisted CSOs as closely as possible on the following criteria:

1. Size of the CSO (whether they typically receive larger grants from donors or smaller grants)
2. Geographic location
3. Sector of work
4. Date of CSO registration

Responses were obtained from 34 assisted CSOs and 35 non-assisted CSOs; the names of the surveyed CSOs are listed in Annex H.

### **Citizens**

IMAS used random digit dialing of fixed phones to reach citizens in each of the 12 cities where assisted CSOs are based, to reach the target number of 115 individuals in Chisinau and 115 outside of Chisinau.<sup>5</sup> Citizens were screened to include only those at least somewhat familiar with CSOs in Moldova and exclude persons under 18 years of age. The full target population of 230 individuals was achieved; the locations and sex of respondents are listed in Annex E.

### **3.4 FOCUS GROUP DISCUSSIONS**

The ET designed focus group protocols and instruments for six FGDs with four different sets of MCSSP stakeholders. The FGDs aimed to gather more in-depth qualitative information from middle managers, finance staff and beneficiaries of assisted CSOs, and feedback on capacity building support and recommendations from leaders of non-assisted CSOs. FGDs were implemented in Romanian or Russian by experts from IMAS. The questions used to guide the discussions are included in Annex L.

After much effort, IMAS was able to recruit participants for only three FGDs: one with beneficiaries of assisted CSOs in Cahul, one with non-assisted CSOs in Balti, and one with non-assisted CSOs in Chisinau. In all, 21 people participated, 15 females and 6 males. Additional information about the participants is contained in Annex E. IMAS experienced difficulty in recruiting participants from the 10 assisted CSOs that received ACP grants in Chisinau for the three remaining focus groups (targeting assisted CSO Financial Managers, assisted CSO middle managers, and beneficiaries of assisted CSOs). Therefore, those three discussions were not held.

### **Beneficiaries of assisted CSOs**

Assisted CSO leaders were contacted and requested to provide a list of their beneficiaries with contact information. These ended up being youth between the ages of 18 to 25, who were largely also volunteers with those CSOs. Beneficiaries of assisted CSOs were targeted in order to obtain the important perspective of the target of citizen engagement activities. They provided an outsider view on the level of gender consideration in CSO activities and strategies, and on the relevance and visibility of CSOs’ work.

### **Non-assisted CSOs**

Focus groups of non-assisted CSOs sought to obtain the perspective of peers of assisted CSOs. They discussed the visibility and credibility of CSOs, whether they saw any changes in advocacy efforts and engagement of the community over the last five years, and provided feedback on capacity building programs and priorities for the future.

### **3.5 DATA ANALYSIS**

After collecting data using the above methods, the ET proceeded with data analysis. The analysis included assessment of differences and similarities among categories of respondents (men and women; assisted and non-assisted CSOs; CSOs that have received different types of support from the

Program; CSOs and citizens from different regions and cities). For qualitative data resulting from in-depth stakeholder interviews, the team looked for common themes across the diverse sample of respondents to ensure validity and reliability, triangulating findings from among different groups of stakeholders.

The ET prepared a PowerPoint presentation of its preliminary findings, conclusions and recommendations for the USAID debrief, based on the team's initial analysis of these data. The USAID feedback and questions informed the ongoing analysis and highlighted some additional areas of inquiry. A similar presentation with an audience of other Program stakeholders (FHI360's staff and assisted CSOs) also enabled the ET to clarify certain areas of doubt and strengthen the analysis.

### 3.6 LIMITATIONS

As with all evaluations, there were certain limitations that affected data collection and analysis. Specific constraints in this case included:

- Different assisted CSOs were targeted with highly varying levels, types and durations of support over the life of the Program, which made it difficult to standardize questions for interviews and surveys, and to attribute changes in the CSOs to Program inputs.
- Availability of informants, especially for focus groups, was limited due to the season and the fact that some assisted CSOs were already targeted with other methods of data collection.
- It was not possible to attribute observed differences between assisted CSOs and non-assisted CSOs from the survey data to the MCSSP Program due to the lack of baseline data that would allow a calculation of change over time and the difference-in-difference (change over time in assisted CSOs compared to the change over time in the non-assisted CSOs).
- Recall bias was a factor, especially among informants not actively involved in the later stages of MCSSP and those who received training from CMPs or other contractors, as they could not always remember whether that activity was part of MCSSP.
- Selection bias may have affected data; it is possible that respondents who refused to participate in the surveys had different experiences or opinions than those who participated.
- There was some evidence of confusion between the activities and outcomes of MCSSP and the successor program with similar initials (MPSCS), also being implemented by FHI360.
- The Program Performance Monitoring and Evaluation Plan (PMEP) was found to have weaknesses, especially in the definition of indicators, and therefore was of limited usefulness in terms of assessing results of the Program.

Annex E containing the detailed methodology describes the ways that the ET worked to minimize the effects of these limitations on the process and outcomes of the evaluation.

## 4.0 FINDINGS

### 4.1 REPRESENTATION OF CITIZEN INTERESTS

#### 4.1.1 Ability of CSOs to Represent Citizen Interests

**Question 1a. Did the ability of assisted CSOs to represent citizen interests improve significantly during the period of implementation of MCSSP?**

Through KIs and other methods, the ET found that the progress of the assisted CSOs in this respect was highly variable, largely affected by the varying levels of participation in and support by the Program. Survey data found that among six areas of capacity, CSOs self-reported the least amount of

improvement in capabilities in this area, improving from a score of 2.09 in 2009 to 1.79 at the time of the survey (1=highly competent; 2=somewhat competent; 3=not very competent; 4=not at all competent).

### ***Inspire Program***

The IP recipients in general showed minor improvements, according to KIs and survey data. However, some were clearly able to strengthen links with citizens and other stakeholders, including the media, depending on the specific nature of their project. It should be noted that at least five of the 40 awards were used primarily by recipients to supplement pre-existing funding or co-fund ongoing activities of a similar nature. The IP recipients interviewed by the ET that did not participate in Year 4 did not attribute any change to MCSSP.

As for the five CSOs that began as IP recipients but were later supported in Year 4 of MCSSP (hereafter called “IP+ grantees”), interview data showed that three of them had made significant and sustained improvement in their ability to represent citizens. Notable examples were Certitudine and Motivatie, each of which expanded and deepened their contacts with constituencies and became more widely and highly respected as organizations with expertise in specific areas of activity. Those processes began during the early years of the Program but were consolidated in Year 4 with enhanced funding and TA from MCSSP.

### ***Agenda for Change Partners***

With respect to the ACPs, the evaluation found that the degree of change was also variable, but generally ability to represent citizens had improved – particularly among the eight organizations selected to participate in Year 4 (hereafter referred to as “ACP+ grantees”).

- At least six ACPs showed significant improvement; they grew measurably in visibility, credibility, and contacts, and several outside Chisinau initiated or scaled up their roles as operational links between their beneficiaries/local stakeholders and public authorities. Examples include the Center of Legal Assistance for Persons with Disabilities (CAJPD), Contact Cahul, and the Association of Psychologists Tighina. These assisted CSOs were not always directly interacting with citizens, as they often worked through local intermediaries such as community-based organizations (CBOs).
- At least two ACPs (Association of Independent Press and the Association of Independent TV Journalists) clearly improved in visibility and advocacy for their constituents and colleagues, and expanded their scopes of activity, but their interviews furnished no evidence of having established a closer linkage to citizens.
- Six ACPs showed little sign of improvement in this area.

### ***Consortium of Moldovan Partners***

The four CMPs were not the target of MCSSP’s support in this area, and were not seen to improve their links to citizens, since they acted primarily as service providers. However, they were seen to have made stronger connections with participating CSOs in the regions with whom they had not previously been linked (especially CICO and CPD), so they experienced a collateral benefit in the form of an expansion of their constituencies.

### ***Survey Data***

When asked how important various interests were in determining project priorities, the surveys showed no significant difference between those that participated in MCSSP and those who did not. The average rating given by assisted CSOs was 1.09 for the needs of their target population and 1.44 for donor priorities (1= very important; 2=somewhat important; 3=not at all important), while non-assisted CSOs averaged 1.00 for the target population and 1.56 for donor priorities.

As well, the survey data showed little difference between the percentage of assisted and non-assisted CSOs that had organized constituency engagement activities. When asked about the type of constituency engagement activities they had organized in the past two years, the main point of difference was that more assisted CSOs had held public events (100% of 34 respondents) and consultations with constituents for planning purposes (82%), while among non-assisted CSOs, 86% had held public events and 74% had included constituents in planning. Interestingly, non-assisted CSOs reported a higher tendency to organize activities specifically aimed at engaging women.

With respect to the use of research tools to learn about constituent needs and priorities, the survey results showed that assisted and non-assisted CSOs were similar except for in their use of surveys: 76% of assisted CSOs used survey and only 58% of non-assisted. Both had used other tools to almost the same extent, but CSOs that participated in Year 4 of MCSSP were slightly more likely to have used the community scorecard.

### **Visibility and Credibility**

In general, interviewed informants observed moderate improvement in both overall visibility and credibility of CSOs in Moldova since 2010 – though it was more often considered that the former had risen as compared to the latter. Only two of 61 interviewees indicated that visibility had not increased in the past five years. All three focus groups (two of non-assisted CSOs and one of CSO volunteers) indicated that credibility of civil society in general was still low, especially in the case of Chisinau-based policy-focused organizations. Among surveyed citizens (all of whom had indicated at least some familiarity with CSOs), 19% viewed CSOs in Moldova very favorably, and 62% somewhat favorably. 53% of citizens said their views had improved either somewhat or greatly since 2009 (see Table 4 in Annex P).

Interestingly, as can be seen in Table 3 in Annex P, the views of female citizens were generally much more positive than those of male citizens: 85% of females view CSOs very favorably or somewhat favorably, compared to only 71% of males. This trend manifested itself over various survey questions, including one that asked whose interests are represented by CSOs; 58% of females said “citizens,” compared to only 37% of males who were much more likely to say that CSOs represented personal or donor interests. When asked the same questions about CSOs in their own city or community, respondents’ views were similar.

The Barometer of Public Opinion of Moldova showed a slight decrease of public trust in NGOs in November 2013 compared to 2010. A scant 1.4% of citizens polled in 2013 indicated that they trusted NGOs “a lot” and another 20.2% said they have “some trust” on them. In May 2010, the figures were 1.9% (lot of trust) and 24.6% (some trust).<sup>6</sup> Public trust and optimism also declined for most stakeholders covered by the Barometer, including parliament, government, and mass media. On the other hand, the CSO Sustainability Index,<sup>7</sup> a measure carried out annually by USAID in Central and Eastern European countries, including Moldova, provided evidence of slight gains in the “public image” of CSOs since 2009, as illustrated in Figure 5 in Annex P.

The scale of the index is from 1 to 7, with 1 indicating the highest level; the scores for Moldova since 2000 place it in the “evolving sustainability” category. The general description of that category in the Index (applicable to all countries covered by the report) very closely reflects the findings of the evaluation with respect to the current public image of CSOs in Moldova: *“The media does not tend to cover CSOs because it considers them weak and ineffective, or irrelevant. Individual CSOs realize the need to educate the public, to become more transparent, and to seek out opportunities for media coverage, but do not have the skills to do so. As a result, the general population has little understanding of the role of CSOs in society. Individual local governments demonstrate strong working relationships with their local CSOs...but this is not yet widespread.”*<sup>8</sup>

With respect to the assisted CSOs, interviews and review of project documents indicated that the ACPs, in particular, had become more visible with the public. At least six assisted CSOs (ACPs and IPs) were also reported by KIs (from CSOs, government and donors) as noticeably more credible than before, particularly with government stakeholders with whom the CSOs worked more closely during MCSSP. Short-term projects resulting in tangible changes at community level were repeatedly mentioned by various informants as having the most effect on visibility and credibility of CSOs with citizens and local government authorities. Informants from government, CSOs, and donors mentioned that assisted CSOs, including CAJPD, Motivatie, Youth for the Right to Life (TDV), the National Youth Council and the National Center for Child Abuse Prevention had made particular strides in achieving credibility with national government officials in their respective areas of work.

The evaluation survey data was ambiguous on whether CSOs were more visible since 2009: 23% of citizens read or heard about CSOs much more often, and another 29% heard about them somewhat more often. On the other hand, 26% said it was the same, and 22% said it was less often. Online discussion sites and social media were mentioned most frequently by surveyed citizens as the way that they received information or participated in CSO activities.

With respect to the element of advocacy on behalf of citizen interests, much of the advocacy directly supported by MCSSP was focused on the legal framework affecting civil society. However, advocacy by assisted CSOs in other areas had considerable success during MCSSP. Informants and Program documents described a number of national and local level policies that were changed following advocacy by assisted CSOs, such as: 1) ratification of the United Nations Convention on Rights of People with Disabilities and adoption of related law (CAJPD); 2) the regulations on the activity of the Regional Development Agency South (Contact Cahul); and 3) the Law on Volunteering (TDV with the support of Tineri si Liberi and Coalition for Volunteering). The PMP recorded 13 “positive modifications to enabling legislation/regulation for civil society accomplished with USAID assistance.”

The survey data showed that 85% of assisted CSOs had participated in advocacy activities in the past two years, compared to 74% of non-assisted CSOs. Of those assisted CSOs, 41% indicated that their constituents had a “high” level of involvement in that advocacy, compared to 31% among non-assisted CSOs. However, the disaggregated data shows that 9 of the 12 assisted CSOs that reported “high” involvement were in fact IP grantees that only received small grants and minimal capacity building from the Program; therefore, it is difficult to make any link between MCSSP and the level of constituent involvement in advocacy.

#### **4.1.2 Effect of MCSSP on CSO Ability to Represent Citizen Interests**

**Question 1b. If so, to what extent do the assisted CSOs perceive that the improvement was related to/caused by the activities or support of MCSSP?**

Of the 13 representatives of ACPs and IP grantees interviewed and found to have improved in their ability to represent citizens, four perceived that MCSSP had made a significant contribution to that change. Another four considered the link between MCSSP’s support and their improvement to be moderate; there had been some contribution but not significant. Five others perceived that the MCSSP’s contribution was minimal or non-existent. The latter group mentioned that the amount of funding was very small and of short duration and, in one case, that the assistance was not considered very relevant to their needs.

On average, assisted CSOs that responded to the survey thought that MCSSP had “somewhat” increased their capabilities to engage with and represent citizens. The IP+ grantees on average thought the Program had significantly contributed to their ability to engage with citizens, while the ACP+ reported a difference of 0.6 in the score (on a scale of 1-4) from 2009 to the present in their

ability to engage with citizens. Comparatively, IP, ACP and CMP recipients that did not continue in Year 4 of the Program gave considerably less credit to MCSSP for changes in this area.

#### 4.1.3 Types of MCSSP Support with Most Impact

##### **Question 1c. Which MCSSP activities and types of support do assisted CSOs perceive as having had the most impact on their ability to represent citizen interests, and why?**

CSO informants mentioned a variety of types of MCSSP support that strengthened their efforts to better represent citizens and constituents. Since each CSO started in quite a different situation, different types of support were useful in varying degrees.

- Financial support was most often cited as a key factor by CSOs, since funding boosted their levels of activity and therefore visibility with government and constituents. For example, grant funds allowed for travel to rural areas to meet with local officials and community groups, for prizes to motivate youth volunteers, for camera equipment that opened the door to much wider audiences, and for surveys and other research to determine the needs of disabled citizens.
- One of the most valued and effective ways of strengthening CSO links to citizens was through small-scale community projects that responded in a tangible way to a basic problem at grassroots level. This type of activity seemed to emerge primarily from the initiative of the assisted CSOs, but was supported by MCSSP funding. As one local government interviewee stated (and others agreed): “*Tangible youth and social projects in communities contribute most to increasing visibility.*” One example was a small IP grant that enabled Certitudine to work with village-based youth groups in northern Moldova to identify needs in their communities, and develop practical low-cost solutions involving volunteer labor and often a contribution from local authorities. Projects included solving a garbage disposal problem and rehabilitating a neglected park area. Another example was the IP project initiated by Ograda Noastra in southern Moldova, which engaged Roma and non-Roma communities in a joint effort to rehabilitate a road to facilitate mobility of the Roma residents. This type of participatory quick-impact activity was mentioned by various informants as having a significant impact on the level of visibility and credibility of the CSO leading the project, as well as a ripple effect on the credibility of civil society in general.
- Individual coaching and mentoring by CMPs and FHI360 staff was also given considerable credit by assisted CSOs. Through coaching, they came up with new ideas for reaching out to communities and other stakeholders, and on how to conduct effective research on needs, among other benefits. CSOs also pointed to increased confidence, largely due to the steady accompaniment and support provided by the coaches, and to the TA that empowered them to develop credible proposals for solution of problems affecting their constituents.
- Expert advice secured through the organizational development (OD) funding provided as part of all grants was also mentioned repeatedly by CSOs as very useful. The ability to source international expertise was particularly noted; for example, the advice of ECNL to guide advocacy on legislation.
- Media and public relations support was also perceived as beneficial, with CSOs especially noting the impact of CSO Fairs and other special events that helped raise their profiles and attract volunteers. Funding for various publications was also mentioned, though it was noted that local television exposure had little impact, and word of mouth still plays an important role in spreading information about CSO services and activities.

- Affiliation with USAID (by getting an MCSSP grant) was mentioned by both CSOs and other informants as being instrumental in boosting the grantee organizations' credibility, especially with other donors and government authorities.

#### 4.1.4 Practices Adopted to Represent Citizens

##### **Question 2a. Which practices/behaviors promoted by MCSSP did the assisted CSOs adopt to better represent citizen interests?**

The practices and behaviors most widely reported (in interviews, survey and program documents) among the 13 ACPs and IP+ grantees were the following:

- Establishment of regular interaction with local or national government authorities through various methods, mostly informal at local and regional levels (at least seven CSOs).
- Establishment or improvement of websites, blogs, and Facebook pages (at least six CSOs).
- Regular press releases and press conferences (all CSOs doing several press releases).
- More frequent or scaled-up use of research tools such as surveys, FGDs and community scorecards, for example by Certitudine, Motivatie, and Contact Cahul (at least seven CSOs).
- Roundtables and cluster clubs, especially with other CSOs and some CBOs (although these were not reported as sustained or ongoing practices) (at least four CSOs).
- Annual report publication (in either paper or electronic format). Annual reports were most widely adopted in Year 4, when this was actively promoted and funded. The PMEP indicates that all 16 CSOs published financial and programmatic reports in that year, eight of them for the first time.

Other practices reported by several assisted CSOs were:

- Regular participation in regional and local government strategic planning processes
- Inclusion of constituents or other outsiders in strategic planning and on boards of directors, especially in Year 4
- Creation or improvement of databases of beneficiaries
- Public forums, festivals and other events
- Public-private working groups and roundtables to promote discussion of policy issues

In general, the practices described had been used by the CSOs previously, but Program support (both technical and financial) enabled and encouraged them to scale up, improve and/or make their use more frequent. It should be noted that not all of these practices and behaviors targeted citizens directly, but rather were aimed at other audiences or participants. As well, some practices may have been adopted or scaled up for reasons not related to MCSSP. The four CMPs generally did not report having adopted new practices in this area, although one did begin to produce annual reports and generally give higher priority to public relations.

#### 4.1.5 Practices Adopted in Relation to Gender

##### **Question 2b. In particular, which practices/behaviors were adopted by assisted CSOs to take into account gender-related differences and issues in their representation of citizen interests?**

Within the MCSSP team, CPD was recognized as the partner with expertise in gender issues and thus was primarily responsible for the promotion of good gender-related practices among ACPs. Program records indicate that CPD delivered a brief training to FHI360 staff as well as a two-day training for ACPs in 2011 as one module of the CSO Management Course. Following that training, the CSO participants were given a tool to conduct "gender audits" of their own organizations, however CPD

reported that most CSOs did not follow through and apply the tool. Two regional public policy forums were organized in 2012, and a guide on promoting gender equality in CSOs was also developed by CPD in that same year.

Grantees were required to report participation in project activities disaggregated by sex, and to mention gender approaches in their proposals, but there was no evidence of any other requirements imposed by the Program. In fact, very few practices were found to have been adopted by the CSOs to take into account or address gender-related issues and differences. When asked about gender related practices in interviews, grantees were able to mention only the requirement for gender-disaggregated reporting. When asked whether the results of their research in the last two years were disaggregated by gender, the assisted CSOs surveyed indicated “some” (2.1 average score for five different research methods, where 1=all; 2=some; 3= none), while non-assisted CSOs indicated a marginally higher rate of 1.9.

Informants indicated that many Moldovan CSOs feel that these practices are not relevant to them or not a priority; they continue to count male and female participation as a minimum measure, primarily for donors. A couple of grantees expressed a desire to further analyze and do something with this disaggregated data but were not sure how to go about it – for instance, how to attract more male volunteers or community members to meetings. This challenge was also mentioned in a meeting with FHI360 staff. It was reported by those staff that some CSOs had begun to use more gender-friendly or gender-neutral terms in their external communications, following the example and encouragement of FHI360 and CPD, but there was no more specific data. There tend to be more women than men among the staff and volunteers, which was taken by some interviewed CSOs to be a sign that no action was needed by their organization to address gender differences.

In this regard it is relevant to observe that no organization with a focus on women’s interests or gender-related issues was selected as an ACP (reportedly due to lack of qualified applicants in that sector), and only two were engaged through the IP component over the three years. One member of the Program staff considered that this had weakened the Program’s ability to proactively work on gender-related issues.

## **4.2 ORGANIZATIONAL DEVELOPMENT**

This section of the report is organized in four sub-sections, one dedicated to each of the four main areas of organizational capacity that was examined according to the evaluation questions defined by USAID. The sub-sections are: accounting and financial management, human resources management, monitoring and evaluation, and financial sustainability. In each sub-section, the same questions are posed with respect to that particular area of capacity. A final sub-section on internal governance of the assisted CSOs is also included, to respond to a specific evaluation question on that subject. As well, the reader should make reference to Section 4.3 below, which contains supplementary findings in relation to the overall effectiveness and relevance of MCSSP’s work and approaches on organizational development of CSOs.

### **4.2.1 Accounting and Financial Management**

#### **Question 3a. Did the ability of assisted CSOs in accounting and financial management improve significantly during the period of implementation of MCSSP?**

With respect to IP recipients in general, there was little evidence of improvement in accounting and financial management (except for those selected to participate in Year 4 of the Program). MCSSP did not set out to improve the ability of these CSOs in this area; the Purchase Order mechanism used to fund these projects was based on a fixed amount obligation and, therefore, did not require financial reports. This meant that the training and coaching in accounting that sometimes accompanies the award of a small grant was not required in this case, except in relation to assistance for recipients to

value and report on cost share. Some of these CSOs did attend financial management (FM) training on an ad hoc basis, and some also received and used the guides on FM and accounting, though Program records do not indicate exact numbers.

Turning to the 14 ACPs and 4 CMPs, the main targets of capacity building in the first three years, the ODA records show a moderate improvement under the heading of “financial management and sustainability” from an average score of 2.7 (on a scale of 1 to 6)<sup>9</sup> in 2010 to 3.2 in 2012. Evidence gathered through interviews with CSOs and donors also indicates that some CSOs improved significantly in this area, although they did not always link that change to MCSSP support. Two of the four CMPs (CReDO and CICO) did not improve in this area, according to ODA records.

Six of 14 ACPs and one CMP were not selected to participate in Year 4, so they did not advance any further than indicated above. KILs with the CMPs and FHI360 staff indicated that one of those ACPs, Every Child, had well-developed FM systems and practices when it joined the Program, while the other five that were not selected proved to be either insufficiently motivated to engage in intensive organizational development (e.g. Contact Balti, Soarta Association) or to have a too-low absorptive capacity (Rodolubets).

FM and accounting were emphasized heavily in Year 4, at which time the ODA was discontinued and a new monitoring tool (the “Checklist”) was instituted by FHI360 to measure change based on a very detailed list of criteria, many related to FM and/or accounting policies and procedures. The Checklist data shows that the average scores for the 16 CSOs targeted in that year improved measurably on almost every criterion within this category. The average score for the entire section devoted to FM and accounting went from 0.5 in 2012 to 0.8 in 2013 (on a scale of 0 to 1, with 0 being “does not exist”, 0.5 indicating “exists but needs improvement, and 1 being “exists and functions”).<sup>10</sup> Various new FM policies and procedures were adopted by these CSOs during Year 4, most notably in segregation of duties within the organization between accounting and FM roles, and in procurement regulations.

However, it is important to note that the Checklist was primarily designed to measure the adoption of policies and procedures, and not to assess the degree or quality of implementation of those policies and procedures.<sup>11</sup> Since these policies were in many cases adopted in the closing months of the project or even later, it was not possible to monitor their implementation during MCSSP.

Interviews with assisted CSOs and site visits supported the finding that a wide range of new policies and procedures had been documented and formally adopted. Informants highly valued the support to their capacity in FM and accounting, although four interviewed CSOs from Year 4 indicated that they were not always implementing the new policies and procedures due to lack of time, insufficient staffing, and other constraints. This was especially the case for smaller organizations, several of which suggested that these policies and procedures were simply not a high priority.

The survey of assisted CSOs showed that respondents considered FM to be the second greatest area of improvement in their organization’s competence during the Program. On average, respondents rated their competence in FM on a scale of 1 to 4 at 2.12 in 2009, and at 1.56 at the time of the survey (1=highly competent; 2=somewhat competent; 3=not very competent; 4=not at all competent).

The survey asked if CSOs (i) had in place, and (ii) were actively using certain elements of FM policy and procedures. The results shown in Table 6 in Annex P show that assisted CSOs were more likely than non-assisted CSOs to have internal procurement procedures and an organization-level FM policy. Implementation rates were high (over 90%) among those where the listed practices existed, and roughly equal between assisted and non-assisted CSOs. When data was disaggregated by type of

assisted CSO, it was clear that CSOs from Year 4 of MCSSP were more likely to have these elements in place than other assisted CSOs.

The most surprising survey data emerged in relation to segregation of duties for financial functions. To the question “*Does the same person process payments and approve payments to be made?*” 44% of assisted CSOs responded “always” or “sometimes,” as compared to 55% of non-assisted CSOs. Disaggregation across types of assisted CSOs indicated that this problem, which is contrary to basic FM principles, affected all categories of IP, ACP and CMP to some extent.

**Question 3b. If so, to what extent do the assisted CSOs perceive that the improvement in accounting and financial management was related to/caused by the activities or support of MCSSP?**

With respect to those targeted in Year 4, the mere fact that significant change in FM and accounting policies and procedures happened in such a short time for participating CSOs is strong evidence that much of that development was due to MCSSP. In fact, assisted CSOs consistently noted during interviews that this was the area in which they made greatest strides in organizational development, usually stating that the change was largely due to MCSSP.

As for the ACPs and CMPs that did not participate in Year 4, the evidence of attribution to MCSSP is not as strong. However, five of eight interviewed ACPs credited the Program with most of their improvement in FM and accounting during the relevant period.

Data from the survey of assisted CSOs showed that MCSSP capacity building in financial management was viewed as having made the greatest contribution to their overall organizational capacity. It received the highest average rating of 1.65 on the degree of MCSSP contribution to change in capability (where 1=significantly; 2=somewhat; 3=a little; 4=not at all). Among assisted CSOs, 71% of respondents thought financial management capacity building by MCSSP had significantly contributed to increasing their organizational capacity.

**Question 3c. Which MCSSP activities and types of support do assisted CSOs perceive as having had the most impact on their abilities in accounting and financial management, and why?**

The guides or manuals produce by the Program on subjects related to accounting and FM were widely appreciated by the assisted CSOs interviewed, regardless of the level of sophistication of the organization. At least six of them mentioned the MCSSP’s guides when asked what assistance had been most useful to their organization, with three making specific reference to the FM-related guides. CSOs reported that they were able to use these guides as a regular reference as issues arose in their operations, and that the material was well presented and relevant.<sup>12</sup>

Coaching or mentoring by CICO and FHI360 staff was also considered by interviewees to be a very useful type of support because of the individualized nature of the advice and mentoring, which took into account the specific strengths and weaknesses of each organization and its personnel, and their particular needs. Training workshops were also valued as an initial step for accountants and other staff but were generally considered most effective in combination with subsequent coaching to adapt the information and skills to the situation of the organization, and ensure that knowledge could be put into practice in the workplace.

**Question 4. Which practices/behaviors promoted by MCSSP did the assisted organizations adopt to strengthen their accounting and financial management?**

A wide variety of very specific FM and accounting policies and procedures were adopted by the assisted CSOs with the support of MCSSP, depending on their level of engagement in the Program. The Checklist created by FHI360 indicates a long list of policies that have been adopted by the Year 4 CSOs. The following were mentioned most often by interviewed CSOs as the new practices regularly implemented by them:

- Documented procurement procedures (more detailed among Year 4 grantees)
- Electronic methods for most accounting processes (some had previously been relying heavily on paper-based accounting)
- IC accounting software<sup>13</sup> that meets USAID requirements, adapted to CSO needs (all but two Year 4 CSOs have installed, according to Checklist)
- Monthly financial reporting (required by FHI360 of all ACP and CMP grantees)

The findings presented above in relation to Question 3a are also relevant to the question of actual implementation of new practices. Although segregation of duties for accounting and approval of expenditures was mentioned by CSOs and recorded by the Checklist as having been fully adopted by all Year 4 CSOs, and 97% of surveyed assisted CSOs said they had such a policy, the survey data noted above suggests that actual implementation may be lagging. As FHI360 pointed out in their final program report: “*Since none of the CSOs can afford to hire a full time financial manager, in all CSOs the FM tasks and responsibilities were distributed among the team.*” This, and the small number of staff in most of the assisted CSOs, are likely the main obstacles to segregation of duties.

#### 4.2.2 Human Resources Management

##### **Question 3a. Did the ability of assisted CSOs in human resources management improve significantly during MCSSP?**

A majority of ACPs and CMPs either adopted or improved at least some policies and procedures to better manage their human resources during the Program. The average ODA scores in this category showed modest improvement from 3.5 in 2010 to 3.8 in 2012 (on a scale of 1 to 6). With respect to the 16 Year 4 CSOs, the Checklist showed significant change in recruitment and performance evaluation policies and procedures. Overall Checklist scores for HR management rose from 0.6 in 2012 to 0.8 in 2013, on a scale of 0 to 1.

However, several of the interviewed CSOs mentioned that implementation of those tools was so far only partial, with reasons including a very small team of staff as well as sporadic funding that would not enable them to hire staff. It should be noted that even the most well-established CSOs in Moldova often engage consultants rather than staff due to volatility of funding and the high cost of qualified staff.

##### **Question 3b. If so, to what extent do the assisted CSOs perceive that the improvement in human resources management was related to/caused by the activities or support of MCSSP?**

All of the seven interviewed CSOs who reported having made major changes in their HR management gave credit to MCSSP’s support as a significant factor. Several reported that they were using basic undocumented procedures before, or just being guided by the legal stipulations for employment. Having written policies helped to clarify and ensure consistency, even in the case of staff turnover.

Data from the survey of assisted CSOs showed that MCSSP’s capacity building in HR management was viewed as having made a modest contribution to their overall organizational capacity. It received an average rating of 1.91 on the degree of MCSSP contribution to change in capability (where

1=significantly; 2=somewhat; 3=a little; 4=not at all). Among assisted CSOs, 47% of respondents thought HR management capacity building by MCSSP had significantly contributed to increasing their organizational capacity. Those participating in Year 4 of the Program were much more likely to give credit to MCSSP for their improvements.

The survey of non-assisted CSOs provides some additional support to the contribution of MCSSP in this area, since there were marked differences in the HR practices reported by them and the assisted CSOs, as mentioned under Question 4 below.

**Question 3c. Which MCSSP activities and types of support do assisted CSOs perceive as having had the most impact on their abilities in human resources management, and why?**

Templates for job descriptions, as well as other forms and guidelines for recruitment and performance evaluation, were highly valued by interviewed CSOs. These templates and forms were easy to understand and adapt to their needs, and obviated the need to delve deeply into complex regulations to come up with new documents. Coaching was considered to be more useful than training in this area because it took into account the specific strengths and weaknesses of each organization and its personnel as well as their particular needs.

**Question 4. Which practices/behaviors promoted by MCSSP did the assisted organizations adopt to strengthen their human resources management?**

The following practices were those most commonly adopted or improved by CSOs, according to interview and survey data.

- Job descriptions with performance evaluation standards and clear definition of roles (91% of assisted CSOs surveyed have job descriptions for all positions).
- Documented human resource policies, including on recruitment (85% of assisted CSOs surveyed have a recruitment policy in place, compared to 53% of non-assisted).
- Staff manuals (73% of assisted CSOs surveyed have one, compared to 47% of non-assisted).

The Checklist maintained by FHI360 showed that additional policies and procedures were adopted by the CSOs targeted in Year 4, including codes of conduct for staff, which were adopted by at least five organizations. Another six CSOs already had such codes in place prior to that year, though it is not clear whether that was due to MCSSP.

#### **4.2.3 Monitoring and Evaluation (M&E)**

**Question 3a. Did the ability of assisted CSOs in monitoring and evaluation improve significantly during the period of implementation of MCSSP?**

FHI360 staff reported that some ACPs learned to use logical frameworks for the first time, and developed a better understanding of indicators and monitoring of indicators. The evaluators observed from ACP grant reports that their use of indicators consisted largely of counting of participants, activities or recommendations, and indicators were not always defined clearly. Only two interviewed CSOs mentioned any change of their capacity or practices in this area, and none mentioned having received Program support. It was reported by CPD that assisted CSOs had little interest in the subject when they were offered training or coaching.

The Checklist used in Year 4 shows only nominal improvement by the 16 targeted CSOs, with average final scores falling in the range of 0.6 (on scale of 0 to 1), which equates to just over “exists but needs improvement,” an increase of 0.1 from the baseline scores (refer to Table 7 in Annex P). However, it should be noted that M&E was given minimal attention in the Checklist tool - only five of the indicators related to M&E, as compared to 48 indicators for financial management topics. In

contrast, the survey data suggest a greater level of improvement although CSOs remained at the “somewhat competent” level. Self-reported scores for M&E capability increased from an average of 2.47 in 2009 to 1.76 (where 1=highly competent; 2=somewhat competent; 3=not very competent; 4=not at all competent) and demonstrated the largest improvement when compared to other areas of MCSSP’s capacity building.

According to the survey data, 91% of assisted CSOs and 86% of non-assisted CSOs regularly monitor their activities; in other aspects of their M&E systems, there were minimal differences reported. IP recipients in the first three years of MCSSP had the weakest M&E systems among the assisted CSOs, according to the survey.

**Question 3b. If so, to what extent do the assisted CSOs perceive that the improvement in monitoring and evaluation was related to/caused by the activities or support of MCSSP?**

As noted above, advances in M&E were found to be limited, though some activities found useful by interviewed CSOs are mentioned under Question 3c below. Data from the survey of assisted CSOs showed that MCSSP’s capacity building in M&E was viewed differently by different respondents. It received a relatively modest average rating of 1.85 on the degree of MCSSP’s contribution to change in capability (where 1=significantly; 2=somewhat; 3=a little; 4=not at all). However, 58% of assisted CSOs thought M&E capacity building by MCSSP had significantly contributed to increasing their organizational capacity. The apparent discrepancy is largely due to the low rating (average 2.67) by IP recipients that did not participate in Year 4, presumably because they received minimal assistance from MCSSP on this subject. Those respondents accounted for more than half of the responses to this question (17 of 33).

**Question 3c. Which MCSSP activities and types of support do assisted CSOs perceive as having had the most impact on their abilities in monitoring and evaluation, and why?**

Use of a variety of indicators and logical frameworks was promoted with ACPs in particular as part of reporting requirements, and at least three ACPs said they improved their practices and skills in this area as a result of their practical usage on a regular basis. Few other activities or types of support by MCSSP were clearly identified by interviewed CSOs in this thematic area. Two CSOs mentioned useful M&E training by CPD but the ET was unable to determine whether that training was within the scope of MCSSP. One interviewed CSO in Transnistria said that the support of the FHI360 staff with drafting their narrative reports was very helpful and helped build their capacity in reporting.

**Question 4. Which practices/behaviors promoted by MCSSP did the assisted organizations adopt to strengthen their monitoring and evaluation?**

As mentioned above, several ACPs improved their use of indicators with MCSSP’s support. The CMPs and ACPs were tasked with doing annual self-assessments using the ODA tool in Years 2 and 3 of the Program. One of the CMPs reported that they were continuing to use this tool, especially in the course of their work in assessing capacity of other CSOs. The seven CSOs that are engaged in the successor program are also using a modified version of the ODA tool, as part of that program’s requirements.

#### **4.2.4 Financial Sustainability**

**Question 3a. Did the ability of assisted CSOs in relation to financial sustainability improve significantly during the period of implementation of MCSSP?**

This area of enquiry required the ET to examine some aspects of the Objective 4 of the Program, although that was not originally anticipated by the evaluation purpose.<sup>14</sup> In considering this question,

it is important to take into account the overall context of Moldovan CSOs. The USAID CSO Sustainability Index showed modest improvement in financial viability of Moldovan CSOs during MCSSP implementation (5.2 in 2009, increasing to 5.0 in 2012, and 4.9 in 2013). Financial viability remained the weakest dimension of sustainability in 2013, according to that Index. KII reported that the private sector continues to be leery of openly donating to civil society for fear of drawing attention from the authorities, and the legal framework still needs development to offer more incentives to businesses and to open the path for more government funding and contracts.

As with the Public Image criteria described above, the 2013 Index description of a context with an “evolving” level of financial viability is remarkably close to the situation of the assisted CSOs found by the evaluation in Moldova in 2014: *“CSOs pioneer different approaches to financial independence and viability. While still largely dependent on foreign donors, individual CSOs experiment with raising revenues through providing services, winning contracts and grants from municipalities and ministries to provide services, or attempting to attract dues-paying members or domestic donors. However, a depressed local economy may hamper efforts to raise funds from local sources. Training programs address financial management issues and CSOs begin to understand the importance of transparency and accountability from a fundraising perspective, although they may be unable to fully implement transparency measures.”*<sup>15</sup>

With respect to the specific situation of the assisted CSOs, the evaluation examined financial sustainability in three dimensions, as follows.

**Foreign vs. domestic sources of funding.** Several assisted CSOs [notably, Certitudine in Balti, the Regional Center for Sustainable Development (CRDD) in Ungheni, Vesta in Gagauzia] showed a greater ability to successfully mobilize contributions to community projects from both public authorities and citizens. While these resources have not directly supported the sustainability of those CSOs, they have enabled greater impact and mobilization of potentially sustainable initiative groups in those communities. Other assisted CSOs (including five of those interviewed) were reported by KII participants to have diversified their donor bases and expanded activity levels, even if they were not yet able to generate significant resources within Moldova.

FHI360 reported that assisted CSOs raised 8 million Moldovan Lei (about \$510,000 at current exchange rates) from domestic sources during the Program. It was also reported that for partner CSOs, reliance on foreign sources had declined from 96% of total revenues (including monetary and in-kind contributions) in 2009 to 76% in 2012, with domestic sources making up the remaining 24% of income in 2012. However, when the ET checked the source documents, it was found that due to an averaging error in 2012, the actual change was from 96% to 83%, as shown in Table 8 below.<sup>16</sup> The decline of foreign funding (and corresponding increase in domestic sources) by 13 percentage points is nonetheless a significant advance.

When the ET examined changes in funding levels over time at each of 14 reporting CSOs from 2010 to 2012,<sup>17</sup> a wide range of foreign funding among assisted CSOs were found, from an increase in foreign funding of 16% by CAJPD to a decrease in foreign funding of 37% by TDV. Individual CSOs reported from a low of 30% of funding from foreign sources (Pro-Comunitate in Cahul and CRDD in Ungheni) to a high of 98% (CAJPD) or 99% (CPD) in 2012.

**Table 8. Assisted CSO revenue, total and from foreign sources**

Year	Total revenue (monetary and in-kind)	Revenue from foreign sources (monetary and in-kind)	Percentage of total revenue from foreign sources
2009	\$1,653,180	\$1,592,420	96%
2012	\$1,884,290	\$1,568,190	83%

*Note: 2009 data includes the revenue of 14 ACPs and 4 CMPs selected in 2010. 2012 data refers to 14 of the 16 CSOs from Year 4 of MCSSP (two did not provide data). Eleven of the organizations are the same in both years, while the rest changed between 2009 and 2012. Exchange rates applied were as of 31 December of the respective year.*

**Income generation through service provision, sale of products, etc.** At least six assisted CSOs have significantly increased their ability to provide services for fees, including to local and national governments, according to interviews and Program reports. Examples include the Association of Independent TV Journalists and Certitudine. Several factors were reported to be contributing to this trend, including increased visibility, credibility, skills and, in some cases, political ties were mentioned. It should be kept in mind that the political landscape changed dramatically in 2009, and opportunities for cooperation with government expanded as a result over the subsequent years.

Several assisted CSOs (especially the CMPs) have increased their non-grant income by providing services such as training to other CSOs, although those services are often paid for with donor resources. Engagement by CSOs in social entrepreneurship and small business activities in general has been limited so far, though efforts supported by MCSSP under Objectives 3 and 4 have made progress towards legislation that would stimulate such economic activity by non-profit organizations, as well as open up more possibilities for contracting with government.

**Volunteer involvement.** All participants reported a general increase over the past five years in volunteering with CSOs and community groups, especially by youth. Assisted CSOs TDV and Tineri si Liberi were reported to have played important roles in coalescing CSOs and government agencies around the development of the Law on Volunteering. The new law and other forms of official recognition were considered to be partially responsible, along with other promotional activities, such as national and regional level volunteer festivals and CSO Fairs. At least four of the assisted CSOs interviewed said that they now have more active volunteers at their organizations, and traced that development at least in part to MCSSP's support.

However, most of the reported types of volunteer activity do not appear to be of a nature that would significantly boost sustainability of the assisted CSOs, as it is mostly short term, unskilled labor related to specific activities. Participants in all three focus groups concurred that volunteering was still not well understood in society. The group of volunteers mentioned the need for a place in each town/city where people could find out about all CSOs in that area and the opportunities for getting involved. There is evidence of a significant gap between male and female engagement in volunteering; the survey of citizens showed that 25% of female respondents had volunteered with a CSO at some time, compared to a mere 11% of males.

Based on the above findings, there is evidence to indicate that the assisted CSOs in general have experienced an increase in financial sustainability, although change has been relatively modest in monetary terms. Sustainability may be boosted by access to larger grants from donors for those that participated in Year 4. In the survey, six of the Year 4 CSOs (including all 3 CMP+) reported having received a grant of \$200,000 or more since 2012, while only two other assisted CSOs reported such large grants. This may indicate a change in capacity and/or credibility of those CSOs after participating in Year 4, though the exact timing of those grants is not known. Interestingly, the same number (eight) of non-assisted CSOs also reported receiving a grant of \$200,000 or more in the same period.

Survey findings showed a difference between assisted CSOs relative to non-assisted CSOs in diversification of funding sources, namely that assisted CSOs included Moldovan donors or CSOs among their main sources of funding (sources identified by over half of respondents), whereas non-assisted CSO did not. Figure 9 in Annex P shows the sources reported by both types of CSO surveyed.

**Question 3b. If so, to what extent do the assisted CSOs perceive that the improvement in relation to financial sustainability was related to/caused by the activities or support of MCSSP?**

For at least four interviewed CSOs, there was a very strong link with MCSSP; for example, the Association of Independent TV Journalists saw its first grant as a launching pad for service provision and other grants, due to increased visibility on television. “That first camera was like a cow given to a poor family; it opened up many possibilities for us.” They now report earning 30% of revenues from sale of services. For Motivatie, the work funded by MCSSP put them onto a new level in terms of linking with other CSOs and projected them onto the public and government radars, taking them from a fledgling group to a well-respected CSO with the fourth-largest budget of the 16 Year 4 participating CSOs in 2012.

On the other hand, for at least two assisted CSOs the contribution of MCSSP to their recent donor diversification and growth was perceived to be minimal. Another four assisted CSOs such as Certitudine and CICO indicated that MCSSP made a moderate difference in their financial situation. Interestingly, three interviewed CSOs reported that merely receiving and implementing a grant from a USAID program helped to increase their credibility with other donors, and thereby broadened their base of funding. The most notable example was Rodolubets, which tripled its funding from donors, despite its somewhat weak performance as an ACP.

Data from the survey of assisted CSOs showed that MCSSP’s capacity building in raising funds and other resources was viewed as having made some contribution to their overall organizational capacity. It received the lowest average rating of 2.12 on the degree of MCSSP contribution to change in capability (where 1=significantly; 2=somewhat; 3=a little; 4=not at all). 47% of assisted CSOs thought capacity building by MCSSP had significantly contributed to increasing their organizational capacity in fundraising.

**Question 3c. Which MCSSP activities and types of support do assisted CSOs perceive as having had the most impact on their abilities in relation to financial sustainability, and why?**

The grant funds themselves were reported by CSOs to be most instrumental; grant-funded activities often boosted visibility and credibility significantly, including with government agencies which later gave contracts to CSOs as well as with local citizens and business owners. However, coaching and expert consultants were often closely tied with the grant activities, so exclusive attribution to one type of support or another is difficult. Three interviewed CSOs mentioned that the support of MCSSP to develop fundraising strategies was extremely beneficial, as it helped them to visualize a broader spectrum of options for generating income and identify new opportunities that corresponded to their organizational strengths. The Program’s multi-pronged efforts to promote visibility of the sector in general and the assisted CSOs in particular were also seen as contributing to increased credibility, which in turn made local fundraising and volunteer mobilization easier.

**Question 4. Which practices/behaviors promoted by MCSSP did the assisted organizations adopt to strengthen their financial sustainability?**

The following practices and tools have been reported by assisted CSOs and other informants as the most important for assuring future sustainability:

- Fundraising plans, including identification of local resources (15 assisted CSOs were supported by MCSSP to develop these plans)
- Marketing of services, including to local governments
- Annual reports and other publications that enhanced visibility and transparency

- Community-led infrastructure projects that allowed for mobilization of local support
- Seeking grants from various donors to avoid dependency on just one source
- Communications plans

#### 4.2.5 Internal Governance

##### **Question 4. Which practices/behaviors promoted by MCSSP did the assisted organizations adopt to strengthen their internal governance systems?**

The two main elements of internal governance assessed in response to this question were the composition and functioning of CSO boards of directors (“board governance”), and strategic planning. The enhancement of processes and updating of strategic plans by ACPs and CMPs was given considerable attention during Years 2 and 3, by providing expert facilitators and advice (most often through CICO and CPD). Sixteen IP recipients were also assisted with strategic planning during those years, according to MCSSP reports. As well, support was provided to 10 of 14 ACPs to review their internal statutes and regulations in relation to board governance. The average ODA scores in the category of “Governance” showed that the ACPs and CMPs progressed from a baseline average of 2.8 in 2010, to 3.1 in 2011, and finally to 3.4 in 2012 (on a scale of 1 to 6). In the category of “Management Practices,” which included two planning indicators, they also steadily improved from 3.0 in 2010, to 3.4 in 2011, and to 3.6 in 2012.

In Year 4, board governance was further emphasized with all 16 targeted CSOs, in order to support future compliance with USAID regulations. Only two CSOs (both IP+) were targeted with strategic planning support in that year since the other grantees already had plans in place. The changes in average scores (on scale of 0 to 1) on several key indicators of the Year 4 Checklist are shown in Table 10 in Annex P; all scores in these two areas indicated improvement (or in a few cases, no change), and moderate average scores of 0.7 for governance and 0.8 for strategic planning were achieved by the end of the Program.

Overall, the following findings were made with respect to adoption of the key practices promoted by MCSSP:

- Existence of a board – among assisted CSOs surveyed, 94% have a board in place (all of those surveyed, except two ACPs and IPs that did not participate in Year 4). Among non-assisted CSOs, 89% said they had a board.
- Gender balance - among assisted CSOs surveyed, the average size of the board was 4.66 members, and the average number of women was 2.84. This shows a higher representation of women than non-assisted CSOs, which reported a mean of 2.42 women among 6.81 members.
- Unpaid board members – four of the interviewed CSOs reported still engaging board members as consultants. Only one of 34 assisted CSOs surveyed had a paid board member, compared to three of 35 non-assisted CSOs.
- Separation of staff and board – although this was reported by CICO as a problematic area for CSOs, adoption appears to be relatively high. Only two interviewed CSOs said they have staff on their boards, and among the assisted CSOs surveyed, five (16%) had staff on their board. Of those five, four were IP recipients that had not received OD support. Among non-assisted CSOs, the rate was significantly higher, at 29%.
- Board actively involved in oversight – 72% of assisted CSOs surveyed said that their board was involved in financial oversight, with the same percentage for review of reports; two interviewed CSOs said that financial reports were not submitted to the Board. Among non-assisted CSOs, 81% of boards are involved in financial oversight, and 84% in review of reports.
- Regular board meetings – the survey data showed that among assisted CSOs, 59% of boards meet at least quarterly, and another 28% meet bi-annually. There was no significant variation

among the different categories of assisted CSOs. As for non-assisted CSOs, the frequency was only slightly lower.

- Regular strategic planning – survey data showed that 94% of assisted CSOs had a current strategic plan (88% had updated since 2012), compared to 83% of non-assisted CSOs (79% updated since 2012). However, involvement of constituencies in the process was not mentioned by interviewed CSOs and not tracked by MCSSP's monitoring tools.

### 4.3 GENERAL RELEVANCE AND EFFECTIVENESS OF MCSSP

The findings in this section have been developed to address the overall purpose of the evaluation, which sought to assess the relevance and effectiveness of MCSSP activities in relation to both Program Objectives 1 and 2. While preceding sections 4.1 and 4.2 evaluated MCSSP's methods and results within the framework of specific questions posed by USAID, this section takes a broader approach by highlighting findings that cut across the program's approaches and activities.

#### 4.3.1 Relevance to Context and Needs of Civil Society

All interviewed informants who touched on the issue of MCSSP's relevance took a positive view of the Program, commenting that it was responding to some of the priority needs of civil society in Moldova during the implementation period. The Program was launched at a time of huge change in the political environment which gave rise to significant opportunities for CSOs to engage more with public authorities on both the local and national levels, as described in the Context section. The preceding period had offered few such openings, as a result of which many CSOs lacked adequate skills and experience in interacting with and advocating to the government. MCSSP was seen by informants as timely in this regard, although much of its advocacy focus was on the enabling environment for civil society.

As well, there is abundant evidence that civil society was hampered by limited internal management capacities and relatively low levels of visibility and credibility when the Program began;<sup>18</sup> both of these areas of weakness were made priorities by MCSSP. Informants considered this strategy to be appropriate, and filling a gap that other donors were not sufficiently addressing. Chisinau non-assisted CSO focus group participants observed that there was a high level of interest among CSOs in organizational development support. As noted in a report based on a Democracy and Governance Assessment conducted by USAID in Moldova in 2012: *“The tendency for almost all donors to fund activities that support their own implementation goals, rather than build capacity of individual partners or the sector at large, leaves few opportunities for CSOs to improve financial, management, and other vital skills.”*<sup>19</sup>

The Program did make a significant effort to reach CSOs in areas outside of Chisinau, as can be seen in the almost equal numbers of assisted CSOs based in the capital and in other cities and towns. Even so, a number of interviewees highlighted the need to focus more on civil society in the rural and more remote areas of the country, particularly in order to tackle the persistent problem of CSOs being disconnected from the populace. At least three interviewed informants as well as participants in one focus group observed that the Program had provided little support to the development of grassroots civil society bodies such as community-based organizations. Review of project and other documentation corroborated the view that MCSSP had provided some support to CSOs at the grassroots level through grants and other activities, but that much remains to be done at that level of civil society.

Informants observed that the FHI360 team was very dedicated to the Program and its goals, and were found to have worked closely using a hands-on approach with each ACP based on their needs, and to a somewhat lesser extent with the CMPs. To mention one example of this tailored approach, HR manuals were crafted with the needs of each CSO in mind, rather than being “copy-pasted” from an existing model.

Review of project documents as well as interviews showed that FHI360 and USAID adopted a fairly flexible approach to respond to new learning and an evolving context. The most important manifestation of this programmatic flexibility was the decision not to pre-determine the sectors and activity areas for grants; meaning that CSOs were not required to fit into certain sectoral “boxes” as they are with many donor-funded programs, but rather, were free to propose activities in their sector of preference. Willingness to go beyond usual practices was also shown by the use of the Purchase Order mechanism for IP recipients, which allowed for some simplification of financial record-keeping and reporting, making it more feasible for less experienced CSOs and media outlets to participate.

Nevertheless, there was evidence that some aspects of the Program were relatively inflexible, such as the flat 10% of each grant set aside for OD, and the universal requirement of monthly financial reporting for all partners – even those that had been working with MCSSP for years and were known to have well-developed financial management systems. FHI360 also asked for reports to be submitted in English, which was extremely challenging for some grantees (though FHI360 staff said they offered assistance to those that could not meet this expectation). All but one assisted CSO commented that reporting requirements were unduly burdensome, and informants among other donors and within the FHI360 team uniformly concurred with this viewpoint.

As briefly mentioned in the Methodology section, the Program PMEP was found to have certain weaknesses. At least nine of the 24 PMEP monitoring indicators were not clearly defined, and for four indicators the definition seemed at odds with the wording of the indicator itself. For example, indicator 1.1.1 is “Number of partner organizations/CSOs with well-defined mission statements,” which is then defined to mean “CSOs participating in MCSSP who create or revise their institutional goals and overall focus of their organization’s mission.” There is a clear difference between these two measures. The baseline was defined by the Program as zero, which could be correct for the definition of the indicator. However, because CSOs were required to have a well-defined mission statement in order to receive a grant, it appears that the baseline does not reflect the actual indicator.<sup>20</sup>

Thus, it is possible that MCSSP staff and grantee CSOs that provided these numbers were interpreting the indicators in different ways (although the scope of the evaluation did not allow for further research into this point). All baselines except for those related to the CSO Sustainability Index and one on CSO financial revenues were listed as zero. This clearly did not reflect the reality in some cases where the baseline was automatically pegged at zero without verifying the actual pre-MCSSP situation of the CSOs<sup>21</sup>, and thus may have exaggerated results of the Program.

After examining various MCSSP records and other evaluation data, it was observed that the ACP selection process may have had weaknesses, since the competition did not attract a large number of applicants. The 2010 selection process was relatively quick - only one bidders’ conference was held in Chisinau - and the grants committee had only 25 eligible applicants for 14 slots in the Program. This presented challenges for selection, especially as the Program was striving for both geographic and thematic diversity among the selected organizations. Some informants suggested that may have been due to the modest size of funding available under the Program, as well as the short timeframe for the selection process, which limited the extent of outreach by the MCSSP team.

CSOs and other informants greatly appreciated the grant-making practice of including an amount dedicated to OD of each grantee, although its use was tightly controlled by FHI360 staff through a system of requests and approvals. Capacity building investments were generally based on a Training and Development Plan agreed by FHI360 and each CMP/ACP following each annual ODA process. All interviewed CSOs were pleased that MCSSP took an interest in developing their capacities as

organizations, as compared to more typical donor approaches of merely supporting project implementation.

However, it was found that the amount set aside for OD by MCSSP was in many cases very modest, particularly for the small IP grants (some were less than \$5,000, which meant less than \$500 for OD). Even for larger grantees, 10% did not allow for much latitude in purchasing services or products to help strengthen their internal capacities. For example, the largest CMP grant of \$95,000 only enabled them to purchase \$9,500 worth of capacity building services over four years. Several informants indicated that other donors in Moldova had since followed the lead of MCSSP by adopting grant-making practices that also set aside a portion of grant funds for capacity building.

MCSSP was found to be well coordinated with and complementary to other donor-funded initiatives, although several informants suggested that interaction by the FHI360 team with other stakeholders had declined since 2012. At least three interviewees said that donor coordination in relation to financial and other forms of support for civil society had generally declined in the last two-three years; greater emphasis by donors on support to government was mentioned as a factor. Although high-level meetings have recently restarted on the initiative of a donor, and some international actors meet in thematic groups that touch on civil society support, there was no evidence of a current system for regular exchange of information and identification of unmet needs at the “working level” (i.e. among all program managers and other actors working directly with CSOs).

#### **4.3.2 Effectiveness in Capacity Development of CSOs**

Overall, there is substantial evidence from various sources that the assisted CSOs (other than IPs) generally increased their capacity in the areas emphasized by the Program under both Objectives 1 and 2. The annual scores on the ODA Tool indicate that on average, the CMPs and ACPs targeted in the first three years made moderate gains in all seven categories of indicators, with an average improvement of 0.5 on a scale of 1 to 6, as shown in Table 11 in Annex P.<sup>22</sup> The categories were: governance, management practices, human resource management, financial management and sustainability, constituency centered services, networking and advocacy, and media/external relations.

Two significant outliers among the ACPs should be mentioned in relation to ODA scores. One is Every Child, which entered the Program with the highest total score and ended with the very same score (4.4). As a “localized” branch of an international organization, Every Child already had strong internal capacities and found little direct benefit in MCSSP’s OD support. The other is Rodolubets, the only ACP based in Transnistria, which entered with the second lowest score (2.0) and showed little improvement by Year 3 (2.5). This organization was assessed as very weak by all informants, and was apparently selected as an ACP in an effort to have a stronger presence in Transnistria.

Partnership by FHI360 with Moldovan CSO service providers made some contribution to their capacity and visibility, but the overall ODA average scores for the CMPs showed marginal improvement from 2010 to 2012 (and in the case of CReDO, the score declined). Almost all assisted CSOs interviewed were satisfied with the training and coaching support provided by the CMPs. However, the CMPs did not always have the expertise and experience that other targeted CSOs needed, especially as their needs evolved and became more sophisticated. Little time was set aside at the beginning of the Program to assess the CMPs’ respective capacities and prepare them for their roles, and CMPs mentioned that coordination of their work by FHI360 was less than optimal.

Generally, interviews and Program documents showed that MCSSP found it difficult to work effectively with organizations in Transnistria. As one informant explained, “*Transnistrian civil society is under government scrutiny and it is not easy to find really independent organizations. Only social sector CSOs are allowed to work unrestrictedly. It is too early for advocacy efforts.*” Most organizations there have lower organizational capacity and face many more obstacles in their work. FHI360 tried to include

Transnistrian civil society by making some allowances in the selection process and later providing special attention to help grantees cope with Program requirements.<sup>23</sup>

Although the ODA Tool was not used after Year 3, the checklist mentioned earlier was used in Year 4 to assess capacity and measure change among the 16 selected CSOs. As shown in Table 12 in Annex P, CSOs improved in each category, with most change in procurement policies and practices (0.4), and least in M&E and strategic planning (0.1). Scores remained lowest at the end of the Program in M&E and communication/branding, which were found to have received less programmatic attention compared to other areas.

FHI360 staff indicated in interviews that 15 of the 16 Year 4 CSOs had reached sufficient levels of achievement on the checklist criteria to be eligible for direct USAID funding, although at the time of the evaluation, only one of those CSOs (CAJPD) had so far received such a grant. Informants from FHI360 and USAID suggested this was due to the fact that suitable solicitations had not been issued in the time since MCSSP ended, and it was found that none of the 16 had been refused a grant from USAID. The successor program is targeting some of the same CSOs but FHI360 was not able to provide the evaluation with 2013 or 2014 data on financial revenues for the team to determine which CSOs had received larger grants from other donors since Year 4.

The majority of assisted CSOs surveyed by the evaluation thought MCSSP's support had contributed to increasing their organizational capacity since 2009. [It should be noted here that 19 of the 34 CSOs (56%) surveyed said they had received other capacity building support in addition to MCSSP since 2009.] The CSOs were asked about the contribution of MCSSP to capacities in six areas: financial management and accounting; M&E; human resources management; internal governance; engagement with citizens and representation of their interests; and raising funds and other kinds of support. Capacity building by MCSSP in financial management was said to have made the greatest contribution; it received the highest average rating of 1.65 on contribution to change in capability (1=significantly; 2=somewhat; 3=a little; 4=not at all). Among CSO respondents, 71% thought financial management capacity building by the Program had significantly contributed to increasing their level of competence. On the other hand, MCSSP's contribution to the CSOs' abilities in the area of engagement with citizens was only rated at 2.09, the second lowest of the six areas listed.

When survey data was disaggregated by type of assisted CSO, it was found that those participating in Year 4 made the highest attribution to MCSSP capacity building, with IP+ grantees ascribing a "significant" rating to MCSSP's contribution to changes in their capabilities in all areas, and ACP+ grantees, a "significant" rating in four areas out of six. Other ACPs also gave significant credit to MCSSP for their gains, while IPs not involved in Year 4 attributed a low level to the Program.

The CMP+ grantees said that MCSSP made the most contribution to their capabilities in financial management and internal governance; ACP+ grantees mentioned financial management, M&E, and internal governance as the areas of most contribution while other ACPs highlighted financial management and M&E; IP+ grantees credited MCSSP with significant contribution in all subjects, while other IPs found MCSSP to be only "somewhat" responsible in all subjects. There was notable variation in the area of engagement with citizens, with ACP+ and IP+ grantees giving credit to MCSSP at much higher rates than the other CSOs.

M&E, FM, and internal governance showed the greatest self-assessed improvement in capabilities among those surveyed, with two types of assisted CSO assessing a change of 1.00 or higher in each area (on a scale of 1 to 4). ACP+ grantees show the largest improvement in scores with an increase of 1.00 or higher in 4 areas: financial management, M&E, human resources management, and internal governance. CMP+ grantees had only two areas with an increase in score of 1.00 or higher: financial management, and internal governance. ACPs that did not participate in Year 4 had only one area with

an increase in score of 1.00 or higher: M&E. The rest did not register any improvement in score of 1.00 or higher.

Of note is that non-assisted CSOs surveyed also registered self-assessed improvements in the same areas of capacity building, and in fact these improvements were greater than the self-assessed numbers for the assisted CSOs, especially in human resources management, engagement with citizens, and financial management. Table 13 in Annex P shows the scores for all six areas included in the survey question: M&E, financial management, internal governance, fundraising, human resource management and engagement with citizens. A portion of non-assisted CSOs also received capacity building in these areas by other organizations, 34% in human resources management, 26% in engagement with citizens, and 40% in financial management. These percentages are similar to those of assisted CSOs who received support from MCSSP in these areas – 38% in human resources management, 29% in engagement with citizens, and 53% in financial management.

Surveyed CSOs were asked how much of a priority it was to receive future capacity building in the same six subject areas listed above. All of these topics were thought by respondents to be of at least medium priority, and there was little difference between the average priority levels assigned to each area. If only those areas rated as high priority are examined, raising funds and other kinds of support was deemed highest priority by the largest number of CSOs (52% of assisted and non-assisted CSOs combined). There is a difference between assisted and non-assisted CSOs in that 60% of non-assisted CSOs felt human resources management was of highest priority whereas only 21% of assisted CSOs felt that way. Only about one third of surveyed CSOs felt financial management and internal governance were of high priority.

With respect to the usefulness of various types of MCSSP capacity building support, mentoring/technical assistance was viewed by 91% of assisted CSOs as “very useful,” consistent with the high rating given to mentoring or coaching by interviewed CSOs, FHI360 staff and other informants. Group training workshops and written guides were considered very useful by 76% and 73% respectively. The appreciation for group training was less emphasized by interviewed CSOs as compared to the guides and coaching.

When asked how they would choose to receive capacity building support in the future, if they could choose only up to two methods, the most popular answers from representatives of assisted CSOs were mentoring/technical assistance (48.5% of respondents) and group workshop training (45.5%). Non-assisted CSOs also favored mentoring followed by group workshop trainings. Among both assisted and non-assisted CSOs, those who prioritized international expert advice and study visits fell between 22.9% and 25.7%. The written guides were only chosen by 9.1% of assisted CSOs (and 11.4% of non-assisted); taken together with the fact that 73% found the guides “very useful”, this should not be interpreted to mean that future guides would not be valued (refer to Table 14 in Annex P for more details). The result was undoubtedly influenced by the respondents being limited to two choices for this question, and may also indicate that respondents believe the existing guides have met their priority needs.

## 5.0 CONCLUSIONS

### 5.1 REPRESENTATION OF CITIZEN INTERESTS

*The conclusions under this heading are based on analysis of the key findings contained in Sections 4.1.1 (Evaluation Question 1a), 4.1.2 (Question 1b), 4.1.3 (Question 1c), 4.1.4 (Question 2a), and 4.1.5 (Question 2b).*

1. Stronger links were forged by various assisted CSOs (and the community groups they assisted) with local government authorities, and credibility with local officials rose correspondingly. For at least five CSOs, these relations were significantly enhanced, largely through activities supported by MCSSP. Assisted CSOs were also able to strengthen ties to national government bodies and achieve influence on national policy and legislation, although the contribution of MCSSP in these cases was less notable since other donors and factors were involved.
2. Overall, the Program was not geared to directly support grassroots civil society in a significant way. The “mid-level” organizations primarily targeted by MCSSP were often not well positioned to link directly to citizens. However, some assisted CSOs actively shared knowledge and skills with other CSOs, and helped to mobilize or strengthen community-based groups. Several worked in rural areas through new or existing community-based groups (especially youth groups), which in turn were closely linked to citizens and had the confidence of local officials. This was an effective strategy for higher-capacity city-based CSOs to support local initiatives and mobilize both volunteers and other resources at the grassroots level.
3. MCSSP (Year 4 in particular) aimed to help a number of promising mid-level CSOs qualify for direct funding from USAID, in effect lifting them to a near-elite level among Moldovan CSOs in terms of organizational capacity and eligibility for foreign donor funding. This may over time have the unintended effect of distancing some of them from their community roots and constituencies, as they focus considerable efforts on donor relations and compliance with donor requirements. The risk is exacerbated by the fact that many grant competitions (globally) do not allow resources or time for CSOs to conduct needs assessments and other research prior to submitting proposals or at the outset of projects.
4. Public visibility of civil society appears to have risen during the Program period, though credibility with the public remains low by most indicators – especially among males. Activities supported by MCSSP had some effect on public visibility, especially the CSO Fairs that were recognized as effective vehicles for visibility in major urban areas, and have been replicated by the successor program and others. It was not clear that the Program had a robust overall strategy for promoting visibility and credibility of civil society; in particular, interviewed USAID and FHI360 staff did not demonstrate a shared vision on whether the Program was aiming to increase the visibility of only assisted CSOs, or of Moldovan civil society generally.
5. MCSSP’s contribution to developing volunteering in Moldova has been considerable. The work of grantees TDV and Tineri si Liberi in coalescing CSOs (including the Coalition for Volunteering) and government agencies around development of the Law on Volunteering and minimum standards for organizations receiving and working with volunteers is recognized as a cornerstone in increasing the quality of volunteering both at national and local levels. Some of that work fell within the scope of grants from MCSSP, though other donors also lent support to various actors. Volunteering, especially youth volunteering, contributed substantially to raising CSO visibility.

## 5.2 ORGANIZATIONAL DEVELOPMENT OF CSOS

*The conclusions under this heading are based on analysis of the key findings contained in Sections 4.2.1, 4.2.2, 4.2.3, and 4.2.4 (each of which addresses Evaluation Questions 3a, 3b, 3c, and 4 with respect to a particular area of organizational capacity). Findings in Section 4.2.5 also contributed to certain conclusions.*

6. The 16 Assisted CSOs that participated in Year 4 developed stronger internal systems, policies and procedures to manage their affairs during that year, and thus are better prepared to qualify for and handle grants or contracts, and can be more accountable to donors, government and other constituents. Progress was particularly notable in financial management and accounting. Nevertheless, levels of implementation vary from group to group, and there is a risk that new

policies and procedures will not be fully effective, especially among the five Year 4 organizations and other assisted CSOs not involved in the successor program. CSOs may not consistently prioritize policies and procedures that may be inconvenient or time-consuming, when they have competing demands on the time of staff and do not see imminent opportunities for direct USAID funding.

7. ACPs that did not participate in the final year of MCSSP generally demonstrated moderate gains in internal capacity, which however did not significantly exceed the self-reported improvements of a similar set of non-assisted CSOs that had benefited from capacity building from other programs. Improvements among IP funding recipients that did not participate in Year 4 were variable but generally limited, which is to be expected since they were not the targets of the Program's OD support, but rather benefited from capacity inputs on a rather ad hoc basis.
8. Bundling organizational development assistance with financial support for activities in the format of longer term grants was a good practice developed by MCSSP, which has been adapted by some other donors. Amounts allocated for OD were too rigidly based on a fixed percentage of the total grant, rather than being adapted to the needs of each CSO. This meant that some fairly weak CSOs that received small grants had only a few hundred dollars available to meet their various OD needs. (The successor program has taken a more flexible approach.)
9. Coaching on an individual basis was an effective method of intensively supporting a relatively small group of CSOs to make wide-ranging changes in both their internal and external operations and approaches. This method allowed for support and expertise (both within the MCSSP team and external) to be tailored to the individual needs and aspirations of the organization and its personnel, and to accommodate their specific situation. Group training was primarily effective for imparting fairly basic concepts to homogeneous groups, especially as a precursor to coaching.
10. The Program did not invest significantly in the development of the CMPs as CSO service providers, and there was little sign that the CMPs had measurably increased their potential to act as sustainable providers of quality services for civil society in Moldova. There was a much greater focus within the Program on the CMPs' delivery of services to the ACPs, as compared to their own development as key civil society actors in their own right. (Under MPSCS, further investment is being made in strengthening such key service providers.)
11. Financial sustainability remains an elusive goal for most Moldovan CSOs, but the assisted CSOs have made important advances in reducing dependency on foreign sources, in part due to support from MCSSP. They are increasingly raising resources through provision of services, contracts and grants from government, donations from the private sector, and in-kind community contributions. Social entrepreneurship remains in a nascent stage. Transparency is still limited, especially on financial data, though assisted CSOs are more openly and regularly sharing information with board members, volunteers, and other stakeholders.
12. MCSSP may not have given results monitoring a sufficiently high priority; there was no dedicated staff position for M&E (which has been changed in the successor program), and the M&E section of the Checklist for Year 4 was rudimentary. Although M&E was offered as part of the "menu" of capacity building topics, it was not prioritized at the time by the CSOs themselves, therefore limited training and mentoring was provided by MCSSP. Given the levels of interest now reported by surveyed CSOs, there are opportunities for CSO capacities to be analyzed further and enhanced, potentially as part of the successor program.

### **5.3 GENERAL RELEVANCE AND EFFECTIVENESS OF PROGRAM**

*The conclusions under this heading are based on analysis of the key findings contained in sections 4.3.1 and 4.3.2. Those findings are cross-cutting and therefore not linked to any specific Evaluation Questions.*

13. Overall, the objectives, activities, and approaches of the Program were relevant to the needs of civil society and the wider context, and moderately effective in reaching its objectives. Positive aspects of the design included the duration of engagement with the core group of partner CSOs (two year grants, with some going on to a third year), the tailored approach to capacity building of those partners, and the utilization of Moldovan CSOs and companies to provide the majority of capacity building services.
14. Flexibility on the part of both FHI360 and USAID allowed for Program strategies and activities to be adjusted over time in a way that preserved their relevance, and also encouraged CSOs to develop their own ideas and work in their own sectors. This was consistent with the objective of the Program to encourage CSOs to determine the direction of their work in accordance with constituents needs instead of donor priorities.
15. A major investment was made in a small group of partner CSOs over the life of the Program, with a particular emphasis on the ACPs.<sup>24</sup> It was anticipated that most, if not all, of these organizations would become “sector leads” and thus have multiplier effects on other CSOs; however, success in this respect was variable. Of the 14 ACPs, at most seven had demonstrably assumed a multiplier, mentoring, or catalyst role with other civil society groups during the Program. While various factors undoubtedly influenced the performance of ACPs, a more cautious approach to selection and a wider pool of applicants would have been appropriate for such a crucial decision-making process.
16. The Program imposed heavy administrative and reporting requirements on all CSO grantees except for the IPs, including mandatory monthly financial reporting. The combination of USAID-- and FHI360-generated demands<sup>25</sup> had the negative effect of demanding considerable time from the core staff of CSOs, usually few in number, which reduced their time for planning and implementation of activities. (These practices have continued and even intensified in the successor program,<sup>26</sup> which was widely lamented by grantees, and found to have discouraged potentially effective CSO implementers from applying to the current program, especially given the modest amount of the grants.<sup>27</sup>)
17. While grant amounts for IPs and CMPs seemed commensurate with the expectations of the Program, the amounts available for ACPs were relatively modest (averaging about \$22,000 per year), especially considering (i) the expectation that these grants would enable CSOs to take a leading role in their sectors, (ii) the amount of work required to service the grants, and (iii) the funding offered by other donors for comparable levels of activity. The effort required to meet grant administration requirements does not seem to be recognized by the level of funds available for CSO finance and program staff.
18. Although an in-depth assessment of the PMEP was not within the scope of this evaluation, it was found that the baselines and definitions for various indicators were unclear, which limited the usefulness of those indicators in contributing to conclusions about the Program. In some cases, the allocation of zero baselines may have led to the achievements of the Program being overstated (for example, indicator 1.1.2 shows that zero partner CSOs were doing constituent outreach before MCSSP, which is not accurate). Where baseline data was not known, it would have been more methodologically sound to indicate “not available,” or to use the Year 1 data as a baseline.
19. Program priorities in Year 4 were largely based on certain objectives of USAID Forward, and a major focus was assisting a select group of CSOs to qualify for direct grants from USAID. In a short time frame, these 16 organizations were supported to adopt a long list of policies and procedures to that end – but only one has secured a direct grant. A collateral objective was to prepare the CSOs to secure large grants from other donors, and some appear to have had success in this respect, though FHI360 was not able to provide complete data. Implementation of the new policies has not been consistent following MCSSP, and post-Program ODAs have been inconclusive. Taking all of this into account, it is difficult to determine with any certainty the effect

that the focused capacity building in Year 4 had on overall capacity and sustainability of the targeted CSOs.

20. Overall, MCSSP was seen to be well coordinated with other donors, although regular interaction by FHI360 staff with other stakeholders seems to have declined since 2012. This may be due to the fact that donor coordination in relation to civil society support in Moldova has generally declined from earlier levels. At the time of the evaluation, there was no system in place for regular exchange of information among the various donor and international agency personnel working directly with CSOs and civil society coalitions in Moldova.

## 6.0 RECOMMENDATIONS

### 6.1 REPRESENTATION OF CITIZEN INTERESTS

*The recommendations under this heading are linked to the key findings contained in Sections 4.1.1 (Evaluation Question 1a), 4.1.2 (Question 1b), 4.1.3 (Question 1c), and 4.1.4 (Question 2a) and 4.1.5 (Question 2b), and based on the conclusions that flow from those findings, found in Section 5.1.1.*

1. Support the establishment and growth of grassroots CSOs/CBOs including through the continued and potentially expanded use of “mid-level” CSOs as intermediaries, coaches, information sources, etc. Some donors are focusing attention on grassroots civil society, but much more needs to be done to foster this nascent sub-sector of civil society where the genuine linkages to citizens exist. One option that should be seriously considered is to support new or existing resource centers in regional hubs to provide information and basic services to CBOs and other CSOs in those areas (potentially going beyond traditional NGOs). These could also serve as volunteering centers. The Novateca local information centers/libraries could potentially be leveraged to provide some forms of support to civil society development in regional cities and towns.<sup>28</sup>
2. Ensure that civil society grant mechanisms allow for CSOs to have the time and resources to make a proper investigation or consultation with their constituents or beneficiaries before the proposal deadline. This could be done via small pre-grants based on concept papers, which would enable the most promising applicants to conduct research and/or consult with a cross-section of stakeholders before they submit their full project proposal. This would help ensure that constituent needs and priorities are reflected in CSO projects in any sector, and would also be an opportunity for donors to “vet” new grantees with a short-term investment before making a longer-term grant.
3. Support development of a clear and comprehensive long-term strategy at the national level for enhancement of the visibility and credibility of civil society across the board, as a crucial step towards long-term sustainability and relevance of CSOs. This should be done in coordination with the NGO Council and other donors and programs, and be joined up with the Civil Society Development Strategy. Continue with CSO Fairs in more locations (not just major cities), promotion of volunteering, and support of small-scale community projects as the most effective methods, but new strategies are needed to engage men in civil society activity. Explore the use of mobile phone technologies as a way for CSOs to engage more citizens in their activities, research, and advocacy.<sup>29</sup>

### 6.2 ORGANIZATIONAL DEVELOPMENT OF CSOs

*The recommendations under this heading are linked to the key findings contained in Sections 4.2.1, 4.2.2, 4.2.3, and 4.2.4 (each of which addresses Evaluation Questions 3a, 3b, 3c, and 4 with respect to a particular*

area of organizational capacity), and in Section 4.2.5, and based on the conclusions that flow from those findings, found in Section 5.1.2.

4. Continue to incorporate OD in grant budgets but with more flexibility to respond to the priority needs of each CSO and accommodate the realistic cost of services in Moldova and neighboring countries, such as Romania, where there is much relevant expertise. (The successor program has taken this step already, by offering up to 30% of grant budgets for OD on an as-needed basis.) Generally, a more tailored approach in supporting weak, emerging or strong CSOs should be adopted in further institutional support of CSOs, recognizing that very different levels of capacity inputs may be required.
5. Continue to prioritize the use of coaching and related forms of tailored technical assistance, based on individual assessments of needs and priorities, as an effective means of building sustainable capacity in CSOs. (The successor program is taking this approach.) Since the cost per CSO may be a disincentive as compared to group training workshops, recipients of such intensive support should be selected with great care for their potential to grow and have a multiplier effect on other organizations, and monitored closely to ensure that coaching is having the desired effects.
6. Provide ongoing coaching or other support (as needed) for implementation by assisted CSOs (whether or not they are grantees of the successor program) of the most important and pertinent elements of the financial management, accounting, and HR management policies and procedures that they adopted during the Program, with the flexibility to adapt those policies to the priorities and situation of each organization.
7. Invest more time and effort in analyzing and developing the monitoring capacities of targeted CSOs, and ensure that the program implementer has sufficient specialized staff to not only support the M&E needs of partners but also play a leadership role in high quality monitoring of the program itself. Generally, measurement and analysis of results by CSO grantees should be given at least as much priority by donors and implementers as management of resources.

### **6.3 GENERAL RELEVANCE AND EFFECTIVENESS OF PROGRAM**

*The recommendations under this heading are linked to the key findings contained in Sections 4.3.1 and 4.3.2, and based on the conclusions that flow from those findings, found in Section 5.1.3.*

8. Additional funding of the Program over a longer period of time would have been desirable in order to extend the benefits to a broader cross-section of civil society. In this regard, it is positive that USAID is currently supporting a four-year successor program in Moldova.
9. Continue to take approaches to civil society programming that are flexible enough to accommodate changing needs as well as lessons learned, and that put a priority on enabling CSOs to grow as organizations, investigate the priorities of their constituencies, and pursue their own agendas on that basis.
10. When selecting grantees for longer-term financial and technical support that anticipates that they will play a leadership role in the sector at some level, great care needs to be taken to ensure that:
  - a) potential grantees have sufficient time to provide a well-considered response to the solicitation;
  - b) potential grantees have the opportunity to attend an information session in their locality before preparing their proposals;
  - c) the terms of the grants are sufficiently attractive to appeal to a broad cross-section of civil society. In future programming, it may be advisable to award shorter term “probationary” grants that would allow for a better analysis of the strengths, weaknesses, and commitment level of the CSOs, before committing to longer term support.
11. Reduce the administrative requirements for small grants (up to \$25,000 per year) and cut back the frequency of financial reporting for grantees that already have a track record of reporting on grant funds and are seen to have adequate financial management systems in place. Financial reports

should be no more than quarterly for such grantees. For less experienced grantees, investigate the use of a grants management system that would allow for real time reporting in which grantee financial transactions can be monitored continually by grant managers. One such system might be a cloud-based financial information system, which should be very feasible, given the high Internet connectivity in Moldova. This would both minimize the reporting burden on grantees and enable the grant manager (and donor) to have up-to-date financial data at all times during the grant.

12. When determining grant amounts, careful consideration must be given to various factors that may affect the level of interest (both applying for and implementing grants) of qualified CSOs to engage with the program. Higher amounts may be necessary to attract CSOs that are leaders in their sectors and/or have specific expertise that is sought by the program, especially when reporting requirements are relatively heavy and other donors are offering higher levels of funding to the same type of CSO. As well, grant amounts need to take into account the level of reporting and administration involved, and provide sufficient funds for qualified staff to handle those duties.
13. USAID and implementers should recognize the inherent challenges of developing a robust and relevant PMEP (indicators, definitions, and measurement tools), especially for programs heavily focused on capacity building, by ensuring that appropriate specialized technical assistance is available as needed at the outset of new programs to establish the PMEP and set accurate baseline data. The number and scope of indicators should be kept manageable, and definitions should be clear, especially in cases where grantee CSOs will be asked to collect data.
14. As suggested in Recommendation 6, all 16 CSOs that participated in Year 4 should be supported to analyze their current priorities and to actively implement the policies and procedures that are most useful to them, whether or not they are currently collaborating in the successor program. In addition, their experience in obtaining and reporting successfully on large grants from donors should be regularly monitored in an effort to determine to what extent the support provided in Year 4 has helped them in this regard in order to inform current and future programming by USAID.
15. Enhanced donor coordination on civil society development is needed, especially in supporting the organizational development of CSOs, and with respect to key civil society bodies, such as the National Participation Council and the National NGO Council. This would help ensure that USAID programming consistently provides the most relevant and strategic support to the sector, and would be particularly important for effective engagement with CSOs in Transnistria and Gagauzia. Complementarity with other donor-funded initiatives should be given a higher priority, since USAID and its contractors could achieve better results in supporting strong CSOs that already have funding from other donors but need co-funding for larger and more complex projects.

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<sup>1</sup> Civil society organization (CSO) is the term primarily used in this report, since it is the term generally used in Program-related documents. However, it is worth noting that MCSSP targeted a fairly narrow sub-set of civil society, namely, those organizations that have commonly been called “NGOs” or non-governmental organizations. The term NGO is used on occasion in this report, either because it was the term used in the source being referenced, or because that was the term used in Romanian translation for the survey of citizens in order to ensure their understanding of the survey scope and questions.

<sup>2</sup> The original implementer of MCSSP was Academy for Educational Development (AED), which was subsumed by FHI360 in July 2011.

<sup>3</sup> Unfortunately, the tool was not implemented in 2013, so scores for the entire Program period are not available. As well, the methodology changed from an FHI360 administered baseline to self-assessment in 2011 and 2012, which may affect the comparability of annual scores.

<sup>4</sup> Comrat, Tiraspol, Bender, Cahul, Pelinei, Colibasi, Causeni, Balti, Soroca, Rezina, Soldanesti, Singerei, Ialoveni and Chisinau.

<sup>5</sup> Comrat, Tiraspol, Cahul, Causeni, Orhei, Ungheni, Balti, Soroca, Rezina, Soldanesti, Straseni and Chisinau.

<sup>6</sup> Report available in Romanian at [http://www.ipp.md/public/files/Barometru/2010/Brosura\\_BOP\\_05.2010\\_prima\\_parte.pdf](http://www.ipp.md/public/files/Barometru/2010/Brosura_BOP_05.2010_prima_parte.pdf)

<sup>7</sup> The Index analyzes and assigns scores to seven dimensions: legal environment, organizational capacity, financial viability, advocacy, service provision, infrastructure, and public image. A panel of CSO practitioners and experts in each country assesses the sector’s performance in each of the seven dimensions, after which a Washington-based Editorial Committee reviews the panel’s findings. The full 2013 report for the region is available at <http://www.usaid.gov/europe-eurasia-civil-society>

<sup>8</sup> The 2013 CSO Sustainability Index for Central and Eastern Europe and Eurasia, *ibid*, page 252

<sup>9</sup> The scale used in the ODA Tools was as follows: 1) Needs urgent attention, (2) Needs major improvement, (3) Needs improvement on a wide scale, (4) Needs improvement in limited aspects, (5) Acceptable, needs minor improvements, (6) Acceptable, needs maintaining.

<sup>10</sup> It should be pointed out that there was marked variation among the baseline scores on the Checklist for the targeted CSOs: four of the 16 began Year 4 with average scores of 0.9 out of 1.0 for the entire FM and accounting section, while one began at 0.0 and another at 0.1.

<sup>11</sup> This was in fact pointed out by FHI360 in their final report: “The (Checklist) data refer mostly to having policies in place, and less to implementation...”

<sup>12</sup> All MCSSP guides and manuals can be found in Romanian on the FHI 360 website, and some are also available in Russian and English, at <http://www.fhi360.md/index.php/en/resources/resource-materials.html>. Those related to FM and accounting included the *Practical Guide on Financial Management and Accounting in CSOs*, prepared by ECNL, the *Practical and Methodological Guide on Particularities of Financial Management and Accounting at Noncommercial Organizations*, based on Moldovan legislation, and *Main Aspects of Requirements of International Donors for CSO Financial Management. Training material for MCSSP organizations*.

<sup>13</sup> IC:Accounting Suite is a small business accounting and inventory software that was promoted by MCSSP. The solution supports US GAAP and IFRS accounting and reporting standards. More information can be found at [http://lc-dn.com/applications/lc\\_accounting\\_suite/](http://lc-dn.com/applications/lc_accounting_suite/)

<sup>14</sup> As well, it should be noted that advocacy and technical assistance to develop the legal framework related to civil society is intrinsically linked to financial sustainability, but Objective 3 activities and results were not analyzed by the evaluation, based on the scope of work defined by USAID. Therefore, this section presents a partial analysis, focused on the direct support provided by MCSSP to the assisted CSOs.

<sup>15</sup> The 2013 CSO Sustainability Index for Central and Eastern Europe and Eurasia, *ibid* note 25, at page 250

<sup>16</sup> The 76% reported by FHI360 was in fact the mean percentage of foreign funding over total funding, among the 16 CSOs in Year 4 of the Program. In other words, it was the average of all the individual CSOs’ percentages.

<sup>17</sup> Disaggregated data was only available for 2010-2012. There are 14 CSOs for which data is available each year from 2010 – 2012, which were analyzed to produce this finding.

<sup>18</sup> According to the 2009 NGO Sustainability Index for Central and Eastern Europe and Eurasia, zero progress had been made in organizational capacity (page 157) and public image (page 160) between 2004 and 2009. Full report available at <http://www.icnl.org/research/resources/regional/NGOSICEE2009.pdf>

<sup>19</sup> Analysis of the State of Democracy and Governance in Moldova, December 2012. Available at [http://pdf.usaid.gov/pdf\\_docs/pnaec039.pdf](http://pdf.usaid.gov/pdf_docs/pnaec039.pdf). MCSSP and Swedish International Development Agency programming were mentioned as exceptions to this tendency.

<sup>20</sup> The other three indicators which were found to have poorly matching definitions were 1.1.2 (definition narrower than actual indicator), 2.1.1 (definition refers to changes rather than nature of governance systems), and 4.1.1 (defines access to various multiple funding sources as contact with donors).

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<sup>21</sup> As described above for indicator 1.1.1; also applies to indicators 2.1.2 (existence of strategic plan) and 1.1.6 (use of media to inform public), for example.

<sup>22</sup> Seven of the CSOs currently being targeted by the successor program MPSCS were either CMPs or ACPs under MCSSP in 2012. Each of these organizations was evaluated in 2012 and again in 2014 using an ODA tool, however, the tool was substantially revamped to add and modify the indicators used in MCSSP. According to the results, three organizations registered an overall increase compared with the 2012 results (CAJPD from 4.3 to 4.9, Contact Cahul from 3.5 to 3.6 and API from 4.0 to 4.1). Two others (Association of Psychologists Tighina and CPD) remained at the 2012 level, while CICO and TDV registered a slight decrease in scores since 2012. This situation was attributed by FHI360 to the amendments made to the content of the ODA tool, and to staff turnover and organizational restructuring that affected CICO and TDV in the intervening period.

<sup>23</sup> However, the Program did insist on grantees having registration and bank accounts outside of Transnistria (or a partner CSO with same), in order to reduce the perceived risk of the Transnistrian authorities blocking or seizing grant funds. This may have deterred some capable CSOs from getting involved in MCSSP.

<sup>24</sup> It should be noted that 11 out of 16 CSOs from Year 4 of MCSSP are repeat beneficiaries of the successor program, which has limited the combined reach of the direct granting and intensive capacity building components of the two programs to a relatively small set of organizations.

<sup>25</sup> USAID requires quarterly financial reporting from FHI360, but FHI360 demands that all grantees deliver monthly financial reports. Weekly and monthly activity plans (in English) are now requested by FHI360 from grantees in order to provide USAID with information on upcoming grantee events.

<sup>26</sup> Grantees are now asked to submit weekly and monthly activity plans in English, detailing the dates of upcoming activities related to the project, so that FHI360 can amalgamate and send on a complete calendar to USAID. Monthly financial reporting has been continued to date for all grantees, including strategic partners and others that “graduated” from Year 4 of MCSSP.

<sup>27</sup> Only 18 applications were received in the first round for 22-25 available grants in the “Engage Program” of the MPSCS (similar to the ACP component of MCSSP) in 2013, which necessitated a second round, which generated 12 additional proposals. The grants are about \$10,000 per year for three years.

<sup>28</sup> More information about these resource centers is available at [www.novateca.md](http://www.novateca.md)

<sup>29</sup> For example, mobile telephony can be used to gather data quickly and cheaply from beneficiaries in various locations, including through mini-surveys. Dissemination of brief information bulletins on advocacy issues and circulation of petitions are other options. Many applications can be used even with basic mobile phones.

# **ANNEXES**

# **ANNEXES**

# **ANNEX A – Statement of Work**

## **SECTION C – DESCRIPTION / SPECIFICATIONS/STATEMENT OF WORK**

### **PERFORMANCE EVALUATION**

#### **MOLDOVA CIVIL SOCIETY STRENGTHENING PROGRAM (MCSSP)**

##### **C.1. Introduction**

This is a Statement of Work (SOW) for performance evaluation of five activities administered by USAID Regional Mission to Ukraine, Moldova, Belarus, and Cyprus (the Mission):

Moldova Civil Society Strengthening Program (MCSSP) implemented by FHI 360 under the CA #AID-121-A-00-09-00708 from September 30, 2009, through September 30, 2013. USAID contribution level was \$5,349,731. The award was administered by Moldova Office. The AOR was Ms. Ina Pislaru; the NAOR was Ms. Diana Cazacu.

##### **C.2. Use of Evaluation Findings, Conclusions, and Recommendations**

The Mission will use performance evaluation findings, conclusions, and recommendations to assess its role in improving the public sector governance and services and civil society development in Ukraine, Moldova, and Belarus, and make changes when appropriate. Other USG project stakeholders, including USAID/Washington, U.S. State Department, and U.S. Embassies in Ukraine, Moldova, and Belarus, will gain a better understanding of how well the evaluated activities contribute(d) to public sector and civil society development in the region.

Mission implementing partners will have an opportunity to learn about their strengths and areas for improvement. Other project stakeholders including the central and local authorities, civil society organizations (CSOs) and other private sector stakeholders, as well as local and international development partners will have an opportunity to learn more on how to benefit from USAID technical assistance in improving the public sector governance and services and strengthening civil society in the region.

##### **C.3. General Scope of Work Requirements**

The Contractor will ensure that the evaluation of the abovementioned activities is consistent with USAID ADS (Chapters 203 and 578, <http://transition.usaid.gov/policy/adsl>) and USAID's Evaluation Policy (January 2011, <http://www.usaid.gov/evaluation/policy>) requirements and recommendations.

Individual evaluation scope of work requirements for each activity are discussed below (Section V). For the evaluation purposes, "relevance" is a measure of the ability of a particular project task/intervention being pertinent to project objectives; "effectiveness" is a measure of the ability of a particular project task/intervention to produce a planned effect or result that can be qualitatively measured; and "efficiency" is a measure of project team skillfulness in avoiding wasted time and effort when implementing particular project tasks/interventions.

Where appropriate, based on a review of background materials and initial discussions, the Contractor may suggest the Mission amend, add, or replace evaluation questions. Alternatively, the Mission may suggest amended, additional, or different evaluation questions to the Contractor. In those cases, the Mission and the Contractor will agree on the final set of evaluation questions at least five working days before the start of data collection in the field.

##### **C.4. General Evaluation Design & Methodology**

When planning and conducting the evaluation of any activity listed in Section I, the Evaluation Team (ET) will make every effort to reflect opinions and suggestions of all key activity stakeholders from the host government (where appropriate), civil society, mass media, and other private sector organizations, other donors and USAID and non-USAID implementing partners.

It is anticipated that a mix of evaluation methodological approaches will be required to meet the requirements outlined in Section III - General Scope of Work Requirements and Section V - Evaluation Purpose, Background Information, Scope of Work, and Illustrative Methodology. Suggested data sources include: (a) secondary data/background documents, (b) activity plans, outputs, and reports, (c) relevant laws

and central government regulations and policy documents, (d) applicable local government regulations and policy documents, (e) key informant interviews, (f) focus group discussions, (g) survey(s) of activity stakeholders and beneficiaries, (h) case study data, and (i) visits to activity sites, as well as visits to locations that might serve as a comparison.

Emphasis will be on collection of reliable empirical data and/or objectively verifiable evidence, as opposed to anecdotal evidence. Where surveys or interviews are used, appropriate sampling and questioning techniques will be utilized to ensure representative results; where references are made to data generated by USAID implementing partners and/or their partners, these references will be complemented by references to independent data sources and any significant data differences must be explained. Illustrative methodological approaches for a particular activity are discussed below.

### **C.5. Evaluation Purpose, Background Information, Scope of Work, and Illustrative Methodology**

#### *MCSSP (Moldova) Evaluation Purpose*

MCSSP's final performance evaluation purpose is: (a) to assess the relevance and effectiveness of selected MCSSP activities intended to help strengthen representative democracy in Moldova through support for a constituent-driven, effective, financially viable civil society sector and (b) to discuss follow-on activities in the sector.

#### *Activity Background Information & Context*

MCSSP's purpose was to help strengthen representative democracy in Moldova through support for a constituent-driven, effective, financially viable civil society sector. MCSSP was expected to achieve the following four objectives: (1) NGOs better represent citizen interests (35% of the total estimated LOE); (2) NGOs are transparently governed and capably managed (35% of the total estimated LOE); (3) The relevant legislative framework for civil society approaches European standards (10% of the total estimated LOE); and (4) CSOs are more financially sustainable and less dependent on foreign donors (20% of the total estimated LOE).

MCSSP (<http://fhi360.mqD>) was based on the following development hypothesis: "Supporting the development of the legal and fiscal framework for CSOs as well as improving CSOs capacity will decrease their dependency on foreign donors and will lead to a more stable civil society in Moldova." MCSSP helped selected NGOs (about 270 organizations) fine-tune their missions and goals, institutionalize strategic planning systems, strengthen program design and management, improve public outreach and media relations, build and mobilize constituencies.

The past few years have seen an unprecedented growth in the number of CSOs in Moldova. There are now more than 7,000 registered CSOs there, with roughly equal numbers in Chisinau and in the regions. Nearly half of Moldovan CSOs are active in the social and educational sectors, though most active CSOs implement a wide array of activities in order to secure a larger amount of donor funding.

There is a serious disconnect between CSO activities and the interests of an average Moldovan citizen. Citizens are largely isolated from public deliberations on important issues because local CSOs have limited capacity to help them formulate opinions and influence state policies that affect the citizens. While there are capable and professional organizations, many of them located in Chisinau, and many CSOs in Moldova have been criticized for being accountable to their donors and not to the citizens whom they are meant to serve or represent. This frequently results in the public perception that CSOs are more interested in the funding than in advancing the public interests. It also creates an unbalanced sector where CSO agendas are defined by donor interests, and leads to a mission creep for organizations that shift their focus in response to donor requests.

While civil society in Moldova has made some progress over the last few years in terms of organizational capacity development as reflected in the CSOs Sustainability Index, a critical mass of CSOs do not have appropriate management systems or governance structures to ensure that these organizations are accountable and well-managed. The tendency for almost all donors to fund activities that support their own implementation goals, rather than building capacity of individual partners or the sector at large, leaves few opportunities for CSOs to improve their vital organizational skills. It also leaves most organizations operating on a project-to-project basis, without an opportunity to plan long-term and hire full-time, qualified staff. CSOs at the local level particularly struggle in their efforts to survive.

Though Moldova has a generally good legal framework that creates no major obstacles to the civil society development, many constraints and, particularly, those related to CSO charter activities remain due to an incomplete legislation that limits the fund raising opportunities, and dysfunctional CSO registration procedures. More information is

MCSSP was a major USAID activity that sought to strengthen civil society in Moldova. MCSSP activities were envisioned to be coordinated with several national institutions including the State Chancellery (<http://cancelaria.gov.md/?l=en>), the Ministry of Justice ([www.justice.gov.md](http://www.justice.gov.md)), the National Council for Participation (<http://www.cnp.md/en>), and the Coalition for Volunteering (<http://tdvmoldova.wordpress.com/>), as well as monitor other donor projects that may contribute or impact the development of the civil society program.

MCSSP reportedly helped to prepare and discuss the Public Benefit Law, the Volunteerism Law, the Non-Commercial Organizations Law, the Government Service Procurement Law, as well as amendments to the Civic Associations Law (on revenue generation), which simplified CSO registration procedures, CSO operation requirements and revenue generation, use of volunteers and provision of services to the GOM. More information is available at: <http://www.fhi360.md/index.php/en>.

In 2012, the Mission decided to extend the MCSSP for another year, from September 2012 through September 2013, and increase its contribution by \$849,731, from \$4,500,000 to \$5,349,731 to further strengthen the capacity of Moldovan CSOs and align the additional year of activities with the USAID Forward priorities, specifically focus on building the local capacity.

### **Scope of Work**

The Contractor will (a) assess the relevance and effectiveness of MCSSP activities intended to help CSOs better represent citizen interests and strengthen their internal governance processes (MCSSP Objectives 1 and 2) and (b) discuss follow-on activities in the sector. In particular, the Contractor will answer the following questions:

- 1) How strong is a perceived link between MCSSP activities and any significant improvements (if occurred) in the ability of assisted CSOs to represent citizen interests? Which of those activities are perceived by the assisted Moldovan CSOs to be the most useful and why?
- 2) What practices/behaviors promoted by MCSSP did the assisted organizations adopt to better represent citizen interests and, in particular, how well do they address gender issues?
- 3) How strong is a perceived link between MCSSP activities and any significant improvements (if occurred) in the ability of assisted CSOs to establish the following sound internal governance systems: strategic and operational planning, financial management and accounting, human resources, monitoring and evaluation, and financial sustainability? Which of those activities are perceived by the assisted Moldovan CSOs to be the most useful and why?
- 4) What practices/behaviors promoted by MCSSP did the assisted organizations adopt to strengthen their internal governance systems?

The Contractor will visit at least ten different locations in all three different parts of Moldova - Northern, Central, and Southern Moldova, -where MCSSP-assisted NGOs operated.

### **Illustrative Methodology**

To assess the relevance of selected MCSSP activities and answer questions 1 and 3, in particular, the ET may decide to: (1) review MCSSP plans, reports, publications, recommendations and other outputs, as well as

relevant Moldovan legislation and policy documents and other secondary data/background documents, and (2) conduct key informant interviews with structured/semi-structured interview protocols and/or mini-surveys of MCSSP stakeholders and beneficiaries. Site FGDs, site visits, and case studies may also help assess the relevance of those activities.

To assess the effectiveness of selected MCSSP activities and answer questions 1, 2, 3, and 4, in particular, the ET may decide to: (1) review MCSSP plans, reports, publications, recommendations, and other outputs, as well as relevant Moldovan legislation and policy documents and other secondary data/background documents, and (2) conduct key informant interviews with structured/semi-structured interview protocols and (3) run mini-surveys of organizations and individuals who participated in/benefited from MCSSP implementation and those who represent a relevant comparison group. FGDs, site visits, and case studies may also help assess the effectiveness of those activities.

While direct attribution may be impossible to measure, the ET may decide to explore causal linkages wherever possible, taking into account the development actors and circumstances. To the extent practical, the ET may decide to assess MCSSP's role in strengthening the activities of CSOs at the national and local level comparing their achievements with the progress made by similar organizations that did not receive any support. Where applicable, testimonial evidence of MCSSP contribution in improved ability of assisted CSOs to represent citizen interests and strengthen their internal governance processes should be supported with documentary evidence, including MCSSP's documents.

## **C.6. Qualifications and Composition of Evaluation Teams**

### ***General Requirements***

Given the diverse nature and geographical location of activities listed in the Section I, it is anticipated that the Contractor will employ two or more Evaluation Teams (ET). In that case, ET Leader(s) must have strong team management skills, and sufficient experience in designing and/or conducting performance evaluations of international development activities. ET Leader(s) must have good knowledge of USAID Evaluation Policy and evaluation reporting requirements.

Excellent communication, both verbal and written, skills and experience managing performance evaluations of large USAID activities are desirable.

The Contractor must assign at least one specialist (an Evaluation Specialist) with strong understanding of data collection and analysis methodologies and substantial international experience in designing and conducting evaluations of large/medium size international development activities. Evaluation Specialist(s) must have good knowledge of USAID Evaluation Policy and evaluation reporting requirements. Experience in designing and conducting performance evaluations of large/medium size USAID health, public infrastructure, mass media and public governance activities is desirable. Knowledge of Eastern Europe/CIS region health, public infrastructure and governance, civil society and mass media development issues is desirable.

Each ET will use local professional(s), preferably, working for a local organization, with: (a) detailed knowledge of relevant local operational environment, key policymakers, sector practices and promotion systems; and (b) strong understanding of data collection and analysis methodologies, which can be used in evaluation of international development activities.

### ***Additional Requirements for MCSSP Program Evaluation***

The ET(s) will include one or more international development specialists who have substantial knowledge of civil society and media development in Eastern Europe/CIS region, as well as extensive experience in conducting performance evaluations of large/medium size activities that promoted civil society development overseas. Experience in conducting performance evaluations of USAID activities is desirable. Experience in successful management of large/medium size activities that promoted civil society development overseas, is desirable. Previous work experience in Eastern Europe/CIS region and knowledge of relevant local language is desirable.

The ET(s) will use local expertise, Senior Local Civil Society Consultant(s), individual(s) or organization(s) with detailed knowledge of local civil society and mass media, local CSO operational environment and gender issues, and relevant, actual and potential, public and private sector counterparts.

### **C.7. Evaluation Management**

The Mission will appoint the Evaluation COR and up to three Activity Managers to provide technical guidance and administrative oversight in connection with evaluation of activities listed in Section I, to review the Evaluation Work Plans (EWPs), and to review and accept the draft and final Evaluation Reports (ERs). One Activity Manager will also be Alternate COR (A/COR). The Mission may delegate one or more staff members (or involve staff of other USAID missions) to work full-time with the ETs or to participate in the field data collection. The Evaluation COR will inform the Contractor about any full-time/part-time Mission delegates no later than three working days after the submission of a draft EWP. All costs associated with the participation of full-time/part-time Mission delegates in the evaluation will be covered by the Mission.

To facilitate evaluation planning, the COR will make available to the Contractor the following documents within one working day of the award effective date (as warranted, the Contractor will receive additional project-related documentation):

MCSSP- four Annual Work Plans, one Performance Monitoring and Evaluation Plan, 12 Quarterly Reports, four Annual Reports, and the Final Report, as well as the list of MCSSP grantees;

To keep the Mission informed about the status of the evaluation of each activity listed in the Section I, the Contractor will submit an electronic version of a draft EWP for that activity to the Evaluation COR within 15 working days following the award and at least 10 working days prior to the proposed ET's departure for the field data collection. The submitted EWP should be fully consistent with the Scope of Work requirements and Contractor's proposal (if the latter is fully or partially incorporated into the Task Order).

The EWP should highlight all evaluation milestones and include: (1) a preliminary list of interviewees, (2) a preliminary list of survey participants (when survey is planned), (3) a preliminary schedule of the ET interviews/meetings, site visits and focus group discussions (FGD) (when planned), (4) all draft evaluation questionnaire(s), survey(s), FGD guides, etc., which the Contractor may use for evaluation, (5) sites and dates for piloting draft evaluation questionnaire(s) and survey(s), (6) adjustments to the evaluation methodology (if needed) including selection criteria for comparison groups and site visits, and (7) an Evaluation Report (ER) outline. The Contractor will update the submitted EWP (first of all, the lists of interviewees, the lists of survey participants, the schedule of interviews/meetings/site visits/surveys/focus group discussions, etc.) and submit the updated version to the COR on a weekly basis.

ETs will conduct weekly briefings for the Evaluation COR, Activity Managers, and other relevant Mission personnel in order to keep them informed of the progress of the evaluation of each particular activity listed in Section I and any issues that may arise/have arisen. ETs shall also be prepared to do a briefing for the Evaluation COR, Activity Managers, and other relevant Mission personnel within two working days after their arrival for the field data collection. The ET(s) will discuss any evaluation barriers/constraints and significant deviations from the original updated EWP with the Evaluation COR and seek USAID's guidance on those matters.

ET(s) will invite the Evaluation COR and other relevant Mission personnel to participate in all meetings, group discussions, site visits and other activities planned in conjunction with the evaluation as soon as those events are on agenda. ET(s) shall be prepared to have USAID staff and other activity stakeholders invited by the Evaluation COR to any meeting, site visit, or other activity planned in conjunction with the evaluation as observers.

### **C.8. Logistical Support**

The Contractor will be responsible for all logistical support of the evaluation activities, including translation/interpretation, transportation, accommodation, meeting/visit arrangements, office space, equipment, supplies, insurance and other contingency planning. The Contractor must not expect any substantial involvement of Mission staff in either planning or conducting the evaluation (except for full-time/part-time Mission delegates

discussed above). Upon request, the Mission will provide the Contractor with introductory letters to facilitate meeting arrangements. USAID requests that any forthcoming American and local holidays be considered in scheduling evaluation meetings, group discussions, surveys, and site visits in the United States, Ukraine, Moldova, Belarus, and any other country where those meetings, group discussions, surveys, and visits will take place.

### **C.9. Deliverables**

To document performance evaluation of each activity listed in C. 1 , the Contractor will submit a clear, informative, and credible ER (up to 30 pages, excluding annexes and references) that reflects all relevant ET findings, conclusions, and recommendations made in conjunction with the performance evaluation of each activity. Each ER must describe in detail the activity evaluation design and the methods used to collect and process information requested in the C.3 General Scope of Work Requirements and relevant subsection of C.5 Evaluation Purpose, Background Information, Scope of Work, and Illustrative Methodology. It must disclose any limitations to the evaluation and, particularly, those associated with the evaluation methodology (selection bias, recall bias, unobservable differences between comparator groups, etc.). The ER Executive Summary Section should be three-five pages long and reflect the purpose of the evaluation, evaluation methodology and its limitations, key evaluation findings, conclusions, and recommendations.

Each ER must be in line with relevant USAID ADS (Chapters 203 and 578) and USAID Evaluation Policy requirements and recommendations. In particular, ERs should represent thoughtful and well-organized efforts that include sufficient local and global contextual information so the external validity and relevance of each activity evaluation can be assessed. Evaluation findings should be based on facts, evidence, and data. Findings should be specific, concise and supported by reliable quantitative and qualitative evidence [i.e. there should not be words like "some", "many", "most" in the report and frequency of responses and absolute number of interviewed respondents should be given, e.g. five out of 11 experts agreed that ...; 30 per cent of survey respondents reported that ...; seven out of eight visited lead partners had business plans...]. Conclusions should be supported by a specific set of findings. Recommendations should be clear, specific, practical, action-oriented, and supported by a specific set of findings, conclusions, estimates of implementation costs, and suggested responsibility for the action. The Contractor shall ensure that conclusions and recommendations are based on data that are accurate, objective, and reliable.

In the annexes, each ER should include the Evaluation SOW (C.5 can be reduced to the relevant subsection); an Executive Summary section in official local language; description of the relevant ET and its member qualifications; the final version of the Evaluation Work Plan (EWP); the conflict of interest statements, either attesting to a lack of conflict of interest or describing existing conflict of interest, signed by all members of the ET; the tools (in English and local language(s)) used for conducting the evaluation such as questionnaires, checklists, and discussion guides; in- depth analyses of specific issues; properly identified sources of information; and statement(s) of differences regarding significant unresolved difference (if any) of opinion reported by either ET members or the Mission or the implementer(s) of the evaluated activity.

ERs will be written in English and submitted in electronic form readable in MS Word 2010 based on MS Word Times New Roman 12 or other legible font of similar size. Any data used to prepare those reports (except for the data protected by any formal agreements between the Contractor and interviewees and survey/focus group participants) will be presented in the MS Office compatible format suitable for re-analysis and submitted either by e-mail or on a CD or a flash drive to the COR. The data should be fully documented and well organized for use by those not fully familiar with the evaluated activities or the evaluations. USAID will retain ownership of all evaluation records including interview transcripts or summaries, survey(s), datasets developed, copies of which are provided to the COR.

ET(s) will present their major evaluation findings and preliminary conclusions in writing at separate pre-departure briefings for the Mission and activity stakeholders (where feasible). As a rule, those briefings will be conducted in the country where all/most stakeholders of the evaluated activity are located. ET(s) will use MS PowerPoint to present those findings and conclusions.

Draft ER will be due in ten working days after a corresponding pre-departure briefing for the Mission. Each draft ER must include all relevant ET findings and conclusions made in conjunction with the evaluation of a particular activity, as well as preliminary ET recommendations. Each draft ER shall be prepared in line with general requirements (clarity, credibility, length, font size, etc.) set for the final ER. It may include the feedback received from the Mission and activity stakeholders at pre-departure briefing(s). The Mission will have 15 working days to review each draft ER and provide comments to the Contractor. The Mission will decide whether activity stakeholders will be invited to comment on a draft ER.

The final ER will be due in 10 working days following the receipt of the Mission's comments on a draft ER. The Contractor will use either a cover memorandum or similar format to explain how comments provided by the Mission and activity stakeholders (when solicited) were addressed in the final ER if the final ER differs substantially from the draft one. Both the Mission and the Contractor will have a right to initiate an extension of the ER review or preparation/completion time for up to 10 working days at no additional cost.

# **ANNEX B – Executive Summary in Romanian**

# Rezumatul executiv

## SCOPUL ȘI ÎNTREBĂRILE EVALUĂRII

Acest raport reprezintă Evaluarea finală a performanței Programului Consolidarea Societății Civile în Moldova (MCSSP) finanțat de Agenția Statelor Unite pentru Dezvoltare Internațională (USAID), misiunea din Moldova. Scopul evaluării a fost: 1) analiza relevanței și efectivității activităților MCSSP destinate să ajute organizațiile societății civile (OSC) să reprezinte mai bine interesele cetățenilor și să întărească procesele de gestiune internă (Obiectivele programului nr. 1 și 2); și 2) să discute despre activitățile ulterioare din sector. Evaluarea s-a desfășurat în perioada Nov-Dec 2014, de către o echipă formată din compania Mendez England & Associates (ME&A) și organizația NORC. Echipa a fost formată din trei experți – doi internaționali și unul local – toți cu experiență și cu cunoștințe din domeniul societății civile și domeniul dezvoltării proiectelor de media. O parte integrală a evaluării a constituit răspunsul la un set de patru întrebări:

- 1a. S-a îmbunătățit semnificativ capacitatea OSC-urilor asistate de a reprezenta interesele cetățenilor în perioada de implementare a MCSSP?*
- 1b. Dacă da, în ce măsură au perceput OSC-urile asistate că această îmbunătățire are legătură/a fost cauzată de către implementarea MCSSP?*
- 1c. Care au fost activitățile MCSSP și care a fost tipul de asistență pe care OSC-urile le percep ca având cel mai mare impact asupra capacităților lor de a reprezenta interesele cetățenilor, și cum se justifică?*
- 2a. Care practici/comportamente promovate de către MCSSP au fost adoptate de către OSC-le asistate pentru a reprezenta mai bine interesele cetățenilor?*
- 2b. În particular, care practici/comportamente adoptate de către OSC-urile asistate iau în considerare diferențele și aspectele de gen în reprezentarea intereselor cetățenilor?*
- 3a. În timpul implementării MCSSP, s-au îmbunătățit semnificativ capacitățile OSC-urilor asistate din următoarele domenii? (Contabilitate și practici de management financiar; Managementul resurselor umane, Monitorizare și evaluare, Durabilitate financiară).*
- 3b. Dacă da, în ce măsură OSC-urile asistate percep că îmbunătățirea are legătură/a fost cauzată de activitățile sau sprijinul MCSSP?*
- 3c. Care sunt activitățile și tipul de suport pe care OSC-urile asistate le percep ca având cel mai mare impact asupra competențelor lor în acele domenii, și cum se justifică?*
- 4. Care sunt practicile/comportamentele promovate de către MCSSP pe care OSC-urile asistate le-au adoptat la întărirea sistemelor de conducere internă (inclusiv dar fără a se limita la cele patru domenii enumerate la întrebarea 3a)?*

## INFORMAȚII GENERALE DESPRE PROGRAM

MCSSP a fost implementat în perioada septembrie 2009 – septembrie 2013, de către Academy for Educational Development (AED) până în iulie 2011, și mai apoi de către Family Health International (FHI360). Scopul general a fost să consolideze democrația reprezentativă în Moldova prin sprijinirea sectorului societății civile, condus de membrii constituenți și viabil din punct de vedere financiar. Programul a lucrat pentru atingerea acestui scop prin patru obiective: 1) OSC să reprezinte mai bine interesele cetățenilor; 2) OSC-urile sunt gestionate în mod transparent și competent; 3) Cadrul legislativ relevant pentru societatea civilă se apropie de

standardele europene; 4) OSC-urile sunt mai durabile din punct de vedere financiar și mai puțin dependente de finanțarea donatorilor străini.

În anii 1-3 ai Programului, FHI360 a lucrat mai îndeaproape cu 47 de OSC-uri și cinci grupuri media amplasate dispersat în țară. Programul a sprijinit OSC-urile prin acordarea de granturi diverse, mentorat și instruire care au adresat aspecte legate de implicarea cetățenilor în procesele decizionale, elaborarea de politici, mobilizarea comunității, voluntariat, diversificarea resurselor și cadrul legislativ. De asemenea, MCSSP a efectuat o campanie media pe mai multe componente pentru a promova o percepție publică mai bună a organizațiilor societății civile. OSC-urile asistate în mod direct au fost de trei tipuri:

**Consoțiuł Organizațiilor Partenere din Moldova (CMP).** Aceste patru organizații au lucrat cu FHI360 la dezvoltarea aptitudinilor altor OSC-uri la reprezentarea efectivă a propriilor constituenți și a intereselor cetățenilor, la îmbunătățirea managementului intern și a structurilor de conducere, la creșterea viabilității financiare.

**Partenerii Agendei Schimbării (ACP).** MCSSP și-a propus să întărească acest grup nucleu din 14 OSC-uri să devină 1) lideri tehnici în domeniilor lor, capabili să servească și să reprezinte interesele propriilor constituenți, și 2) organizații gestionate în mod transparent cu sisteme puternice de conducere internă.

**Programul Inspirație (IP).** MCSSP a finanțat două tipuri de proiect IP, ambele având ca scop creșterea vizibilității și a percepției publice pozitive a OSC-urilor din Moldova: 1) proiecte scurte, cu impact rapid pentru a încuraja beneficiarii OSC-urilor, autoritățile locale, mediul de afaceri și membrii comunității să se implice și să devină interesați de lucrul OSC-urilor; activități de distribuire a informațiilor de către mass-media. În anii 1-3 ai Programului s-au acordat patruzeci (40) contracte pe termen scurt.

MCSSP a fost prelungit pentru un al patrulea an cu mijloace financiare suplimentare pentru a urma aceleași obiective. În timpul Anului 4, FHI360 a lucrat îndeaproape cu 16 OSC-uri partenere selectate din toate cele trei componente.

## **METODOLOGIA DE EVALUARE**

S-au folosit atât metode de cercetare cantitative cât și calitative pentru a investiga întrebările evaluării. S-au folosit cinci metode principale de colectare a informațiilor:

6. S-au revizuit mai mult de 70 de documente ale MCSSP și din alte surse.
7. Interviuri cu angajați ai USAID din Ucraina și Moldova.
8. 61 de interviuri cu persoane principale (cheie), folosind un format semi-structurat bazat pe îndrumare pentru fiecare categorie de persoane intervievate, inclusiv reprezentanți ai FHI360, donatori internaționali, OSC-uri asistate și neasistate, autorități atât de la nivel local cât și național, în 14 locații diverse din țară.
9. Trei sondaje telefonice care au colectat informații detaliate de la 34 OSC-uri asistate privind percepția acestora referitor la beneficiile obținute de la MCSSP și nivelul de dezvoltare organizațională, cu scop de comparație, și de la 230 de cetățeni privind percepția lor despre OSC-uri.
10. Discuții în cadrul a trei grupuri focus (DGF), inclusiv două formate din reprezentativi ai OSC-urilor neasistate, și una cu beneficiarii unei OSC care a primit asistență.

## CONSTATĂRI, CONCLUZII ȘI RECOMANDĂRI

### Constatări principale

#### Reprezentarea intereselor cetățenilor

În această privință, progresul OSC-urilor asistate a variat semnificativ, fiind afectat în mare măsură de nivelul de participare și de asistența oferită de Program. Sondajul din cadrul evaluării a demonstrat că din șase domenii de organizare a capacității organizaționale, OSC-urile asistate au declarat cel mai mic nivel de îmbunătățire a capacităților în acest domeniu cu o evoluție de la un scor de 2,09 în 2009 la un scor de 1,79 în 2014, pe o scară de la 1 la 4, unde 1 = foarte competent, 4 = total fără competențe. Conform interviului și datelor colectate în cadrul sondajului, beneficiarii IP, au demonstrat în general, îmbunătățiri minore, deși 3 din cele asistate în Anul 4 al Programului, au înregistrat progrese semnificative. Printre OSC-uri, nivelul de schimbare a fost variabil, de asemenea, dar în general, capacitatea de a reprezenta interesele cetățenilor s-a îmbunătățit – în special printre cele opt organizații asistate în Anul 4 al Programului.

Persoanele intervievate au observat o îmbunătățire moderată în ceea ce privește vizibilitatea și credibilitatea OSC-urilor în Moldova începând cu anul 2010; doar două persoane din 61 intervievate au indicat că vizibilitatea nu a crescut în ultimii cinci ani. Printre cetățenii intervievați (toți indicând un nivel oarecare de familiaritate cu OSC), 53% au spus că viziunile lor s-au îmbunătățit oarecum din 2009. În mod interesant, viziunile femeilor sunt cu mult mai pozitive decât viziunile bărbaților. Alte cercetări asupra percepției publice privind OSC-urile au arătat rezultate variate pentru această perioadă.

În cadrul OSC-urilor asistate, percepțiile privind contribuția MCSSP au fost diferite. Din cele 13 ACP și IP intervievate care au primit granturi, doar 4 au perceput MCSSP că ar fi contribuit semnificativ la dezvoltarea capacității de a reprezenta interesele cetățenilor. În medie, OSC-urile asistate intervievate au considerat că MCSSP a contribuit ”într-un fel oarecare” la dezvoltarea capacităților de implicare și reprezentare a cetățenilor. Beneficiarii IP, ACP și CMP care nu au mai primit sprijin în Anul 4, au acordat în mod semnificativ mai puțin credit programului MCSSP comparativ cu ceilalți. Tipurile de asistență percepute ca având cel mai mare impact au fost: finanțarea activităților, consilierea individuală și oferirea de expertiză. Practicile noi și extinse raportate în mod special printre ACP și beneficiarii de granturi IP din Anul 4 au inclus: interacțiune regulată cu autoritățile publice; pagini active de internet, blog-uri, pagini Facebook, comunicate de presă regulate și cercetări mai frecvente folosind sondajele, grupurile focus și fișele de scor ale comunității. Cu toate acestea, una din cele mai apreciate metode de întărire a relațiilor dintre OSC-uri și cetățeni a fost implementarea de proiecte mici la nivel de comunitate care au răspuns într-un fel tangibil la o problemă principală la nivel de bază.

În ceea ce privește promovarea practicilor ce iau în considerare diferențele de gen, s-a descoperit că foarte puține practici au fost adoptate de către OSC-uri. OSC-urile asistate care au participat la un atelier specific organizat în anul 2011 au primit instrumente care să le permită realizarea unor ”audite de gen” în propriile organizații și totuși majoritatea OSC-urilor nu au dus până la capăt auditele. Beneficiarii de granturi care au fost întrebați în cadrul interviurilor despre practicile de gen au fost capabili să menționeze doar cerința pentru raportarea segregată pe genuri. Persoanele intervievate au indicat că cele mai multe OSC-uri percep că acest practici fie nu sunt relevante pentru ele, fie nu sunt o prioritate.

## **Dezvoltarea Organizațională a OSC-urilor**

### **F. Contabilitatea și managementul financiar**

Beneficiarii IP au demonstrat îmbunătățiri minore în contabilitate și management financiar (MF), cu excepția celor selectați în Anul 4; ceea ce era de așteptat, deoarece MCSSP nu a avut ca scop îmbunătățirea capacității organizaționale ale beneficiarilor IP. În ceea ce privește ACP-urile și CMP-urile, evidențele programului pentru trei ani în care s-a desfășurat Evaluarea Dezvoltării Organizaționale (EDO) demonstrează o îmbunătățire moderată a "managementului financiar și durabilității" de la un scor de 2,7 în 2010 la 3,2 în 2012 (scara 1 la 6, cu cel mai bun nivel fiind 6).

MF și contabilitatea au fost accentuate intensiv în Anul 4 când EDO a fost întreruptă și un nou instrument de monitorizare ("Lista de verificare") a fost instituit cu o listă lungă de criterii, majoritatea relevante pentru MF și/sau pentru politicile și procedurile contabile. Datele din Lista de verificare, respectiv scorurile medii pentru cele 16 OSC-uri observate în acel an, arată ca OSC-urile și-au îmbunătățit capacitatea de măsurare pentru aproape fiecare criteriu din această categorie. Diferite politici și proceduri de MF au fost adoptate, cel mai vizibil în domeniile de separare a sarcinilor dintre rolurile contabilității și cele de MF, și regulile de achiziții. Sondajul a arătat că OSC-urile asistate consideră că MF este cea de-a doua mare îmbunătățire, și că asistența primită de la MCSSP pentru dezvoltarea capacității organizaționale în acest domeniu a fost cea mai mare contribuție la dezvoltarea organizației, în general. Totuși, OSC-urile nu au implementat întotdeauna noile politici și proceduri, din cauza lipsei de timp, a personalului și altor constrângeri. Împărțirea sarcinilor a fost cea mai notabilă categorie unde nu toate CSO-urile au pus în aplicare practicile promovate. În ceea ce privește tipul de asistență cu cel mai mare impact, manualele și ghidurile produse de Program pe subiectul contabilității și al MF au fost apreciate pe larg de către OSC-urile asistate (și de alții care le-au primit). De asemenea, consilierea și mentoratul oferite de Centrul de Instruire și Consultanță Organizațională (CICO) și de angajații FHI360 au fost considerate de către intervievați ca fiind un tip de sprijin foarte util.

### **G. Managementul Resurselor Umane**

Majoritatea ACP-urilor și CMP-urilor fie au adoptat, fie au îmbunătățit cel puțin o parte din politicile și procedurile care au dus la îmbunătățirea managementului Resurselor Umane (RU) în cadrul Programului. Valoarea medie a scorurilor EDO indică o îmbunătățire modestă la această categorie, de la 3,5 în 2010 la 3,8 în 2012 (pe o scară de la 1 la 6). Pentru OSC-urile din anul 4, Lista de verificare indică o schimbare semnificativă în procesul de recrutare și a politicilor de evaluare a performanței între începutul și sfârșitul anului. Toate cele șapte OSC-uri intervievate care au raportat schimbări majore în managementul resurselor umane au oferit credit pentru suportul MCSSP pe care l-au considerat un factor semnificativ. Printre OSC-urile asistate, 47% din cele intervievate consideră că dezvoltarea managementului RU cu ajutorul MCSSP a contribuit semnificativ la dezvoltarea capacității organizaționale. Formularele tipizate pentru fișele de post, ca și alte formulare și ghiduri necesare pentru recrutare și evaluare a performanței au fost înalt apreciate de către respondenții OSC. Manualele pentru angajați și documentația privind politicile și procedurile de HR au fost cele mai adoptate ori dezvoltate practici atribuite Programului.

### **H. Monitorizarea și evaluarea**

Doar două OSC-uri intervievate au menționat o schimbare în capacitatea sau practica lor în acest domeniu, și nici una dintre ele nu a menționat că ar fi primit sprijin din partea Programului în acest domeniu. S-a raportat că OSC-urile asistate au avut un interes redus în acest subiect când li s-au oferit instruire și consiliere. Lista de verificare din Anul 4, arată o îmbunătățire nominală a celor 16 OSC-uri de interes, deși datele obținute de sondaj indică un nivel mai ridicat de îmbunătățire auto-raportată (deși unele OSC-uri au rămas la un nivel de "oarecum competent"). Dezvoltarea capacității de M&E oferită de MCSSP a fost percepută de unele OSC asistate (în special beneficiarii IP) ca având o contribuție modestă la dezvoltarea generală a capacității organizaționale, în timp ce alții au considerat că MCSSP a avut o contribuție semnificativă în acest domeniu.

### **I. Durabilitatea financiară**

În general, OSC-urile asistate au demonstrat o creștere a durabilității financiare, deși schimbarea a fost relativ modestă în termeni monetari. În ceea ce privește reducerea dependenței de sursele de finanțare externă, cel puțin trei OSC-uri asistate au indicat o mare capacitate de a mobiliza cu succes contribuții pentru proiecte comunitare, atât de la autoritățile publice cât și de la cetățeni. Cel puțin șase OSC-uri asistate și-au mărit semnificativ capacitatea de a oferi servicii contra cost, inclusiv autorităților de la nivel local și central. Finanțarea primită de la surse externe s-a diminuat de la 96% din totalul veniturilor în 2009 la 83% în 2012, ceea ce reprezintă un progres semnificativ. Cu toate acestea, există mari diferențe printre OSC-urile asistate, una raportând 30% finanțare din surse externe în 2012, iar alta a raportat 99%. Percepțiile printre CSO-urile intervievate privind contribuția MCSSP la evoluțiile din acest domeniu variază de la semnificativ la minim, dar 47% din CSO-urile intervievate consideră că dezvoltarea organizațională oferită de MCSSP a contribuit semnificativ la creșterea capacității organizaționale de a colecta fonduri. Fondurile din granturi au fost raportate ca fiind cele mai utile întrucât activitățile finanțate prin granturi au mărit vizibilitatea și credibilitatea în mod semnificativ, inclusiv cu agențiile guvernamentale. Diferite OSC-uri au raportat strategiile de colectare a fondurilor dezvoltate cu ajutorul MCSSP ca fiind foarte utile în identificare noilor surse potențiale de finanțare.

### **J. Gestionarea internă**

Programul a oferit asistență considerabilă pentru IP, ACP și CMP în planificare strategică, și de asemenea, a sprijinit îmbunătățirea bordului director al OSC-urilor, a regulamentelor și procedurilor, în particular beneficiarilor de granturi din Anul 4. Toate scorurile EDO din aceste două categorii indică progrese (sau în câteva cazuri izolate, fără schimbare) și au fost obținute scoruri medii de 0,7 pentru gestionare și 0,8 pentru planificare strategică până la sfârșitul Programului. Practicile principale adoptate sau îmbunătățite de către OSC-uri includ acțiuni cum ar fi simpla creare a unui bord director și desfășurarea de ședințe în mod regulat, oprirea practicii de a plăti membrii bordului, evitarea suprapunerii dintre angajați și membrii bordului, cu toate că implementarea deplină a acestor practici de către unele organizații este încă în urmă. Sondajul a indicat că 94% din OSC-urile asistate au un plan strategic actualizat, majoritatea beneficiind de sprijin al MCSSP în această privință.

### **Relevanța generală și efectivitatea Programului**

Toate persoanele intervievate care au abordat aspectele relevanței MCSSP au comentat că Programul a corespuns necesităților de bază ale societății civile din Moldova pe parcursul perioadei de implementare. Aceste necesități au inclus atât întărirea legăturilor dintre cetățeni

și constituenții organizațiilor, cât și consolidarea capacităților organizaționale, așa cum au fost prioritizate de către Obiectivele nr. 1 și 2 ale MCSSP. Revizuirea documentelor Programului, ca și interviurile realizate, au demonstrat că o abordare relativ flexibilă a fost adoptată de către Program cu scopul de a răspunde noului context de învățare și de dezvoltare. OSC-urilor nu li s-a impus să activeze în anumite perimetre sectoriale, dar mai degrabă li s-a dat libertatea de a lucra în sectoarele lor preferate.

În ceea ce privește anumite aspecte procedurale de bază ale Programului, s-a descoperit că procesul de selecție al ACP-urilor a fost afectat de o serie de slăbiciuni, deoarece competiția nu a atras un număr mare de candidați (doar 25 de candidați pentru 14 poziții). Dintre organizațiile asistate, toate cu excepția uneia au comentat că cerințele de raportare către beneficiarul de grant ar fi nejustificate de complicate, fapt confirmat și de ceilalți intervieuați printre donatori și angajați ai FHI360. Pe de altă parte, includerea în proiectele de granturi a unei sume dedicate dezvoltării organizaționale a fiecărui beneficiar a fost o practică apreciată pe larg, deși procentajul alocat a fost foarte modest, de cele mai multe ori.

În general, există suficiente dovezi că OSC-urile asistate (altele decât IP) și-au mărit capacitatea în domeniile de interes ale Programului. Scorurile anuale EDO indică faptul că, în medie, CMP-urile și ACP-urile din primii 3 ani au înregistrat progrese modeste la toate cele șapte categorii. Angajații FHI360 au indicat că 15 (din 16) OSC-uri din Anul 4, au avut suficiente politici și proceduri interne pentru a fi eligibile pentru finanțare direct de la USAID, deși până în prezent doar una singură ar fi primit un astfel de grant (aparent din cauza lipsei de solicitări corespunzătoare). Majoritatea OSC-urilor asistate interviuate consideră că sprijinul MCSSP a contribuit la creșterea capacității lor începând cu 2009; beneficiarii din Anul 4 au atribuit Programului cea mai mare parte a succesului lor.

În ceea ce privește metodele folosite de către MCSSP la dezvoltarea capacității, asistența de mentor/tehnică a fost apreciată în timpul sondajului de 91% dintre OSC-urile asistate ca fiind "foarte utilă", ceea ce a fost corespuns cu scorurile înalte oferite activităților de mentorat sau consiliere în timpul interviurilor cu OSC, FHI360 și alții. Atelierele de instruire în grup și instrucțiunile scrise au fost considerate foarte utile de 76%, respectiv de 73%. La întrebarea dacă în viitor, pentru dezvoltarea capacității ar putea alege doar două metode de sprijin, cele mai populare răspunsuri de la OSC-urile asistate au fost mentorat/asistență tehnică (48,5% din respondenți) și ateliere de instruire în grup (45,5%).

## Concluzii de bază

### Reprezentarea intereselor cetățenilor

- Legături puternice au fost create de multe dintre OSC-urile asistate cu autoritățile publice locale și naționale, iar credibilitatea a crescut corespunzător cu acești actori.
- Programul nu a fost conceput pentru a sprijini dezvoltarea de bază a societății civile într-o măsură semnificativă. Totuși, o parte din OSC-urile asistate au lucrat cu și prin intermediul grupurilor comunitare care au legături strânse cu cetățenii, dar și încrederea oficialităților locale. Aceasta a fost o cale efectivă prin care OSC-urile au sprijinit inițiativele locale bazate pe necesități reale și au mobilizat resurse la nivel de bază.
- MCSSP (în particular, Anul 4) a intenționat să ajute un număr de OSC-uri de nivel mijlociu să se califice pentru finanțare direct de la USAID, având ca rezultat ridicarea nivelului lor organizațional la nivel aproape de elită. Acesta, în timp, poate avea ca efect nedorit

distanțarea unor OSC-uri de baza comunității pe măsură ce organizațiile concentrează eforturile pe relația cu donatorii și corespunderea cu cerințele de finanțare.

- Vizibilitatea publică a societății civile aparent s-a îmbunătățit ușor, deși credibilitatea rămâne joasă după cei mai mulți indicatori – în special în rândul bărbaților.

### **Dezvoltarea organizațională a OSC-urilor**

Cele 16 OSC-uri care au participat în Anul 4 au dezvoltat sisteme interne, politici și proceduri mai puternice în acel an, în special în MF și contabilitate. Totuși, nivelul actual de implementare variază.

- ACP-urile care nu au participat în Anul 4 au demonstrat un avans moderat în ceea ce privește capacitatea lor internă, totuși, nu au depășit cu mult îmbunătățirile auto-raportate ale unui set similar de OSC-uri care nu au beneficiat de asistență de la MCSSP dar care au beneficiat de asistență în cadrul altor programe.
- Legarea asistenței de dezvoltare organizațională cu suportul financiar pentru activități sub forma unor granturi pe termen mai lung a fost o practică bună care a fost adoptată și de alți donatori. Sumele alocate pentru dezvoltare organizațională (DO) s-au bazat prea rigid pe un procentaj fix din valoarea grantului, ceea ce a condus ca unele OSC-uri mai slab dezvoltate să obțină doar câteva sute de dolari pentru a cheltui pentru necesitățile de DO.
- Consilierea la nivel individual a fost o metodă foarte eficientă de sprijinire intensivă a unui grup relativ mic de OSC-uri care să facă schimbări atotcuprinzătoare în operațiunile lor interne și externe.
- Durabilitatea financiară rămâne de dorit pentru cele mai multe OSC-uri, dar cele asistate au făcut progrese importante în reducerea dependenței de către sursele externe, în parte datorită MCSSP.

### **Relevanța generală și efectivitatea Programului**

- În general, Programul a fost relevant pentru necesitățile societății civile și într-un context mai larg, a fost moderat efectiv în atingerea obiectivelor sale. Aspectele pozitive ale conceptului includ durata implicării într-un grup nucleu de parteneri OSC (granturi pe durata a doi ani, unele ajungând și în anul al treilea).
- Flexibilitatea din partea FHI360 și USAID a permis ca strategiile și activitățile să fie ajustate și a sprijinit OSC-urile să lucreze în domeniile lor. Acest fapt a fost consecvent cu obiectivul de încurajare a OSC-urilor să ia decizii în conformitate cu necesitățile constituenților.
- MCSSP a făcut o investiție majoră într-un grup mic de parteneri OSC, cu precădere ACP-uri, care s-a dorit să devină "lideri de sector". Din cele 14 ACP-uri, cel mult 7 au demonstrat un rol de multiplicator, mentor sau catalizator pentru alte OSC-uri.
- Programul a impus cerințe dificile de administrare și raportare tuturor OSC-urilor beneficiare de granturi, cu excepția IP-urilor, inclusiv obligativitatea de raportare financiară lunară. Combinația dintre cerințele USAID și FHI360 a reprezentat o sarcină dificilă pentru echipele mici ale OSC-urilor.
- În timp ce sumele pentru IP și CMP au părut a fi corespunzătoare, sumele alocate pentru ACP au fost modeste (22.000 USD /an), în special dacă se iau în considerare așteptările că aceste OSC-uri vor prelua un rol de lider în sectoarele respective.
- Elementele de referință și definițiile pentru diverși indicatori din Planul de monitorizare și evaluare a performanței sunt neclare, fapt care a limitat utilitatea acestor indicatori.

- Prioritățile Anului 4 au fost în special derivate din politica USAID Forward, care a dus la concentrarea pe un grup select de OSC-uri care au fost ajutate să se califice pentru obținerea de granturi direct de la USAID și alți donatori, în viitor. În timp ce oarecare îmbunătățiri au fost constatate în ceea ce privește politicile interne, efectul acestei investiții în capacitatea generală a OSC-urilor a fost neclar.
- MCSSP a fost perceput ca fiind bine coordonat cu alți donatori. Totuși, nu a existat un sistem pus la punct cu privire la schimburi regulate de informații printre diferiți angajați ce lucrează direct cu OSC-urile și cu coalițiile societății civile din Moldova.

## **Recomandări de bază**

### **Reprezentarea intereselor cetățenilor**

- Să se ofere sprijin pentru stabilirea și dezvoltarea de OSC/OBC, inclusiv prin intermediul OSC-urilor de dimensiuni "medii" ca intermediari sau centre de resurse regionale. Unii donatori se concentrează pe nivelul de bază, dar mai sunt multe de făcut pentru a dezvolta acest sub-sector al societății civile.
- Să se asigure că mecanismele de acordare a granturilor permit OSC-urilor să facă investigații corespunzătoare și/sau consultații cu constituenții sau beneficiarii, înainte de termenul limită pentru depunerea propunerii.
- Să se sprijine dezvoltarea unei strategii pe termen lung clare și cuprinzătoare la nivel național pentru dezvoltarea vizibilității și credibilității societății civile ca un pas crucial pentru obținerea durabilității pe termen lung a OSC-urilor. În acest scop trebuie explorate posibilitățile oferite de tehnologiile de comunicare prin telefonie mobilă.

### **Dezvoltarea organizațională a OSC-urilor**

- Să continue încorporarea în bugetul granturilor a dezvoltării instituționale dar cu mai multă flexibilitate (în ceea ce privește tipul și suma cheltuielilor acceptate) pentru a permite acomodarea cheltuielilor prioritare a fiecărei OSC și estimarea realistă a costurilor serviciilor.
- Să continue prioritizarea utilizării consilierii și a altor forme ajustate de asistență tehnică ca un mod efectiv de dezvoltare a capacității durabile a OSC.
- Să se ofere consiliere și alte forme de asistență pentru implementarea de către OSC-urile asistate a celor mai importante elemente de management financiar, contabilitate, a politicilor de management a RU și a procedurilor pe care le-au adoptat în timpul Programului.
- Să investească mai mult timp și efort în analizarea și dezvoltarea capacităților de monitorizare a OSC-urilor vizate.

### **Relevanța generală și efectivitatea Programului**

- Finanțarea suplimentară a Programului pe o perioadă mai lungă de timp ar fi fost de dorit cu scopul de a extinde beneficiile către o gamă mai largă a societății civile.
- Să continue abordarea flexibilă a programării în sfera societății civile, și permiterea cu prioritate a dezvoltării OSC-urilor ca organizații care să corespundă priorităților membrilor constituenți.
- La selectarea OSC-urilor beneficiare de granturi menite să sprijine pe termen lung rolul de lider, trebuie să se asigure că: a) potențialii beneficiari au timpul necesar pentru a pregăti un concept bine gândit ca răspuns la solicitare, b) potențialii beneficiari au posibilitatea de a

participa la o sesiune de instruire, și c) sumele granturilor sunt suficient de atractive pentru o gamă largă a societății civile.

- Să fie reduse cerințele administrative pentru granturile mici (până la 25.000 USD pe an) și să fie redusă raportarea financiară pentru beneficiarii cu o istorie solidă a raportării. Pentru cei mai puțini experimentați, se va investiga utilizarea sistemelor de informații financiare amplasate în spațiu virtual pentru administrarea granturilor.
- La determinarea sumelor granturilor, se va considera că sume mai mari sunt necesare pentru atragerea OSC-urilor care sunt lideri și/sau care au expertiză specifică.
- Se vor recunoaște dificultățile la dezvoltarea și implementarea unui plan robust de monitorizare și evaluare a performanței, și se va considera acordarea de asistență tehnică specializată încă din faza de concepere a proiectelor noi.
- Toate cele 16 OSC-uri care au participat în Anul 4 trebuie să fie sprijinite pentru analizarea priorităților curente și să implementeze politicile și procedurile care le sunt cele mai utile.
- Este nevoie de dezvoltarea coordonării dintre donatorii din domeniul dezvoltării societății civile la un nivel lucrativ.

# **ANNEX C – Description of Relevant Evaluation Team Member Qualifications**

**Name: Melanie Reimer**

**Position: MCSSP Team Leader**

### **Key Qualifications**

Ms. Melanie Reimer is an expert with more than eighteen years of experience in international democracy and governance programming, with specific focus in tolerance, civil society, and civic integration. She has conducted assessments of the civil society sector and designed and implemented civil society training and small grant programs. She also has extensive experience leading evaluations, designing methodology, collecting data and preparing reports. Ms. Reimer has worked for many projects funded by USAID, as well as other international donors, in numerous countries, including Georgia, Azerbaijan, Tajikistan, Chad, Guinea, Jordan, Malawi, Myanmar/Burma, South Sudan, Timor-Leste, Uganda, Zimbabwe, Honduras, El Salvador, Nicaragua, Belize, etc.

Ms. Reimer has led and/or participated in many evaluations similar to the MCSSP project. Currently, she is leading for ME&A the evaluation of two civil society projects in Ecuador: Strengthening Democracy project and Strengthening Civil Society in Ecuador project. In Georgia, again for ME&A, she led the evaluation of the Advanced National Integration Activity, which is a project that supports efforts to improve communication between the GOG and civic groups representing ethnic minorities. In El Salvador, she led the evaluation of the Transparency and Governance Project. In Myanmar, she led the final evaluation of the Civil Society Support Project. In Zimbabwe, she assisted with the development of performance monitoring systems for the Civil Society Strengthening Program in Zimbabwe. In South Sudan, she conducted the final evaluation of Improving Access to Justice Project. In Chad, she led both the mid-term and final evaluations of the Accountability and Civic Engagement Project.

Ms. Reimer has specific experience in managing and implementing activities aimed at strengthening the capacity of local CSOs and promoting their engagement in public policy debate, government oversight, and advocacy. As the Country Project Director in Guyana, she coordinated the work of the Carter Center to enhance participation of civil society in governance and improve administration of justice in a USAID-funded project. In Uzbekistan, she held a senior management position in the USAID-funded project to promote civil society in Central Asia via training, information, and grants for NGOs. In both Belize and Guyana, Ms. Reimer focused on the engagement of ethnic minorities (indigenous populations) through civil society mechanisms. She has considerable experience in mobilizing citizen participation and raising public awareness on topics ranging from access to justice to women's rights, and also has significant knowledge of CSO coalition-building and networking, civil society legislation, and the challenges of CSO sustainability.

Ms. Reimer holds an LLB from the University of Manitoba, and practiced as a lawyer in both Canada and Australia.

### **Education**

LLB, University of Manitoba, Winnipeg, Canada, 1985-88.

BA (2 years), Brandon University, Canada, 1983-85.

### **Professional Experience**

**Team Leader, USAID/Strengthening Democracy Project and Strengthening Civil Society in Ecuador Project, ME&A, Ecuador, Mar 2014-Present.** Leading final performance evaluation of projects designed to work with citizens and civil society organizations (CSOs) to advocate for and advance democracy-related issues, specifically by promoting more effective citizen participation in key democratic processes and enhancing capacity of CSOs to influence legislation and policies related to CSO sector.

**Team Leader, USAID/Advanced National Integration (ANI) Activity, ME&A, Georgia, Nov 2013-January 2014.** Led mid-term performance evaluation for project designed to encourage youth participation in civic life and building connections among them to determine its effectiveness to date and provide recommendations on corrective actions and new directions for remaining years of implementation and beyond.

**Team Leader, Save the Children, Evaluation of the Civil Society Support Project, Myanmar, Jul-Sep 2013.** Led final evaluation of civil society and child rights/protection project funded by USAID. Conducted

desk research. Designed tools, key informant interviews. Oversaw local research team. Analyzed data. Prepared report.

**Training Design Consultant, American Bar Association, Paralegal Project, Guinea, May-Jun 2013.** Designed training content in collaboration with local partner NGO. Delivered training of trainers workshop to prepare for the training of paralegals to deliver legal assistance in prisons.

**M&E Advisor and Mentor, Pact, Civil Society Strengthening Program, Zimbabwe, Mar-Jun 2013.** Provided technical assistance on development of performance monitoring systems and indicators for USAID democracy and governance program including Pact-implemented elements. Mentored 20 grantee NGOs to develop M&E systems and tools.

**Editor, UNDP, Nov-Dec 2012.** Edited content and style of papers on justice and governance in Africa.

**Senior Editor, Management Systems International, The Monitoring and Evaluation Project, Pakistan, Dec 2012.** Edited gender assessment report related to parts of Pakistan.

**Evaluation Team Leader, Development and Training Services, Inc., Transparency and Governance Project, El Salvador, Oct-Dec 2012.** Led mid-term evaluation of anti-corruption and transparency project. Conducted desk research. Designed tools, interviews and focus groups. Analyzed data. Prepared report.

**Evaluator, RCN Justice & Democratic, Improving Access to Justice Project, South Sudan, Jun-Jul 2012.** Conducted final evaluation of project focused on training lawyers and judges. Conducted desk research. Designed tools, interviews and focus groups. Analyzed data. Prepared report.

**Evaluator, Counterpart International, Promoting Elections, Accountability and Civic Engagement Project, Chad, Apr-Jul 2012.** Conducted final evaluation of elections and civil society project. Conducted desk research. Designed tools, interviews and focus groups. Analyzed data. Prepared report.

**M&E Trainer, Internews, Haiti, Dec 2011.** Designed and delivered four day training course on M&E. Coached team leaders on project cycle management and advanced M&E.

**Evaluation Team Leader, Counterpart International, Promoting Elections, Accountability and Civic Engagement Project, Chad, Jul-Sep 2011.** Led mid-term evaluation of elections and civil society project. Led team. Designed tools. Oversaw in-country data collection, interviews with key informants, analysis and preparation of report.

**Youth Researcher, AMUNIC project, Nicaragua, Feb 2011.** Carried out interviews and focus group discussions as part of a nation-wide baseline study on youth participation and reproductive health.

**Civil Society Consultant, Counterpart International, Promoting Elections, Accountability and Civic Engagement Project, Chad, Oct-Nov 2010.** Conducted assessment of civil society, with specific focus on elections, advocacy and transparency. Advised on design of grants program. Built capacity of local program staff in research and grants management.

**Civil Society Researcher, Counterpart International, Honduras, Aug-Sep 2010.** Researched civil society, transparency and governance context. Contributed to project design and successful proposal preparation.

**M&E Advisor, Creative Associates, Alianza Joven Regional, El Salvador, Aug-Oct 2009.** Analyzed needs, established parameters in consultative manner, designed Excel tools to monitor youth outreach centers. Conducted training of center coordinators. Wrote guidelines for users of system.

**Head of Mission, Avocats Sans Frontières (Lawyers Without Borders), Timor-Leste, 2006-2008.** Managed operations in challenging post-conflict environment. Supported staff and partners in project development and implementation, monitoring and evaluation, strategy formulation and proposal writing. Facilitated community legal empowerment, legal aid, capacity building of lawyers' association, and related

research. Enhanced relations with ministries and other stakeholders. Established international links for additional support to rule of law, especially in aftermath of 2006 crisis. Supervised final evaluation of 3-year Grassroots Justice Project funded by DANIDA. Helped ASF make significant gains in visibility, expand donor base, and become recognized as a key player in legal information and services to displaced populations. Mentored and collaborated to secure ASF's first-ever direct donor funding.

**Civil Society Advisor, Counterpart International, MASAQ Rule of Law Project, Jordan, Feb-Mar 2006.** Researched state of civil society and advocacy in Jordan. Recommended strategies for program design to build capacity of civil society. Developed NGO grants strategy. Analyzed proposals for small grants. Set up grant management procedures. Established grant review committee. Awarded first grants.

**Deputy Country Director, Concern Universal, Malawi, 2004-2005.** Bolstered effective implementation of diverse program of over US\$5 million per year and 300+ staff, including programs in NGO capacity building, food security and sustainable livelihoods, water and sanitation, and emergency and rehabilitation. Conducted systematic monitoring and financial management. Developed new projects. Improved M&E systems. Managed liaison with donors including EU, DFID, UNICEF and AusAID, and recruitment. Restructured administration department. Refined procurement systems. Developed advocacy strategy. Enhanced external and internal communications. Led production of two highly professional annual reports that significantly improved the organization's image.

**Country Project Director, The Carter Center, More Responsive And Participatory Governance And Rule Of Law In Guyana Project, Guyana, 2002-2004.** As part of consortium implementing USAID project, coordinated work of Carter Center to enhance participation of civil society in governance and improve administration of justice. Within civil society component, directed capacity building for more than 25 Guyanese NGOs across country, including training, networking, mentoring and grants, which led directly to their increased involvement in shaping public policy through advocacy. Developed systems and tools for monitoring NGO advocacy capacity and results. Supported organization of conference of 88 indigenous community leaders resulting in first ever national council to participate in national policy debate. Worked closely with indigenous people's NGOs and relevant government ministry. In justice component, worked in close partnership with Chief Justice, court personnel and legal profession to create innovative mediation center acclaimed as key achievement of program. Oversaw technical assistance in computerization of the courts, case flow management, court administration, revision of civil case procedures, and criminal law reform.

**Country Coordinator, Plenty International, Belize, 2000-2002.** Managed community-based projects in sustainable agriculture, ecotourism, solar power, maternal and child health, and environmental education. Fostered improved sustainability and governance of five grassroots partner NGOs, primarily from Mayan communities, by providing customized capacity building and support. Established systems (such as monitoring and financial frameworks). Enhanced credibility of Plenty Belize and laid foundation for its future expansion in southern Belize. Built partnerships on national level and formulated strategy.

**Program Development Officer, Counterpart International, Georgia/Azerbaijan, 1999-2000.** Laid foundations for expansion of programming in the Caucasus. Thoroughly investigated and assessed needs, programmatic opportunities, and donor priorities in various sectors in Georgia and Azerbaijan, including civil society sector. Team Leader for design of a community participation project funded by the US State Department and a \$12 million dollar proposal to USAID. Established new project office including all logistical arrangements, hiring, selection of NGO partners and identification of target sites.

**Country Director, Counterpart International, Project to promote civil society in Central Asia via training, information and grants for NGOs, Uzbekistan, 1996-1997.** Supervised training by staff trainers using participatory methodologies, and managed over 50 NGO grants totaling US\$350,000. Networked with over 200 NGO clients, donors, and government ministries, and played role in developing strategy for new NGO legislation. Managed liaison with USAID country office, and actively participated in US\$1 million regional grant committee. Contributed to process of planning for future civil society support activities in the region.

**Communications Assistant, United Nations Office, Uzbekistan, 1994-1995.** Edited and coordinated several UN publications to professional standards, all in English and Russian, including the first Human Development Report of Uzbekistan. Organized international conference on Aral Sea. Supervised administrative staff. Prepared detailed briefing booklet on the condition of Sea.

**Lawyer/Legal Advisor, Canada and Australia, 1988-1993.** Worked on contract and business law in a private law firm. Provided expert legal advice within one of the largest insurance companies in Canada. Negotiated documentation for multi-million dollar investments. Supported informal dispute resolution. As in-house legal advisor to a finance company in Australia, streamlined management of litigation files. Revamped lending procedures. Provided guidance on legal issues.

### Languages

English (native), Spanish (working proficiency), French (working proficiency), Russian (limited working proficiency), Portuguese (basic, good reading skills).

**Name: Mawadda Damon**

**Position: MCSSP Evaluation Specialist**

### Key Qualifications

Ms. Mawadda Damon is an evaluation specialist with extensive experience in the design, management, and implementation of impact, performance, and implementation evaluations. Her experience includes the development of results frameworks and indicators; the design of in-depth interview and focus group guides and survey instruments; training of interviewers; descriptive analyses of quantitative survey data; the use of NVivo software to organize, code, and analyze large amounts of qualitative data; and report writing. Ms. Damon has worked with local data collection firms for over four years in Georgia and Morocco and provided oversight of large multi-year survey data collections, ensuring high quality standards are followed, including rigorous interviewer training sessions, obtaining consent of all human subjects, back-checks of interviews, double entry of data, and logic checks. Ms. Damon has also managed and supported data collection for a series of impact evaluations using a range of randomized-control trial, quasi-experimental, and pre-post designs. Ms. Damon has nine years of experience managing international projects and communicating with counterparts and project beneficiaries in the Caucasus, Africa, the Middle East, Latin America, and South Asia.

Ms. Damon holds a Master in Public Policy from the Harvard Kennedy School of Government. She is fluent in French, Arabic, and Turkish.

### Education

MPP in Kennedy School of Government, Harvard University, 2008

BA in Anthropology and French, Amherst College, 2002

### Professional Experience

***Evaluation of Strengthening Institutions to Improve Public Expenditure Accountability Project (Global Development Network), 2008-Present.*** NORC has been contracted to conduct all monitoring and evaluation activities for GDN's DfID-funded project that aims to strengthen the research and communication capabilities of 15 think tanks in Asia, Latin America, and Africa to improve service delivery in the health, education, and water sectors. Ms. Damon took over the management of the evaluation beginning in January 2012. She assisted in designing the survey questionnaires (monitoring survey and policy community survey) and the interview protocols, led the online programming of the surveys for the baseline data collection, and assisted in report writing. The Policy Community Surveys have been fielded in English, Spanish, and Russian in both online and paper formats.

***Monitoring and Evaluation of the Transparency and Accountability Program, Phase III(TAP-3), 2011-Present.*** TAP-3 builds the capacity of five research and advocacy organizations located in Ghana, Uganda, and

Rwanda to provide the evidence and advocate for improved service delivery in the health and education sectors. The TAP-3 evaluation adapted NORC's monitoring survey and policy community survey used in the Strengthening Institutions Project and TAP-2 evaluations and added case studies to the evaluation design. Ms. Damon designed the semi-structured interview protocols for these case study interviews. She led the training and management of five Local Associates in Sub-Saharan Africa who are collecting three rounds of survey and semi-structured interview data. She is leading the qualitative data analysis portion of the evaluation. Ms. Damon assumed the role of Project Manager in January, 2012.

***Impact and Performance Evaluation of the Rehabilitation and Intensification of Olive Plantations in Rainy Zones Activity (APP), 2010-Present.*** The project aims to increase agriculture revenues among small-holder olive farmers in Morocco through training and extension services. The evaluation team worked exclusively in French. Ms. Damon co-designed the performance evaluation, which includes key informant in-depth interviews and focus group discussions with beneficiaries. She developed the logical framework and indicators for the performance and impact evaluations, designed survey instruments, supervised data collection, and participated in data cleaning, analysis, and report writing. This included the analysis of focus group and in-depth interview data using NVivo and descriptive analysis of the quantitative survey data using SPSS. She also provides key management support and oversight to all evaluation activities.

***MCC Impact Evaluation Services in Georgia (MCC), 2009-Present.*** NORC was contracted to evaluate two of the first MCC Compact activities in Georgia, the Agribusiness Development Activity that provided grants to farmers, value-adding enterprises, and farm service centers; and the Samtskhe-Javakheti Road Rehabilitation Activity that rehabilitated about 220 km of road. Ms. Damon managed the first round of the NORC validation survey and provided oversight to the subsequent three rounds. She designed the survey questionnaire and supervised pre-testing, data collection, and data analysis activities. She supported development of the focus group guides. She is supporting data analysis towards the final evaluation and has focused on indicator development and analysis of data for the Agribusiness Development Activity impact evaluation. She supports management of the program team and report writing.

***Monitoring and Evaluation of the Transparency and Accountability Program, Phase II(TAP-2), 2009-2011.*** TAP-2 supported and built the capacity of twenty research and advocacy organizations in Africa and South Asia to improve service delivery in the health and education sectors. Ms. Damon managed data collection activities for TAP-2, which employed a design very similar to the Strengthening Institutions project described above. This consisted of tracking international indices and two online surveys, one to gather monitoring information from the project grantees and the other is a Policy Community Survey.

***Monitoring and Evaluation of the Bridging the Gap between Immediate and Long-Term Responses to the Global Food Crisis (Private Foundation), 2009- 2011.*** Ms. Damon led the design of the global monitoring indicators tracking tool. She collected the monitoring data from the II programs on a quarterly basis, aggregated the data, and synthesized it in a report to the Foundation. She travelled to Burkina Faso and conducted in-depth interviews with local implementing organizations and beneficiary farmers and wrote the report to support the performance evaluation component.

***Policy Analysis Exercise, Governance Indicators: Making Them Work for Developing Countries (OECD), 2007-2008.*** Funded by the OECD Development Centre and Dr. Robert Rotberg, Harvard Kennedy School, this project used in-depth interviews to ascertain the utility of international governance indices for local policy makers and civil society, using Rwanda as a case study. Ms. Damon conducted background research on governance indices, designed the survey, led the data collection, coded and analyzed responses, and wrote the results section of the report.

***Effective Youth Development Initiative Evaluation, 2007.*** This evaluation, funded by the District of Columbia Children and Youth Investment Trust Corporation, was designed to systematically gather information about the youth development strategy as a whole, to further define its theoretical framework, and to assess and describe the effectiveness of the youth development programs. As a Research Analyst on the project, Ms.

Damon analyzed qualitative data to formulate logic models and theories of change; helped develop interview protocols for key informant interviews; and conducted a literature review of youth development best practices.

### **Publications**

Hughes, S., Damon, M., & Cao, Y. (2012, Oct. 25). "Producing Useful Dissemination Materials for Diverse Stakeholders." *Evaluation 2012*. Minneapolis, MN, USA.

Damon, M., Amer, S., & Shapiro, M. (2011, Nov. 4). "Agribusiness Development Activity Impact Evaluation – Georgia: Sowing the Seeds for Impact Evaluation Success." *Evaluation 2011*. Anaheim, CA, USA.

Struyk, R. J., Damon, M., & Haddaway, S. (2011, March) "Evaluating Capacity Building for Policy Research Organizations." *American Journal of Evaluation*, vol. 32 no. 1, 50-69.

Damon, M., Amer, S., & Scheuren, F. (2010, Nov. 11). "Impact Evaluation of Agribusiness Development Activity towards poverty reduction in rural Georgia." *Evaluation 2010*. San Antonio, TX, USA.

### **Languages**

English (native); French (fluent); Arabic (proficient); Turkish (proficient); Spanish (basic)

**Name:** Timur Onica

**Position:** Civil Society Expert

### **Key Qualifications**

Mr. Onica is a civil society expert with more than 10 years of experience in civil society projects, monitoring and evaluation, project and program management, stakeholder analysis, and training. He has worked with many international donors, including USAID, East Europe Foundation, the European Union, FHI 360 and the United Nations Development Programme. He has worked in the United States and Moldova.

Mr. Onica has experience with running large-scale civil society and governance development programs. As Program Officer for the East Europe Foundation, he oversaw the implementation of three projects supporting civil society coalitions monitoring the government in regulatory reform, anti-corruption, and transparency in government policy areas. For the UN, he worked with stakeholders in a program that focused on increasing access to integrated public service for women. For the Eastern Partnership Civil Society Forum, he authored the declaration of the National Platform of the Republic of Moldova within the 2013 Eastern Partnership Civil Society Forum.

Mr. Onica is also well versed in conducting monitoring and evaluation for large international donors. For the USAID/Moldova and FHI 360 funded Moldovan Partnerships for Sustainable Civil Society, he set up two institutional development grant programs for 25 CSOs and developed the monitoring and evaluation systems for both the implementer and grantees. In his role as the Program Officer for the East Europe Foundation, Mr. Onica also monitored projects' progress for over 30 beneficiary civil society organizations and grantees.

Mr. Onica has a Masters in International Relations and European Studies from the Central European University (CEU), Hungary. He is fluent in English, Romanian and Russian.

### **Education**

MA, International Relations and European Studies, Central European University, Hungary, 2007.

BA, International Relations, State University of Moldova, Chisinau, Moldova, 2003.

### **Professional Experience**

***Consultant; Ministry of Education on the Institutional Reform of the Vocational Education and Training Sector; Austrian Development Agency (ADA); Chisinau, Moldova; May 2014-present.*** Setting up inclusive participation mechanisms between government agencies and business on the reform of vocational education and training. Consolidating the platform of cooperation between the Ministry of Education and private sector with regards to bridging business and educational institutions in developing a national classificatory of professions and vocational training areas. Developing public-private partnerships in delivering educational and training programs. Facilitating institutional reform and modification of legislation pertaining to vocational education and training. Facilitating donor coordination in vocational education and training.

***Senior Manager; Grants, Monitoring and Evaluation; USAID/Moldova; Program on Moldovan Partnerships for Sustainable Civil Society; FHI 360; Moldova; Jan-May 2014.*** Set up two complex institutional development grant programs with technical assistance and grants worth \$1.2 million for 25 civil society organization, leaders in a variety of functional sectors, which will become primary USAID partners by 2016. Oversaw and trained a team of 3 Grants Managers responsible for grant cycle management. Developed monitoring and evaluation systems both for FHI 360 and grantees. Responsible for developing and implementation of all program reporting tools.

***Program Office; East Europe Foundation; Moldova; 2010–2013.*** Managing a diverse portfolio of grant programs, in good governance and local economic development, involving youth in community development, with projects in participatory and transparent governance, anti-corruption, civil society development. Oversaw the implementation of three projects supporting civil society coalitions monitoring the government in regulatory reform, anti-corruption, and transparency in government policy areas. Managed the Programme “Integrated Support for Inclusive Reform and Democratic Dialogue (INSPIRED)” in Moldova in a consortium with

organizations from Brussels, Ghana, Kyrgyzstan, Morocco and Tunisia to foster a multi-stakeholder policy dialogue involving government, civil society, think tanks and donors shaping key reforms in 5 countries and aligning donors' efforts in supporting bottom-up reform agendas. Managed the grant-giving cycle: organizing calls and selection processes, pre-award organizational assessment and formalities, implementation monitoring and evaluation; impact assessment. Managed the Institutional Development Program for Think Tanks. Provided programmatic and budget guidance, monitored projects' progress to over 30 beneficiary civil society organizations and grantees of East Europe Foundation. Organized the procurement of supplies and expert's services for operational activities. Developed proposals for various donors working in Moldova, including EU/EC, Swedish Government/Sida, Danish Government/DANIDA and other bilateral donor programs (contributed in successful fundraising efforts for over \$5 million for EEF in 2011-2012). Built effective relations with government, civil society and business stakeholders.

**Member, Program Steering Committee; Women's Economic Empowerment through increasing Employability in the Republic of Moldova; UN Women Programme; Moldova; 2010-2013.** Part of a multi-stakeholder Steering Committee overseeing the implementation of the Programme in Moldova in establishing access to integrated public service for augmenting employability and business creation focused on women. Provided input with regards to integrated services on employment and business development to women in poverty- and migration-ridden rural areas in Moldova.

**Coordinator of National Working Group; Eastern Partnership Civil Society Forum; National Platform of Moldova; Moldova; 2012-2013.** Coordinated the advocacy activities of the National Platform of Republic of Moldova with regards to visa liberalization, policy reform on migration, culture and education, as well as policies relating to volunteering of EaP nationals in the EU. Authored the declaration of the National Platform of the Republic of Moldova within the 2013 Eastern Partnership Civil Society Forum. Participated in selecting the 2013 member organizations of the National Platform of the EaP Civil Society Forum. Acted as key organizer within the task force for organizing the Eastern Partnership Civil Society Forum in Chisinau, October 2013, with 280 invitees from over 15 countries. Supervised the work of two project assistants and over 30 volunteers, organized the procurement of services.

**Assistant to EUBAM Senior Liaison Officer; European Union Border Assistance Mission in Moldova and Ukraine (EUBAM)/ United Nations Development Programme (UNDP); Chisinau, Moldova; 2007-2010.** Provided support in the implementation of organizational development strategies and technical assistance to the Ministry of Interior, Border Police, Customs Service, National Anti-Corruption Centre in Moldova. Supported maintenance of relations between EUBAM Mission Management and senior government and diplomatic officials in Moldova and Ukraine on border and immigration control management, customs affairs and law enforcement reform. Drafted the Liaison Office reports on border management and customs reform, the political and economic situation of Ukraine and Moldova. Coordinated and assured the smooth administrative operation of the EUBAM Liaison Office in Moldova. Co-organized events and trainings for border guards. Provided support in developing the Pre-Arrival Customs Information Exchange System between the Moldovan and Ukrainian Customs Services. Translated documents and correspondence from into Russian, English and Romanian.

**Junior Consultant, Project Assistant/ English Language Publications Editor; Institute for Development and Social Initiatives (IDIS "Viitorul"); Chisinau, Moldova; Jul 2005 – Sep 2006.** Worked in a team of advisers for Romanian and Moldovan county administrations on strategic planning, project proposals for EU-funded cross border cooperation projects within the project "Strategy Development for Moldovan and Romanian Twinning". Coordinated the activities in Moldova of the consortium of IDIS, Transtec and VNG International to develop a successful 1.4 million Euro proposal on de-concentrated social assistance services funded by European Commission. Edited the English version of the book: "Moldova on Its Way to Democracy and Stability". Acted as English publications editor for a number of products, such as the Economic Statewatch. Developed (research design and style) the Political and Security Statewatch. Acted as main contributor and editor.

**Teaching Assistant; Columbia University, New York, USA; Jul 2004.** Assisted the teacher of the "Leadership in Law" course in preparing course material. Checked student's homework and provided critical feedback. Assisted in organising class activities. Acted as Residence Assistant to manage housing, security and other residence-related issues for 40 high school students.

**Ukraine and Moldova Intern; International Foundation for Electoral Systems (IFES); Washington D.C., USA; June 2004.** Conducted research on electoral legislation of Ukraine and Moldova. Edited (checking factual and legal accuracy) of a publication: "The Pre-Election Technical Assessment of Moldova". Provided translation from Russian and Romanian into English.

**Intern; Europe and Central Asia Division; Human Rights Watch; New York, USA, Feb-Jun 2004.** Assisted with research on the politics and human rights in Kazakhstan, Uzbekistan and Russia. Provided input in elaborating research papers on human rights in Central Asia and Europe. Handled the database complaints. Carried out administrative tasks.

**Editorial Assistant; Open Society Institute; New York, USA; Sep – Dec 2003.** Research on Caucasus and Central Asia. Writing online articles on the politics and events in former Soviet Union. Editing the daily newslines of the website. Translating from Russian into English.

### **Languages**

Russian (native), Romanian (native), English (fluent), French (intermediate), Farsi (basic)

## **ANNEX D – Context of MCSSP**

## CONTEXT OF MCSSP

This annex presents some key information about the country context at the time the program began, and describes how the situation evolved during the course of MCSSP, with a focus on the aspects most pertinent to development of civil society and citizen participation.

### Economy

Following a deep recession in 2008-2009, the Moldovan economy began to experience significant growth, with over 5% average increase in Gross Domestic Product between 2009 and 2013, mainly driven by remittances.<sup>1</sup> Despite having the best results in the region in that respect, declining levels of employment continued to be problematic.<sup>2</sup> At present, considerable inequalities persist between the capital and the rest of the country, and labor migration remains an important strategy for many households, leading to heavy dependency on remittances. The main developmental challenges reported by businesses, surveys and the government were institutional: the regulatory framework, taxation, corruption, and partiality of the judiciary.

### Politics

After nine years of authoritarian rule by the Communist Party of Moldova, the April 2009 elections brought hope for political change and opportunities for democratization, including for civil society development and participation in formulating and monitoring government policies. After four elections in rapid succession between 2009 and 2011,<sup>3</sup> the Communist Party stepped down and the Alliance for European Integration (AEI), a political bloc of former anti-communist opposition, assumed power. The communist opposition blocked the election of the President<sup>4</sup> by the Parliament for three years, but in March 2012 a neutral President was finally elected, thus assuring the political stability required for democratic reforms.

The AEI espoused an ambitious five-year reformist agenda aimed at Europeanization and democratization, which was developed with civil society participation in 2010. The Justice Sector Reform Strategy 2011-2016, a Human Rights Action Plan 2011-2014, and a Decentralization Strategy took off amidst wide stakeholder participation. The adoption of the Law on Anti-discrimination (May 2012)<sup>5</sup> and a strategy for anti-corruption reform (2011-2012)<sup>6</sup> were both accomplished with broad participation by civil society.

### Civil Society

About 9,000 national and local CSOs were registered in Moldova as of 2012, a quarter of which were estimated to be active. Approximately 2,500 CSOs were registered in Transnistria, of which only about 500 were considered active.<sup>7</sup> According to the Barometer of Public Opinion,<sup>8</sup> the institution most trusted by the populace over the past five years has been the Church (around 80%), followed by the media, the army and local government. Trust in non-governmental organizations (NGOs) is lower than those institutions, and in fact declined from 28/34% indicating very much trust or some trust in July/November of 2009, to 22/25% in April

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<sup>1</sup> World Bank: "Moldova Overview. Context", updated April 2014. Available at <http://www.worldbank.org/en/country/moldova/overview>

<sup>2</sup> Expert Group: "Moldova Economic Growth Analysis", page 9, available at [http://www.expert-grup.org/en/biblioteca/item/download/676\\_0e83e7d49f3d16992c1783818afe9e99](http://www.expert-grup.org/en/biblioteca/item/download/676_0e83e7d49f3d16992c1783818afe9e99)

<sup>3</sup> National elections in April and July 2009 and November 2010, and local elections in June 2011.

<sup>4</sup> Moldova is a parliamentary republic, the President being elected by the parliament with at least 3/5 of votes out of 101 MPs.

<sup>5</sup> The Law on Assuring Equality (official name of the Anti-discrimination Law), No. 121 of 25 May 2012 (in force since 1 January 2013), available (in Romanian) at <http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=343361>

<sup>6</sup> The Strategy for Reforming the Center for Combating Economic Crime and Corruption, debated 2011-2012 between the Center itself, the EU Delegation, the EU High Level Policy Advisory Mission, the Anti-corruption Alliance of NGOs, and the National Participation Council. Available (in Romanian) at <http://www.cnp.md/ro/grupuri-de-lucru/securitate/consultari/item/download/530>

<sup>7</sup> USAID: Moldova CSO Sustainability Index (2012), available at <http://www.usaid.gov/europe-eurasia-civil-society/cso-sustainability-2012/moldova>

<sup>8</sup> The Institute for Public Policy (IPP) has been conducting the Barometer surveys, working with different institutional partners in Moldova, bi-annually since 1998. These polls rely on stratified random national samples.

and November of 2013.<sup>9</sup> Few CSOs in Moldova can claim to represent a clear constituency, and the most prominent organizations are groups of activists or think tanks acting in the name of public benefit and deriving their power from the expertise and reputation of their leaders, yet disconnected from the public at large. Despite the growing numbers of registered NGOs, very few citizens participate in CSO events, volunteer their time, make donations or engage with CSOs in a way or another (4% of the population), which has remained unchanged for the last twenty years.<sup>10</sup>

The legal environment for the operation of CSOs in Moldova has improved over the past five years; they are now able to register and operate freely since 2009. Several important laws were approved or amended during this period (some with support of MCSSP), including the Law on Volunteering,<sup>11</sup> the Law on Public Associations;<sup>12</sup> the Law on Social Services;<sup>13</sup> and Methodical Instructions on Accounting for Non-profit Organizations.<sup>14</sup> The Law on Social Services for the first time explicitly names CSOs as entities that can be contracted by national and local governments to provide social services. The so-called “2% Law” encouraging business and citizens to support civil society by channeling 2% of their income tax as donations to CSOs was adopted in late 2013.<sup>15</sup> However, many of these regulatory advances have not resulted in the anticipated real-life changes.

CSOs have been active players in post-2009 democratic developments, shifting from a narrower opposition/watchdog role to a more responsible and demanding role as a partner in Moldova’s transformation agenda. The Law on Transparency of Decision-Making and the Law on Access to Information have extended the role of CSOs in policy processes and led to the establishment of formal consultation mechanisms between the State and other stakeholders at the national level. The National NGO Council, an umbrella body with over 150 members, has cooperated regularly with the Parliament, notably on participation of CSOs in the legislative reforms on civil society-related issues and development of the Civil Society Development Strategy 2012-2015.

The National Participation Council (NPC), established in 2010 and comprising 30 civil society representatives, has acted both as an advisory body to the Government and as a watchdog of governance processes. NPC has served as a consultation mechanism on over 400 interventions in justice reform, economic development, environment, and social policies to date. The President of the NPC sits on regular government meetings, with the right to discuss and initiate drafts of laws and decisions.

Despite the progress made since 2009, there remain important challenges to civil society reaching its full potential, with financial sustainability being the top one. The vast majority of CSOs are not yet financially sustainable and are dependent on support from international donors.<sup>16</sup> Even in 2013, only a few, mostly rural CSOs could be considered financially self-sufficient due to income-generating activities and social entrepreneurship projects. Most donors consider that it is not realistic to expect the Moldovan non-profit

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<sup>9</sup> Population had more trust in CSOs during the change of power in 2009 than in 2013, the final year of the new democratic government.

Institute of Public Policy: *Public Opinion Barometer. April 2014. Dynamics of Responses*, page 7, available at

[http://www.ipp.md/public/files/Barometru/Brosura\\_BOP\\_04.2014\\_anexa\\_final\\_EN.ppt](http://www.ipp.md/public/files/Barometru/Brosura_BOP_04.2014_anexa_final_EN.ppt)

<sup>10</sup> Orysia Lutsevich, Chatham House: *How to Finish a Revolution: Civil Society and Democracy in Georgia, Moldova and Ukraine* (2013), page 4, available at

[http://www.chathamhouse.org/sites/files/chathamhouse/public/Research/Russia%20and%20Eurasia/0113bp\\_lutsevych.pdf](http://www.chathamhouse.org/sites/files/chathamhouse/public/Research/Russia%20and%20Eurasia/0113bp_lutsevych.pdf)

<sup>11</sup> Law on Volunteering, no. 121 of 18.06.2010 <http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=336054>

<sup>12</sup> Law on Public Associations (law on CSOs), no. 837 of 17.05.1996, available at

<http://lex.justice.md/index.php?action=view&view=doc&id=325424>

<sup>13</sup> Law on Social Services (state contracting of social services allowed, but mechanism unclear and not finalized), Law no. 123 of 18.06.2010, available at <http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=335808>

<sup>14</sup> Multiple changes in the Fiscal Code and the Accounting Law (until 2013)

<sup>15</sup> Law regarding the modification and amendment of certain legislative acts no. 324 of 23.12.2013, available at

<http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=350976>

<sup>16</sup> Jessica Rotman, Klas Martensen and Igor Grosu: INDEVELOP Report *Review of Civil Society Organisations in Moldova*

(Commissioned by SIDA) available at <http://www.indevelop.se/publications/publication-review-of-civil-society-organisations-in-moldova/>

sector to become financially sustainable in the medium term. CSOs' dependency still requires them to adopt grant-based survival strategies defined by shifting donor priorities, which limits stability and may undermine the legitimacy of their actions. Donors often focus on strong and well-known CSOs and networks, thereby sustaining the gap between the few well-established groups and active citizens.<sup>17</sup> However, in recent years some of the largest donors have started investing more in supporting institutional strengthening and constituency-focused CSOs.<sup>18</sup>

In conclusion, based on a review of secondary data and the personal experience of the evaluation team's Local Expert, Moldovan CSOs are generally still in need of capacity-building for more transparent and professional management of their projects, effective cooperation with local government, and engagement of constituencies, as well as institutional support for implementation of projects and reinforcement of their sustainability strategies.

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<sup>17</sup> Orysia Lutsevich, Chatham House: *How to Finish a Revolution: Civil Society and Democracy in Georgia, Moldova and Ukraine* (2013), page 4, available at

[http://www.chathamhouse.org/sites/files/chathamhouse/public/Research/Russia%20and%20Eurasia/0113bp\\_lutsevych.pdf](http://www.chathamhouse.org/sites/files/chathamhouse/public/Research/Russia%20and%20Eurasia/0113bp_lutsevych.pdf)

<sup>18</sup> USAID in 2009, EU and the Swedish and Danish Agencies for International Development (Sida/DANIDA) in 2011

# **ANNEX E – Detailed Evaluation Methods and Limitations**

## EVALUATION METHODS AND LIMITATIONS

The evaluation was conducted by a team of three experts: Team Leader Ms. Melanie Reimer, an international expert with significant experience in civil society programming and in conducting similar evaluations; Ms. Mawadda Damon, an evaluation specialist who focused on the development of data collection instruments, quality control in data collection, training of survey enumerators and focus group discussion (FGD) moderators, and the analysis of quantitative and qualitative data; and Mr. Timur Onica, a civil society expert with extensive knowledge of the Moldovan civil society context, who played a key role in identifying informants, planning data collection, conducting interviews, and analyzing the program context. ME&A engaged a local firm, IMAS, to conduct FGDs and the three surveys. Additional details about the team’s qualifications can be found in Annex C. Oversight of the evaluation mission was undertaken by Ms. Mirela McDonald and Ms. Rachel Herr-Hoyman, Project Manager and Project Coordinator with ME&A.

In designing and implementing this evaluation, the ET has followed the guidelines outlined in USAID’s Request for Task Order Proposal and accompanying SOW (Annex A). Both quantitative and qualitative research methods were used to gather data to investigate the evaluation questions, as outlined in the Evaluation Work Plan attached as Annex H. Four main methods were used: document review, key informant interviews (KII), surveys, and FGDs. Information from these methods has been triangulated to ensure reliable findings, while discrepant observations and data have been noted and used as well. Although MCSSP had ended and therefore actual activities were not taking place during the data collection period, the ET did carry out some direct observation of assisted CSOs when visiting their premises for interviews, in particular by requesting to see examples of management tools or publications related to MCSSP’s support. The following table indicated the number of informants engaged in data collection through KIIs, FGDs and the three surveys.

**Table I. Number of Individual Informants of Evaluation**

Type of Informant	Male	Female	Total
Key Informant Interviews	27	34	61
Focus Group Discussions	6	15	21
Citizen Survey	64	166	230
Assisted CSO Survey*	n/a	n/a	34
Non-assisted CSO Survey*	n/a	n/a	35
<b>Total</b>			<b>381</b>

*\*The respondents of these two surveys were representatives of CSOs, who were not asked to identify their gender.*

In addition, since time did not permit interviews of all relevant MCSSP staff, a brief questionnaire was sent via email to seven current and former staff; five completed questionnaires were received and analyzed.

### I. DOCUMENT REVIEW

The ET reviewed a comprehensive set of documents on MCSSP, many of which were provided by USAID and FHI360, and on the context in which the Program was implemented. The team read many MCSSP reporting documents, paying particular attention to the four annual reports and the final report submitted to USAID, as well as the final reports submitted by the CMPs. In addition, the team read the Performance Monitoring and Evaluation Plan (PMEP) and other relevant monitoring documents, such as the results of annual Organizational Development Assessments (ODA) and the Year 4 Checklist of Organizational Capacities (“the Checklist”).

The ODA is a reasonably detailed tool that was used by FHI360 to establish baseline data and measure change in partner CSOs on a range of capacity indicators in seven categories, initially in 2010, and subsequently in 2011 and 2012. Unfortunately, the tool was not implemented in 2013, so scores for the entire Program period are not available. As well, the methodology changed from an FHI360 administered baseline to self-assessment in 2011 and 2012, which may affect the comparability of annual scores.

The Checklist was introduced in the final year to measure change based on a very detailed list of criteria, many related to FM and/or accounting policies and procedures. The criteria were developed by FHI360 based on

USAID-defined requirements for CSOs to receive direct grant funding from the agency. The Checklist was carried out twice – once at the start of Year 4 (in 2012) and once at the end of that year (2013).

These and other documents were reviewed systematically to understand the Program’s context, strategies, main activities, key stakeholders and beneficiaries, and to get a preliminary idea of its results and challenges. In addition, the ET requested and reviewed a variety of core documents related to the current civil society support activity being funded by USAID and implemented by FHI360 since 2013, the Moldova Partnerships for Sustainable Civil Society Program (MPSCS, also referred to as the “successor program”). That information assisted the team in understanding the good practices and lessons learned that had been recognized by USAID and/or FHI360 in designing and implementing the new program, and in identifying the additional capacity building inputs that some MCSSP assisted CSOs had received since that program had ended.

The initial document review served as a vital preliminary step needed to design valid instruments for the subsequent stages of data collection and to identify suitable informants. Document review was supplemented by discussion by phone with key FHI360 staff prior to arrival in country, to better understand the parameters of the Program. Additional documents have been identified and sourced from key informants and through independent research by the ET, primarily via the Internet. A list of the key documents reviewed during the evaluation can be found in Annex F.

## **2. KEY INFORMANT INTERVIEWS**

The ET conducted semi-structured interviews with 61 key informants with knowledge of MCSSP’s objectives, activities, beneficiaries and/or outcomes, in 14 locations in Moldova as well as several international locations via Skype.<sup>19</sup> The persons interviewed are listed by name and organizational affiliation in Annex E. This method was used to collect data from FHI360 as the implementing agency, assisted CSOs, other CSOs, international donors, national and local government officials, and other organizations and individuals relevant to the Program’s goals and the evaluation questions. All but four interviews were conducted in person, with the remainder carried out by Skype or telephone. (Throughout this document, when the word “interviewed” is used, it refers to informants that participated in KIs. Those interviewed via surveys or focus groups are clearly indicated with different wording according to the method used.)

Interviews were conducted in English, Romanian or Russian based on question guides developed to suit the particularities of different categories of informant and respond to the core evaluation questions. A sample of those guides can be found in Annex M, N and O. The first three interviews in Chisinau were carried out by two members of the evaluation team, after which the guides were discussed and found not to be in need of adjustments. The interviewer started by explaining the purpose of the interview and assuring respondents of confidentiality, as a standard best practice. Interviewees were given the option of appearing in the informant list found in Annex J of this report (none objected). The ET members took careful notes during interviews, and afterwards debriefed at length to ensure that the entire team was aware of data emerging from all interviews; this also provided an opportunity to identify gaps or discrepancies that required follow-up.

## **3. SURVEYS**

The ET also worked with experts at IMAS to field three surveys. These surveys targeted all assisted CSOs, an equivalent number of non-assisted CSOs, and citizens. The survey instruments were developed in English for review by USAID, and then translated into Romanian and Russian so that respondents could choose between those two languages. Final versions of all three survey instruments are included in Annex G. The surveys were fielded through computer-assisted telephone interviewing (CATI), which generally have higher response rates than web-based surveys and enable delivery of the dataset within a short timeframe. The full system was piloted prior to the main data collection. Data was directly entered into the computer during the phone interview. Survey questions had mostly closed responses, thus minimizing the need for translating responses. Enumerators assured respondents that their identities would be kept confidential to encourage frank and open answers.

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<sup>19</sup> Comrat, Tiraspol, Bender, Cahul, Pelinei, Colibasi, Causeni, Balti, Soroca, Rezina, Soldanesti, Singerei, Ialoveni and Chisinau.

## 1. Assisted and Non-Assisted CSOs

The assisted-CSO survey and non-assisted CSO survey were primarily aimed at assessing the effectiveness of MCSSP by analyzing the current capabilities and practices of assisted CSOs, and comparing them with similar CSOs that did not receive any support from the Program. The two survey instruments were therefore very similar, although the assisted CSOs were asked some additional questions regarding their experience with the Program. A third survey targeted citizens residing in urban areas where assisted CSOs were based, to investigate their perceptions of whether and to what extent CSOs represent them and their interests.

As mentioned above, there were 47 “assisted CSOs” studied by the evaluation. This meant a total sample size for this survey of 47 assisted CSOs based in 12 cities of Moldova. Of those CSOs, 24 were based in Chisinau, and 23 outside of Chisinau. The ET identified a list of 63 comparable CSOs by matching them with the assisted CSOs as closely as possible on the following criteria:

1. Size of the CSO (based on whether they typically receive larger grants from donors or smaller grants)
2. Geographic location
3. Sector of work
4. Date of CSO registration

Responses were obtained from 34 assisted CSOs and 35 non-assisted CSOs, as shown in Table 2 below. The names of the surveyed CSOs are listed in Annex G. Demographics from the survey results of the two groups were compared to confirm whether the non-assisted CSO respondents were indeed comparable to the assisted CSOs. No significant differences were found when comparing the ages of the organizations, staff size, size of the largest grant in the last three years, capacity building training received outside of MCSSP, and beneficiaries. The exception was that 24% of the assisted CSOs focused on other CSOs as their main beneficiaries, whereas none of the non-assisted CSOs did.

## 2. Citizens

IMAS has extensive experience polling citizens throughout Moldova. They used random digit dialing of fixed phones to reach citizens in each of the 12 cities where assisted CSOs are based to reach the target number of 115 individuals in Chisinau and 115 outside of Chisinau.<sup>20</sup> The sample of citizens was determined proportional to the number of assisted CSOs in each city for a target of 5 citizen responses per assisted CSO. Citizens were screened to include only those at least somewhat familiar with civil society organizations in Moldova and exclude persons under 18 years of age. The full target population of 230 individuals was achieved; the locations and sex of respondents are listed in Annex K.

**Table 2. Survey sample sizes and response rates**

Data Collection Instrument	Sample Size	Completed Cases	Response Rate*	Refusal Rate
Survey of assisted CSOs	47 CSOs	34 CSOs	72%	13%
Survey of non-assisted CSOs	63 CSOs	35 CSOs	66%	13%
Survey of citizens	230 individuals	230 individuals	N/A	N/A

\*Calculated according to the American Association for Public Opinion Research standard definition of the number of complete interviews divided by the number of eligible reporting units in the sample.<sup>21</sup>

## 4. FOCUS GROUP DISCUSSIONS

The ET designed focus group protocols and instruments for six FGDs with four different sets of MCSSP stakeholders. Six to eight participants were targeted with each discussion. The FGDs aimed to gather more in-depth qualitative information from middle managers, finance staff and beneficiaries of assisted CSOs, and feedback on capacity building support and recommendations for future programs from leaders of non-assisted CSOs.

<sup>20</sup> Comrat, Tiraspol, Cahul, Causeni, Orhei, Ungheni, Balti, Soroca, Rezina, Soldanesti, Straseni and Chisinau.

<sup>21</sup> The American Association for Public Opinion Research. 2008. *Standard Definitions: Final Dispositions of Case Codes and Outcome Rates for Surveys*. 5th edition. Lenexa, Kansas: AAPOR

FGDs were implemented in Romanian or Russian by experts from IMAS. The questions used to guide the discussions are included in Annex G. Participants were fully informed about the purpose of the evaluation and the audience for the report. Participants were assured that their names and organizations would not be connected to any particular points raised in the discussions, and that their comments would not be used in such a way that their statements could be attributed to them or their organizations. IMAS audio and video recorded the discussions, then transcribed and translated them into English.

After much effort, IMAS was able to recruit participants for only three FGDs: one with beneficiaries of assisted CSOs in Cahul, one with non-assisted CSOs in Balti, and one with non-assisted CSOs in Chisinau. Additional information about the participants is contained in Annex K. IMAS experienced difficulty in recruiting participants from the 10 assisted CSOs that received ACP grants in Chisinau for the three remaining focus groups that were planned in Chisinau (targeting assisted CSO Financial Managers, assisted CSO middle managers, and beneficiaries of assisted CSOs). Given the timing of data collection, Financial Managers were unavailable due to preparation of year end reports. Only three CSOs agreed to participate in the FGD with middle managers out of the nine that were reached; subsequently, one participated in a KII and another turned out to be the director of the organization, leaving only one person as an eligible participant. Initially some assisted CSOs agreed to provide beneficiary contact information, but later refused to do so, while others did not answer multiple follow-up calls.

### **1. Beneficiaries of assisted CSOs**

Assisted CSO leaders were contacted and requested to provide a list of their beneficiaries with contact information. These ended up being youth between the ages of 18 to 25, who were largely also volunteers with those CSOs. Beneficiaries of assisted CSOs were targeted in order to obtain the important perspective of the target of citizen engagement activities. They provided an outsider view on the level of gender consideration in CSO activities and strategies, and a public view on the relevance and visibility of CSOs' work.

### **2. Non-assisted CSOs**

Focus groups of non-assisted CSOs sought to obtain the perspective of peers of assisted CSOs. They discussed the visibility and credibility of CSOs, whether they saw any changes in advocacy efforts and engagement of the community over the last five years, and provided feedback on capacity building programs and priorities for the future.

## **5. DATA ANALYSIS**

After collecting data using the above methods, the ET proceeded with data analysis. Descriptive statistics were generated from the survey data, and qualitative data transcripts of focus groups were coded using NVivo software and summarized. The analysis included assessment of differences and similarities among categories of respondents (men and women; assisted and non-assisted CSOs; CSOs that have received different types of support from the Program; CSOs and citizens from different regions and cities). For qualitative data resulting from in-depth stakeholder interviews, the team looked for common themes across the diverse sample of respondents to ensure validity and reliability, triangulating findings from among different groups of stakeholders with different interests.

The ET prepared a PowerPoint presentation of its preliminary findings, conclusions and recommendations for the USAID debrief in Chisinau, based on the team's initial analysis of these data. At that event, the ET was able to solicit feedback and respond to questions from USAID staff (in both the Moldova and Ukraine Missions), a process which fed back into the ongoing analysis and highlighted some additional areas of enquiry. A similar presentation with an audience of other Program stakeholders (FHI360's staff and assisted CSOs) also enabled the ET to clarify certain areas of doubt and strengthen the analysis accordingly. One USAID staffer also attended that presentation.

## **6. LIMITATIONS**

As with all evaluations, there were certain limitations that affected data collection and analysis. Specific constraints in this case included:

- Different assisted CSOs were targeted with highly varying levels, types and durations of support over the life of the Program, which made it difficult to standardize questions for interviews and surveys, and to attribute changes in the CSOs to Program inputs.
- Availability of informants, especially for focus groups, was limited due to the season and the fact that some assisted CSOs were already targeted with other methods of data collection.
- It was not possible to attribute observed differences between assisted CSOs and non-assisted CSOs from the survey data to the MCSSP Program due to the lack of baseline data that would allow a calculation of change over time and the difference-in-difference (change over time in assisted CSOs compared to the change over time in the non-assisted CSOs).
- Recall bias was a factor, especially among informants not actively involved in the later stages of MCSSP and those who received training from CMPs or other contractors, as they could not always remember whether that activity was part of MCSSP.
- Selection bias may have affected data; it is possible that respondents who refused to participate in the surveys had different experiences or opinions than those who participated.
- There was some evidence of confusion between the activities and outcomes of MCSSP and the successor program with similar initials (MPSCS), also being implemented by FHI360.

In addition to the foregoing, the Program Performance Monitoring and Evaluation Plan (PMEP) was found to have weaknesses, and therefore was of limited usefulness in terms of assessing results of the Program. At least nine of the 24 PMEP monitoring indicators were not clearly defined, and for four indicators, the definition seemed at odds with the wording of the indicator itself. For example, indicator 1.1.1 is “Number of partner organizations/CSOs with well-defined mission statements” which is then defined to mean “CSOs participating in MCSSP who create or revise their institutional goals and overall focus of their organization’s mission”. There is a clear difference between these two measures. The baseline was defined by the Program as zero, which could be correct for the definition of the indicator. However, because CSOs were required to have a well-defined mission statement in order to receive a grant, it appears that the baseline does not reflect the actual indicator.

The other three indicators which were found to have poorly matching definitions were 1.1.2 (definition narrower than actual indicator), 2.1.1 (definition refers to changes rather than nature of governance systems), and 4.1.1 (defines access to various multiple funding sources as contact with donors). Thus, it is possible that staff within MCSSP and grantee CSOs that fed into these numbers were interpreting the indicators in different ways. All baselines except for those related to the CSO Sustainability Index and one on CSO financial revenues were listed as zero. This clearly did not reflect the reality in some cases where the baseline was automatically pegged at zero without verifying the actual pre-MCSSP situation of the CSOs<sup>22</sup>, and thus may have exaggerated results of the Program.

The ET worked to minimize the effects of the above-described limitations by:

- Obtaining and triangulating opinions on changes in assisted CSOs over time and the contribution of the Program to these changes from a variety of different sources: the assisted CSOs, Program implementers, other donors to the same CSOs, non-assisted CSOs, citizens, and government officials.
- Reviewing and customizing interview questions as needed to correspond to the particular way in which each informant interacted or became aware of the Program.
- Triangulating information obtained through different methods of data collection.
- Taking into consideration interventions supported by other donors during the Program period, in order to understand whether certain changes could be attributed to MCSSP.
- Reminding informants that the focus of the evaluation was on the preceding USAID/FHI360 Program, and verifying responses in case of doubt.

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<sup>22</sup> As described above for indicator 1.1.1; also applies to indicators 2.1.2 (existence of strategic plan) and 1.1.6 (use of media to inform public), for example.

# **ANNEX F – Table of Findings, Conclusions and Recommendations**

The following table shows each conclusion and recommendation in the report, indicating the conclusion that was the main basis for each recommendation. In the case of some conclusions, there was no particular recommendation arising from it.

Findings	Conclusions	Recommendations	Cost
<i>Representation of Citizen Interests</i>			
<p>1. KIs reported that at least 6 assisted CSOs (ACPs and IPs) were noticeably more credible than before, particularly with GoM stakeholders with whom they worked more closely during MCSSP. KIs mentioned short-term projects resulting in tangible changes at the community level as having the most effect on visibility and credibility of CSOs with citizens and local government officials. Government, CSO, and donor KIs mentioned that assisted CSOs, including CAJPD, Motivatie, Youth for the Right to Life (TDV), National Youth Council, and National Center for Child Abuse Prevention, made particular strides in achieving credibility with GoM officials in their respective areas of work.</p>	<p>1. Stronger links were forged by various assisted CSOs (and community groups they assisted) with local government authorities, and credibility with local officials rose correspondingly. For at least five CSOs, these relations were significantly enhanced, largely through activities supported by MCSSP. Assisted CSOs were also able to strengthen ties to national government bodies and achieve influence on national policy and legislation, although the contribution of MCSSP in these cases was less notable since other donors and factors were involved.</p>	<p>None.</p>	<p>n/a</p>
<p>2. MCSSP made a significant effort to reach CSOs in areas outside of Chisinau, as can be seen in the almost equal number of assisted CSOs based in the capital and in other cities and towns. Even so, a number of interviewees highlighted the need to focus more on civil society in rural and more remote areas, particularly in order to tackle the persistent problems of CSOs being disconnected from the populace. At least 3 interviewed informants and participants in one focus group observed that MCSSP had provided little support to develop grassroots civil society bodies such as community-based organizations. Document review corroborated the view that MCSSP provided some support to CSOs at the grassroots through grants and other activities, but that much remains to be done at that level of civil society.</p>	<p>2. Overall, the Program was not geared to directly support grassroots civil society in a significant way. The “mid-level” organizations primarily targeted by MCSSP were often not well positioned to link directly to citizens. However, some assisted CSOs actively shared knowledge and skills with other CSOs, and helped to mobilize or strengthen community-based groups. Several worked in rural areas through new or existing community-based groups (especially youth groups), which in turn were closely linked to citizens and had the confidence of local officials. This was an effective strategy for higher-capacity city-based CSOs to support local initiatives and mobilize both volunteers and other resources at the grassroots level.</p>	<p>2. Support the establishment and growth of grassroots CSOs/CBOs including through the continued and potentially expanded use of “mid-level” CSOs as intermediaries, coaches, information sources, etc. Some donors are focusing attention on grassroots civil society, but more needs to be done to foster this nascent sub-sector of civil society, where the genuine linkages to citizens exist. One option that should be seriously considered is supporting new or existing resource centers in regional hubs to provide information and basic services to CBOs and other CSOs in those areas (potentially going beyond traditional NGOs). A recommended number of resource centers would be 5 (one in each three regions of Moldova, plus one in each Gagauzia and the Transnistrian region.</p>	<p>\$120,000 initial investment (\$20,000 for instituting each new Resource Center with an annual operating budget of \$60,000-\$100,000 each, depending on the region) and \$30,000 (\$5,000 each on average) for re-enacting the existing ones with operating budgets of \$45,000 to \$80,000 (the CONTACT centers’ network</p>

Findings	Conclusions	Recommendations	Cost
		<p>These could also serve as volunteering centers.</p> <p>Novateca local information centers/libraries could potentially be leveraged to provide some forms of support to civil society development in regional cities and towns with the network of 68 libraries/community centers in 11 districts of Moldova. If integrated into the resource centers system, these could complement USAID civil society strengthening efforts in Moldova.</p>	<p>being the reference).</p> <p>If staffed with one CSO capacity building consultant, leveraging existing centers/libraries would cost at least an additional \$327,000-\$430,000 plus equipment costs.</p>
<p>3. FHI360 staff indicated in interviews that 15 of the 16 Year 4 CSOs had reached sufficient levels of achievement on the Checklist criteria to be eligible for direct USAID funding, although as of the time of the evaluation, only one of those CSOs (CAJPD) had so far received such a grant. Informants from FHI360 and USAID suggested this was due to the fact that suitable solicitations had not been issued in the time since MCSSP ended. The successor program is targeting some of the same CSOs, but FHI360 was not able to provide the evaluation with 2013 or 2014 data on financial revenues in order to determine which CSOs had received larger grants from other donors since Year 4.</p>	<p>3. MCSSP (Year 4 in particular) aimed to help a number of promising mid-level CSOs qualify for direct funding from USAID, in effect lifting them to a near-elite level among Moldovan CSOs in terms of organizational capacity and eligibility for foreign donor funding. This may over time have the unintended effect of distancing some of them from their community roots and constituencies, as they focus considerable efforts on donor relations and compliance with donor requirements. The risk is exacerbated by the fact that many grant competitions (globally) do not allow resources or time for CSOs to conduct needs assessments and other research prior to submitting proposals or at the outset of projects.</p>	<p>3. Ensure that civil society grant mechanisms allow for CSOs to have the time and resources to make a proper investigation or consultation with their constituents or beneficiaries, before the proposal deadline. This could be done via small pre-grants based on concept papers, which would enable the most promising applicants to conduct research and/or consult with a cross-section of stakeholders before they submit their full project proposal. This would help ensure that constituent needs and priorities are reflected in CSO projects in any sector, and would also be an opportunity for donors to “vet” new grantees with a short term investment, before making a longer term grant.</p>	<p>3. Max \$2000 per grant, with perhaps 15 grants per year - About \$30,000 per year.</p>
<p>4. Interviewed informants observed moderate improvement in both overall visibility and credibility of CSOs in Moldova since 2010 – though it was more often considered that the former had risen as compared to the latter. All three focus groups indicated that credibility of civil society in general was</p>	<p>4. Public visibility of civil society appears to have risen during the Program period, though credibility with the public remains low by most indicators—especially among males. Activities supported by MCSSP had some effect on public visibility, especially</p>	<p>4. Support development of a clear and comprehensive long-term strategy on national level for enhancement of the visibility and credibility of civil society across the board, as a crucial step towards long-term sustainability and</p>	<p>For 10 CSO Faris, approximately \$50,000 per round (once a year), and a minimum of \$250,000 for a five</p>

Findings	Conclusions	Recommendations	Cost
<p>still low, especially in the case of Chisinau-based policy-focused organizations. The views of female citizens were generally much more positive than male citizens. This trend manifested itself over various survey questions, including one that asked whose interests are represented by CSOs; 58% of females said “citizens,” compared to only 37% of males, who were much more likely to say that CSOs represented personal or donor interests. When asked the same questions about CSOs in their own city or community, respondents’ views were similar.</p>	<p>the CSO Fairs that were recognized as effective vehicles for visibility in major urban areas, and have been replicated by the successor program and others. It was not clear that the Program had a robust overall strategy for promoting visibility and credibility of civil society; in particular, interviewed USAID and FHI360 staff did not demonstrate a shared vision on whether the Program was aiming to increase the visibility of only assisted CSOs, or of Moldovan civil society generally.</p>	<p>relevance of CSOs. This should be done in coordination with the NGO Council and other donors and programs, and be joined up with the Civil Society Development Strategy. Continue with CSO Fairs in more locations (not just major cities), promotion of volunteering, and the support of small-scale community projects as the most effective methods, but new strategies are needed to engage men in civil society activity. Explore the use of mobile phone technologies as a way for CSOs to engage more citizens in their activities, research and advocacy.</p>	<p>year program.</p>
<p>5. Much advocacy directly supported by MCSSP on behalf of citizens focused on the legal framework affecting civil society. Advocacy by assisted CSOs in other areas also had considerable success during MCSSP. KIs and Program documents described many national and local level policies that changed following advocacy by assisted CSOs, such as: 1) ratification of UN Convention on Rights of People with Disabilities and adoption of related law (CAJPD); 2) regulations on activity of the Regional Development Agency South (Contact Cahul); and 3) Law on Volunteering (TDV with the support of Tineri si Liberi and Coalition for Volunteering). The PMEP recorded 13 “positive modifications to enabling legislation/regulation for civil society accomplished with USAID assistance.”</p> <p>KIs reported a general increase over the past 5 years in volunteering with CSOs and community groups, especially by youth. Assisted CSOs TDV and Tineri si Liberi were reported to have played important roles in coalescing CSOs and government agencies around development of the Law on Volunteering which, along</p>	<p>5. The MCSSP contribution to developing volunteering in Moldova has been considerable. The work of grantees TDV and Tineri si Liberi in coalescing CSOs (including the Coalition for Volunteering) and government agencies around the development of the Law on Volunteering and minimum standards for organizations receiving and working with volunteers is recognized as a cornerstone in increasing the quality of volunteering both at national and local levels. Some of that work fell within the scope of grants from MCSSP, though other donors also lent support to various actors. Volunteering and especially youth volunteer activities contributed substantially to raising CSO visibility.</p>	<p>5. None</p>	<p>n/a</p>

Findings	Conclusions	Recommendations	Cost
<p>with other forms of official recognition, was considered partially responsible. Most of reported types of volunteer activity – short-term, unskilled labor related to specific activities – appear to not be of a nature that will significantly boost sustainability of the assisted CSOs. Participants in all 3 focus groups agreed that volunteering was still not well understood in society. The group of volunteers mentioned the need for a place in each town/city where people can find out about CSOs in the area and the opportunities for getting involved. The survey of citizens shows a significant gap between male and female volunteering: 25% of female respondents had volunteered with a CSO, compared to a mere 11% of males.</p>			
<i>Organizational Development of CSOs</i>			
<p>6. MCSSP provided considerable assistance to IPs, ACPs, and CMPs in strategic planning, and supported improvement of CSO board composition, regulation, and procedures, particularly with Year 4 grantees. All ODA scores in these areas indicate some improvement (or in a few cases, no change), and moderate average scores for governance and strategic planning were achieved by the end of the Program.</p> <p>There is substantial evidence that the assisted CSOs (other than IPs) increased their capacity in the areas emphasized by MCSSP. The annual ODA scores indicate that on average, the CMPs and ACPs targeted in the first 3 years made moderate gains across all 7 categories. FHI360 staff indicated that 15 (of 16) Year 4 CSOs had sufficient internal policies and procedures to be eligible for direct USAID funding, although so far only 1 received such a grant (reportedly due to lack of suitable solicitations). The majority of assisted CSOs surveyed thought MCSSP support contributed to increasing their capacity since 2009.</p> <p>Need to insert the reference to the variable levels of implementation, esp. after the program ended.</p>	<p>6. The 16 Assisted CSOs that participated in Year 4 developed stronger internal systems, policies and procedures to manage their affairs during that year, and thus are better prepared to qualify for and handle grants or contracts, and can be more accountable to donors, government and other constituents. Progress was particularly notable in financial management and accounting. Nevertheless, levels of implementation vary from group to group, and there is a risk that new policies and procedures will not be fully effective, especially among the five Year 4 organizations and other assisted CSOs not involved in the successor program. CSOs may not consistently prioritize policies and procedures that may be inconvenient or time-consuming, when they have competing demands on the time of staff and do not see imminent opportunities for direct USAID funding.</p>	<p>6. None</p>	<p>n/a</p>

Findings	Conclusions	Recommendations	Cost
<p>7. Inclusion of an amount dedicated to OD of each grantee was a grant-making practice that was widely appreciated among CSOs and other informants, although its use was tightly controlled by FHI360 staff through a system of requests and approvals. Capacity building investments were generally based on a Training and Development Plan agreed by FHI360 and each CMP/ACP following each annual ODA process. All of the interviewed CSOs were pleased that MCSSP was taking an interest in developing their capacities as organizations, as compared to more typical donor approaches of merely supporting project implementation.</p> <p>However, it was found that the amount set aside for OD by MCSSP was in many cases very modest, particularly for the small IP grants (some were less than \$5,000, which meant less than \$500 for OD). Even for larger grantees, 10% did not allow for much latitude in purchasing services or products to help strengthen their internal capacities. For example, the largest CMP grant of \$95,000 only enabled them to purchase \$9,500 worth of capacity building services over four years. Several informants indicated that other donors in Moldova had since followed the lead of MCSSP by adopting grant-making practices that also set aside a portion of grant funds for capacity building.</p>	<p>7. Bundling organizational development assistance with financial support for activities in the format of longer term grants was a good practice developed by MCSSP, which has been adapted by some other donors. Amounts allocated for OD were too rigidly based on a fixed percentage of the total grant, rather than being adapted to the needs of each CSO. This meant that some fairly weak CSOs that received small grants had only a few hundred dollars available to meet their various OD needs. (The successor program has taken a more flexible approach.)</p>	<p>7. Continue to incorporate organizational development in grant budgets, but with more flexibility to respond to the priority needs of each CSO and accommodate the realistic cost of services in Moldova and neighboring countries such as Romania where there is much relevant expertise. (The successor program has taken this step already, by offering up to 30% of grant budgets for OD on an as-needed basis.) Generally, a more tailored approach in supporting weak, emerging or strong CSOs should be adopted in further institutional support of CSOs, recognizing that very different levels of capacity inputs may be required.</p>	<p>Roughly \$800,000 in grants coupled with intensive technical assistance, coaching, and mentoring, at least \$250,000 should be available for on-demand CSO capacity development</p>
<p>8. Individual coaching and mentoring by CMPs and FHI360 staff was also given considerable credit for what? by assisted CSOs. Through coaching, they came up with new ideas for reaching out to communities and other stakeholders, and on how to conduct effective research on needs, among other benefits. CSOs also pointed to increased confidence, largely due to the steady accompaniment and support provided by the coaches, and to the TA that empowered them to develop credible proposals for solution of problems affecting their constituents.</p>	<p>8. Individual coaching was an effective method of intensively supporting a relatively small group of CSOs to make wide-ranging changes in both their internal and external operations and approaches and allowed for support and expertise (both within the MCSSP team and external) to be tailored to the needs and aspirations of the organization and its personnel, and to accommodate their specific situation. Group training was</p>	<p>8. Continue to prioritize the use of coaching and related forms of tailored technical assistance, based on individual assessments of needs and priorities, as an effective means of building sustainable capacity in CSOs. (The successor program is taking this approach.) Since the cost per CSO may be a disincentive as compared to group training workshops, recipients of such intensive support should be</p>	<p>Costs already known to FHI360 since they are implementing this practice.</p>

Findings	Conclusions	Recommendations	Cost
<p>With respect to the usefulness of various types of MCSSP capacity building support, mentoring/technical assistance was viewed by 91% of assisted CSOs as “very useful”, which was consistent with the high rating given to mentoring or coaching by interviewed CSOs, FHI360 staff and other informants. Group training workshops and written guides were considered very useful by 76% and 73% respectively. The appreciation for group training was less emphasized by interviewed CSOs as compared to the guides and coaching.</p> <p>When asked how they would choose to receive capacity building support in future, if they could choose only up to two methods, the most popular answers from representatives of assisted CSOs were mentoring/ technical assistance (chosen by 48.5% of respondents) and group workshop training (45.5%). Non-assisted CSOs also favored mentoring followed by group workshop trainings.</p>	<p>primarily effective for imparting fairly basic concepts to homogeneous groups, especially as a precursor to coaching.</p>	<p>selected with great care for their potential to grow and have a multiplier effect on other organizations, and monitored closely to ensure that coaching is having the desired effects.</p>	
<p>9. Overall, there is substantial evidence that assisted CSOs (other than IPs) increased their capacity in the areas emphasized by MCSSP. The annual ODA scores indicate that on average, the CMPs and ACPs targeted in the first 3 years made moderate gains across all 7 categories.</p> <p>Comparatively, IP, ACP and CMP recipients that did not continue in Year 4 gave considerably less credit to MCSSP for changes in this area. MCSSP did not set out to improve the ability of CSOs in this area, and the Purchase Order mechanism used to fund these projects was based on a fixed amount obligation, and therefore did not require financial reports.</p>	<p>9. ACPs that did not participate in the final year of MCSSP generally demonstrated moderate gains in internal capacity, which however did not significantly exceed the self-reported improvements of a similar set of non-assisted CSOs, which had benefited from capacity building from other programs. Improvements among IP funding recipients that did not participate in Year 4 were variable but generally limited, which is to be expected since they were not the targets of the Program’s OD support, but rather benefited from capacity inputs on a rather ad hoc basis.</p>	<p>9. Provide ongoing coaching or other support (as needed) to implementation by assisted CSOs (whether or not they are grantees of the successor program) of the most important and pertinent elements of the financial management, accounting and human resources management policies and procedures that they adopted during the Program, with the flexibility to adapt those policies to the priorities and situation of each organization.</p>	<p>\$50,000 for one full time qualified staff/consultant</p>
<p>10. Partnership by FHI360 with local CSO service providers made some contribution to their capacity and visibility, but the overall ODA average scores for the CMPs showed marginal improvement from 2010 to 2012 (and in the case of CReDO, the score</p>	<p>10. The Program did not invest significantly in the development of the CMPs as CSO service providers, and there was little sign that the CMPs had measurably increased their potential to act</p>	<p>10. None</p>	<p>n/a</p>

Findings	Conclusions	Recommendations	Cost
<p>declined). In terms of self-assessed improvement in capabilities among the surveyed CSOs, the ACP+ grantees indicated an increase of 1.00 or higher in four areas: financial management, monitoring and evaluation, human resources management, and internal governance. However, CMP+ grantees indicated only two areas with an increase in score of 1.00 or higher: financial management and internal governance.</p> <p>Almost all assisted CSOs interviewed were satisfied with the training and coaching support provided by the CMPs. However, the CMPs did not always have the expertise and experience that other targeted CSOs needed, especially as their needs evolved and became more sophisticated. Little time was set aside at the beginning of the Program to assess the CMPs' respective capacities and prepare them for their roles, and CMPs mentioned that coordination of their work by FHI360 was less than optimal.</p>	<p>as sustainable providers of quality services for civil society in Moldova. There was a much greater focus within the Program on the CMPs' delivery of services to the ACPs, as compared to their own development as key civil society actors in their own right. (Under MPSCS, further investment is being made in strengthening such key service providers.)</p>		
<p>11. Assisted CSOs in general have experienced an increase in their financial sustainability, although change has been relatively modest in monetary terms. At least 3 assisted CSOs showed a greater ability to successfully mobilize contributions to community projects from both public authorities and citizens, reducing dependency on foreign funding sources. At least 6 assisted CSOs have significantly increased their ability to provide services for fees, including to local and national governments. 47% of assisted CSOs thought MCSSP capacity building significantly contributed to increasing their organizational fundraising capacity. CSOs reported that grant funds themselves were most instrumental and that MCSSP support to develop fundraising strategies very useful.</p>	<p>11. Financial sustainability remains an elusive goal for most Moldovan CSOs, but the assisted CSOs have made important advances in reducing dependency on foreign sources, in part due to support from MCSSP. They are increasingly raising resources through provision of services, contracts and grants from government, donations from the private sector, and in-kind community contributions. Social entrepreneurship remains in a nascent stage. Transparency is still limited, especially on financial data, though assisted CSOs are more openly and regularly sharing information with board members, volunteers and other stakeholders.</p>	<p>11. None</p>	<p>n/a</p>
<p>12. Only 2 interviewed CSOs mentioned a change in their capacity or practices in this area, and none mentioned having received Program support. It was</p>	<p>12. MCSSP may not have given results monitoring a sufficiently high priority; there was no dedicated staff position for</p>	<p>12. Invest more time and effort in analyzing and developing the monitoring capacities of targeted</p>	<p>Between \$8,000-\$10,000 a year for external</p>

Findings	Conclusions	Recommendations	Cost
<p>reported that assisted CSOs had little interest in the subject when they were offered training or coaching. The Checklist used in Year 4 contained only 5 indicators on M&amp;E capacity versus 48 for financial management; it showed only nominal improvement by the 16 targeted CSOs, although the survey data suggest a greater level of self-reported improvement (though CSOs remained at the “somewhat competent” level). MCSSP’s capacity building in M&amp;E was viewed by assisted CSOs as having made a modest contribution to their overall organizational capacity.</p>	<p>M&amp;E (which was changed in the successor program), and the M&amp;E section of the Checklist for Year 4 was rudimentary. Although M&amp;E was offered as part of capacity building topics, it was not prioritized at the time by CSOs. Therefore, MCSSP provided limited training and mentoring. Given the levels of interest now reported by surveyed CSOs, there are opportunities for CSO capacities to be analyzed further and enhanced, potentially as part of the successor program.</p>	<p>CSOs, and ensure that the program implementer has sufficient specialized staff to not only support the M&amp;E needs of partners but also play a leadership role in high quality monitoring of the program itself. Generally, measurement and analysis of results by CSO grantees should be given at least as much priority by donors and implementers as management of resources. FHI 360 seems to have insufficient monitoring and evaluation capacities, exemplified by a number of notable weaknesses (weak PMEP and lack of M&amp;E tools available within the organization to measure progress on key indicators). Therefore, external monitoring would be advisable.</p>	<p>monitoring.</p>
<i>General Relevance and Effectiveness of the Program</i>			
<p>13. All interviewed informants who touched on the issue of MCSSP’s relevance took a positive view of the Program, commenting that it was responding to some of the priority needs of civil society in Moldova during the period of implementation.</p> <p>There is abundant evidence that civil society was hampered by limited internal management capacities and relatively low levels of visibility and credibility when the Program began; both of these areas of weakness were made priorities by MCSSP. Informants considered this strategy to be appropriate, and to be filling a gap that other donors were not sufficiently addressing. Chisinau non-assisted CSO focus group participants observed that there was a high level of interest among CSOs in organizational development support.</p> <p>All KIs commented that MCSSP responded to important Moldovan civil society needs during</p>	<p>13. Overall, the objectives, activities and approach of the Program were relevant to the needs of civil society and the wider context, and it was moderately effective in reaching its objectives. Positive aspects of the design included the duration of engagement with the core group of partner CSOs (two year grants, with some going on to a third year), the tailored approach to capacity building of those partners, and the utilization of Moldovan CSOs and companies to provide the majority of capacity building services.</p>	<p>13. Additional funding of the Program over a longer period of time would have been desirable in order to extend the benefits to a broader cross-section of civil society. In this regard, it is positive that USAID is currently supporting a four-year successor program in Moldova. A grant mechanism with individual grants should be enacted in the future, with additional technical assistance and capacity building.</p>	<p>Individual grants amounting to at least \$20,000-\$30,000 in addition to the \$800,000 planned for the follow-on program.</p>

Findings	Conclusions	Recommendations	Cost
<p>implementation. Document review and interviews showed that a fairly flexible approach was adopted by MCSSP to respond to new learning and an evolving context. CSOs were not required to fit into certain sectoral “boxes,” but rather were free to work in their sector of preference.</p> <p>Overall, there is substantial evidence that assisted CSOs (other than IPs) increased their capacity in the areas emphasized by MCSSP. The majority of assisted CSOs surveyed thought MCSSP’s support had contributed to increasing their capacity since 2009; Year 4 participants made the highest attribution to MCSSP.</p>			
<p>14. FHI360 and USAID adopted a fairly flexible approach to respond to new learning and an evolving context. The most important manifestation of this programmatic flexibility was the decision to allow CSOs to propose activities in their sector of preference rather than pre-determining the sectors and activity areas for grants as is frequently the case with many donor-funded programs. The Purchase Order mechanism for IP recipients, which simplified financial record-keeping and reporting to make it more feasible for less experienced CSOs and media outlets to participate, showed willingness to go beyond usual practices.</p> <p>Some aspects of MCSSP were relatively inflexible, such as the flat 10% of each grant set aside for OD, and universal requirement of monthly financial reporting for all partners - even those that had worked with MCSSP for years and were known to have well-developed financial management systems. FHI360 required reports be submitted in English, extremely challenging for some grantees. All but 1 assisted CSO commented that reporting requirements were unduly burdensome, and other donor and FHI360 KIs uniformly concurred with this viewpoint.</p>	<p>14. Flexibility on the part of both FHI360 and USAID allowed for Program strategies and activities to be adjusted over time in a way that preserved their relevance, and also encouraged CSOs to develop their own ideas and work in their own sectors. This was consistent with the objective of the Program to encourage CSOs to determine the direction of their work in accordance with constituent needs instead of donor priorities.</p>	<p>14. Continue to take approaches to civil society programming that are flexible enough to accommodate changing needs as well as lessons learned, and that put a priority on enabling CSOs to grow as organizations, to investigate the priorities of their constituencies and pursue their own agendas on that basis.</p>	<p>No specific cost to implement</p>

Findings	Conclusions	Recommendations	Cost
<p>15. After examining various MCSSP records and other evaluation data, it was observed that the ACP selection process may have had weaknesses, since the competition did not attract a large number of applicants. The 2010 selection process was relatively quick, only one bidders' conference was held in Chisinau, and the grants committee had only 25 eligible applicants for 14 slots in the Program. This presented challenges for selection, especially as the Program was striving for both geographic and thematic diversity among the selected organizations. Some informants suggested that may have been due to the modest size of funding available under the Program, as well as the short time frame for the selection process, which limited the extent of outreach by the MCSSP team.</p>	<p>15. A major investment was made in a small group of partner CSOs over the life of the Program, with a particular emphasis on the ACPs. It was anticipated that most if not all of these organizations would become "sector leads" and thus have multiplier effects on other CSOs, but success in this respect was variable. Of the 14 ACPs, at most seven had demonstrably assumed a multiplier, mentoring or catalyst role with other civil society groups during the Program. While various factors undoubtedly influenced the performance of ACPs, a more cautious approach to selection and a wider pool of applicants would have been appropriate for such a crucial decision-making process.</p>	<p>15. When selecting grantees for longer-term financial and technical support that anticipates that they will play a leadership role in the sector at some level, great care needs to be taken to ensure that a) potential grantees have sufficient time to provide a well-considered response to the solicitation, b) potential grantees have the opportunity to attend an information session in their locality before preparing their proposals, c) the terms of the grants are sufficiently attractive to appeal to a broad cross-section of civil society. In future programming, it may be advisable to award shorter term "probationary" grants that would allow for a better analysis of the strengths, weaknesses and commitment level of the CSOs, before committing to longer term support.</p>	<p>\$200,000 for grants fund.</p>
<p>16. Some aspects of MCSSP were relatively inflexible, such as the flat 10% of each grant set aside for OD, and universal requirement of monthly financial reporting for all partners - even those that had worked with MCSSP for years and were known to have well-developed financial management systems. FHI360 required reports be submitted in English, extremely challenging for some grantees. All but 1 assisted CSO commented that reporting requirements were unduly burdensome, and other donor and FHI360 KIIs uniformly concurred with this viewpoint.</p>	<p>16. The Program imposed heavy administrative and reporting requirements on all CSO grantees except for the IPs, including mandatory monthly financial reporting. The combination of USAID and FHI360-generated demands had the negative effect of demanding considerable time from the core staff of CSOs, usually few in number, which reduced their time for planning and implementation of activities. (These practices have continued and even intensified in the successor program, which was widely lamented by grantees, and found to have discouraged potentially effective CSO implementers from applying to the current program, especially given the modest amount of</p>	<p>16. Reduce the administrative requirements for small grants (up to \$25,000 per year) and cut back the frequency of financial reporting for grantees that have already have a track record of reporting on grant funds and are seen to have adequate financial management systems in place. Financial reports should be no more than quarterly for such grantees. For less experienced grantees, investigate the use of a grants management system that would allow for real time reporting in which grantee financial transactions can be monitored continually by grant managers, through use of a cloud-based financial information system. Such a system should be very feasible, given the</p>	<p>Rough estimate for configuration/training of trainers and licensing fees (setup costs) - \$200,000, assuming 10-15 grantees.</p> <p>Yearly tech support and hosting estimated at \$50,000 for the same size of system.</p>

Findings	Conclusions	Recommendations	Cost
	the grants.)	high Internet connectivity in Moldova. This would both minimize the reporting burden on grantees and enable the grant manager (and donor) to have up to date financial data at all times during the grant.	
<p>17. MCSSP aimed to strengthen a core group of 14 CSOs that would become both: a) technical leaders in their sectors, able to serve and represent the interests of constituencies, and b) transparently managed organizations with strong internal governance systems. Grants were between \$18,000 and \$22,000 per year.</p> <p>After examining various MCSSP records and other evaluation data, it was observed that the ACP selection process may have had weaknesses, since the competition did not attract a large number of applicants. The 2010 selection process had only 25 eligible applicants for 14 slots in the Program. This presented challenges for selection, especially as the Program was striving for both geographic and thematic diversity. Some informants suggested that may have been due to the modest size of funding available under the Program, as well as the short time frame for the selection process, which limited the extent of outreach by the MCSSP team.</p>	<p>17. While grant amounts for IPs and CMPs seemed commensurate with the expectations of the Program, the amounts available for ACPs were relatively modest (averaging about \$22,000 per year), especially considering the expectation that these grants would enable the CSOs to take a leading role in their sectors, the amount of work required to service the grants, and the funding offered by other donors for comparable levels of activity. The effort required to meet grant administration requirements does not seem to be recognized by the level of funds available for CSO finance and program staff.</p>	<p>17. When determining grant amounts, careful consideration must be given to various factors that may affect the level of interest (in both applying for and implementing grants) of qualified CSOs to engage with the program. Higher amounts may be necessary to attract CSOs that are leaders in their sectors and/or have specific expertise that is sought by the program, especially when reporting requirements are relatively heavy and other donors are offering higher levels of funding levels to the same type of CSO. As well, grant amounts need to take into account the level of reporting and administration involved, and provide sufficient funds for qualified staff to handle those duties.</p>	<p>\$200,000 for the grants fund.</p>
<p>18. The Program PMEPE was found to have certain weaknesses. At least nine of the 24 PMEPE monitoring indicators were not clearly defined, and for four indicators, the definition seemed at odds with the wording of the indicator itself. For example, indicator 1.1.1 is “Number of partner organizations/CSOs with well-defined mission statements” which is then defined to mean “CSOs participating in MCSSP who create or revise their institutional goals and overall focus of their organization’s mission”. There is a clear difference between these two measures. The baseline was defined by the Program as zero, which could be</p>	<p>18. Although an in-depth assessment of the PMEPE was not within the scope of this evaluation, it was found that the baselines and definitions for various indicators were unclear, which limited the usefulness of those indicators in contributing to conclusions about the Program. In some cases, the allocation of zero baselines may have led to the achievements of the Program being overstated (for example, indicator 1.1.2 shows that zero partner CSOs were</p>	<p>18. USAID and implementers should recognize the inherent challenges of developing a robust and relevant PMEPE (indicators, definitions, and measurement tools), especially for programs heavily focused on capacity building, by ensuring that appropriate specialized technical assistance is available as needed at the outset of new programs to establish the PMEPE and set accurate baseline data. The number and scope of indicators should</p>	<p>Consultant to train/coach relevant staff and work with them to set up PMEPE could cost about \$15,000, if not based in Moldova.</p>

Findings	Conclusions	Recommendations	Cost
<p>correct for the definition of the indicator. However, because CSOs were required to have a well-defined mission statement in order to receive a grant, it appears that the baseline does not reflect the actual indicator. The other three indicators which were found to have poorly matching definitions were 1.1.2 (definition narrower than actual indicator), 2.1.1 (definition refers to changes rather than nature of governance systems), and 4.1.1 (defines access to various multiple funding sources as contact with donors).</p> <p>Thus, it is possible that MCSSP staff and grantee CSOs that provided these numbers were interpreting the indicators in different ways. All baselines except for those related to the CSO Sustainability Index and one on CSO financial revenues were listed as zero. This clearly did not reflect the reality in some cases where the baseline was automatically pegged at zero without verifying the actual pre-MCSSP situation of the CSOs (As described for indicator 1.1.1; also applies to indicators 2.1.2 (existence of strategic plan) and 1.1.6 (use of media to inform public), and thus may have exaggerated results of the Program.</p>	<p>doing constituent outreach before MCSSP, which is not accurate). Where baseline data was not known, it would have been more methodologically sound to indicate “not available”, or to use the Year 1 data as a baseline.</p>	<p>be kept manageable, and definitions should be clear, especially in cases where grantee CSOs will be asked to collect data.</p>	
<p>19. 15 of the 16 Year 4 CSOs had reached sufficient levels of achievement on the Checklist criteria to be eligible for direct USAID funding, although at the time of the evaluation, only one CSO (CAJPD) had received such a grant. FHI360 and USAID KIs suggested this was due to the fact that suitable solicitations had not been issued in since MCSSP ended; none of the 16 CSOs had been refused a grant from USAID. Although the successor program targets some of the same CSOs, FHI360 could not provide the evaluation with 2013 or 2014 data on financial revenues about which CSOs received grants from other donors.</p> <p>See note above about weak implementation, insert the same findings here.</p>	<p>19. Program priorities in Year 4 were largely based on certain objectives of USAID Forward, and a major focus was assisting a select group of CSOs to qualify for direct grants from USAID. In a short time frame, these 16 organizations were supported to adopt a long list of policies and procedures to that end—but only one has secured a direct grant. A collateral objective was to prepare the CSOs to secure large grants from other donors, and some appear to have had success in this respect, though FHI360 was not able to provide complete data. Implementation</p>	<p>19. All 16 CSOs that participated in Year 4 should be supported to analyze their current priorities and to actively implement the policies and procedures that are most useful to them, whether or not they are currently collaborating in the successor program. In addition, their experience in obtaining and reporting successfully on large grants from donors should be regularly monitored in an effort to determine to what extent the support provided in Year 4 has helped them in this regard, in order to inform current and future programming by USAID.</p>	<p>\$50,000 for extra full time qualified staff/consultant</p>

Findings	Conclusions	Recommendations	Cost
	<p>of the new policies has not been consistent following MCSSP, and post-Program ODAs have been inconclusive. Taking all of this into account, it is difficult to determine with any certainty the effect that the focused capacity building in Year 4 had on overall capacity and sustainability of the targeted CSOs.</p>		
<p>20. MCSSP was well coordinated with and complementary to other donor-funded initiatives, although several informants suggested that FHI360 interaction with other stakeholders had declined since 2012. At least 3 interviewees said that donor coordination in relation to financial and other forms of support for civil society had generally declined in the last 2-3 years; greater donor emphasis on supporting GoM was mentioned as a factor. Although high-level meetings have recently restarted on the initiative of a donor, and some international actors meet in thematic groups that touch on civil society support, there is no evidence of a current system for regular information exchange and identification of unmet needs at “working level” (i.e. among all program managers and other actors working directly with CSOs).</p>	<p>20. Overall, MCSSP was seen to be well coordinated with other donors, although regular interaction by FHI360 staff with other stakeholders seems to have declined since 2012. This may be due to the fact that donor coordination in relation to civil society support in Moldova has generally declined from earlier levels. At the time of the evaluation, there was no system in place for regular exchange of information among the various donor and international agency personnel working directly with CSOs and civil society coalitions in Moldova.</p>	<p>20. Enhanced donor coordination on civil society development is needed, especially in supporting the organizational development of CSOs, and with respect to key national bodies such as the National Participation Council and the National NGO Council. This would help ensure that USAID programming consistently provides the most relevant and strategic support to the sector, and would be particularly important in for effective engagement with CSOs in Transnistria and Gagauzia. Complementarity with other donor-funded initiatives should be given a higher priority, since USAID and its contractors could achieve better results in supporting strong CSOs that already have funding from other donors, but need co-funding for larger and more complex projects.</p>	<p>No specific cost, though may require additional staff time from USAID and/or FHI360, especially if a leading role is taken in coordination efforts.</p>

# **ANNEX G – Final Evaluation Work Plan**



**USAID | UKRAINE**  
FROM THE AMERICAN PEOPLE

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**FINAL**  
**WORK PLAN & EVALUATION RESEARCH DESIGN**

In response to:

**Performance Evaluation of USAID's Moldova Civil Society  
Strengthening Program**

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**December 6, 2014**

**Submitted by:**

**ME&A**

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Annex 1 – Statement of Work

Annex 2 – Schedule for Evaluation

Annex 3 – Preliminary List of Stakeholders for Key Informant Interviews

Annex 4 – Definition of Evaluation Questions

Annex 5 - Evaluation Design Matrix

Annex 6 – Revised Questions for Data Collection

Annex 7 – Draft Outline of Evaluation Report

## I. INTRODUCTION

This Work Plan and Evaluation Research Design have been prepared for the Final Performance Evaluation of the Moldova Civil Society Strengthening Program (MCSSP), which was implemented by FHI360. MCSSP ran from September 30, 2009 through to September 30, 2013, with USAID contributing almost \$5.4 million. The Program's four years consisted of an original three year period, plus a one year extension.

The purpose of the evaluation is to: 1) assess the relevance and effectiveness of MCSSP activities intended to help CSOs better represent citizen interests and strengthen their internal governance processes (MCSSP Objectives 1 and 2); and 2) discuss follow-on activities in the sector.

In developing the work plan, the Evaluation Team (ET) has followed the guidelines outlined in USAID's Request for Task Order Proposal (RFTOP) and accompanying Scope of Work (SOW), which is attached as Annex I, together with ME&A's Technical Proposal to USAID for this evaluation.

The overall goal of MCSSP is to strengthen representative democracy in Moldova through support for a constituent-driven, financially viable civil society sector. MCSSP accomplishes this goal by meeting four objectives:

- Objective 1: CSOs better represent citizen interests
- Objective 2: CSOs are transparently governed and capably managed
- Objective 3: Relevant legislative framework for civil society approaches European standards
- Objective 4: CSOs are more financially sustainable and less dependent on foreign donors

The ET will investigate a specific set of enumerated evaluation questions, within the framework of the overall purpose set out above. The questions were initially stated in the SOW for the evaluation, but have been reworded and reorganized based on discussions with USAID. The questions that will constitute the focus of the evaluation are as follows:

*Question 1a. Did the ability of assisted CSOs to represent citizen interests improve significantly during the period of implementation of MCSSP?*

*1b. If so, to what extent do the assisted CSOs perceive that the improvement was related to/caused by the activities or support of MCSSP?*

*1c. Which MCSSP activities and types of support do assisted CSOs perceive as having had the most impact on their ability to represent citizen interests, and why?*

*Question 2a. Which practices/behaviors promoted by MCSSP did the assisted CSOs adopt to better represent citizen interests?*

*2b. In particular, which practices/behaviors were adopted by assisted CSOs to take into account gender-related differences and issues in their representation of citizen interests?*

*Question 3a. Did the ability of assisted CSOs in the following areas improve significantly during the period of implementation of MCSSP?*

- *Accounting and financial management practices*
- *Human resources management*
- *Monitoring and evaluation*
- *Financial sustainability*

*3b. If so, to what extent do the assisted CSOs perceive that the improvement was related to/caused by the activities or support of MCSSP?*

*3c. Which MCSSP activities and types of support do assisted CSOs perceive as having had the most impact on their abilities in those areas, and why?*

*Question 4. Which practices/behaviors promoted by MCSSP did the assisted organizations adopt to strengthen their internal governance systems (including but not limited to the four areas listed in Q. 3a)?*

The evaluation will focus on independently gathering new information from program stakeholders, partners, and beneficiaries that is directly relevant to these questions, as well as collecting data from CSOs, experts, and other

groups and individuals that have not worked directly with the Program. The above questions are defined in further detail in Annex 4, Definition of Evaluation Questions, and in Annex 5, the Evaluation Design Matrix, the data collection strategy for each question is described.

Additional attachments to support this work plan include: the Evaluation Schedule (Annex 2), a Preliminary List of Stakeholders for Key Informant Interviews (Annex 3); Revised Questions for Data Collection (Annex 6), and Draft Outline of the Evaluation Report (Annex 7).

The Work Plan and Evaluation Research Design will be finalized after receiving written feedback from USAID and an in-person briefing meeting with USAID (and ensuing discussion with the Mission as needed).

## 2. EVALUATION TEAM

The evaluation will be conducted by a team of three experts: Ms. Melanie Reimer, an international expert with significant experience in civil society programming and in conducting similar evaluations; Ms. Mawadda Damon, an evaluation specialist who will focus on the development of data collection instruments, quality control in data collection, training of survey enumerators and focus group discussion (FGD) moderators, and the analysis of quantitative and qualitative data; and Mr. Timur Onica, a civil society expert with extensive knowledge of the Moldovan civil society context, who will play a key role in identifying informants, planning data collection, conducting interviews, and analyzing the program context. Furthermore, ME&A will hire a local firm, IMAS, to conduct FGDs and the mini-surveys under the direct supervision of Ms. Damon.

In addition, a logistics assistant and translator based in Chisinau (Ms. Violeta Cernei) will contribute to the evaluation mission by assisting in scheduling of meetings, translation and interpretation, and carrying out additional support tasks as identified by the Team Leader.

Ms. Reimer will assume overall responsibility, as the Team Leader, for management of the evaluation in collaboration with USAID. The team, with support from ME&A, will complete all activities specified in the Evaluation Schedule (Annex 2) related to the evaluation mission, including pre-mobilization, on-site implementation and end-of-assignment deliverables.

Oversight of the evaluation mission will fall under the remit of Ms. Mirela McDonald and Ms. Rachel Herr-Hoyman, Project Manager and Project Coordinator with ME&A.

## 3. EVALUATION TASKS and SUB-TASKS

### **Task 1:** **Team Introduction**

Subtasks: Conference call with USAID/Ukraine, USAID/Moldova, ME&A and ET; conference call between ME&A and the Team Members

Task Leader: ME&A's Project Manager

Inputs: USAID/Ukraine and Moldova, ME&A's Project Manager, Team Leader, Team Members

Scope of Work: Introduce ME&A ET to USAID/Ukraine and USAID/Moldova. Discuss prospective methodologies for conducting the evaluation, clarify roles, responsibilities and any actions that need to be taken, any concerns regarding the work plan and evaluation plan, logistics, scheduling, deliverables and final report. Discuss potential impact of parliamentary elections on the evaluation.

Start/Finish Date: October 23, 2014

Challenges: None

Milestone: Team is introduced and receives USAID direction

Output: Guidance from USAID on evaluation scheduling and priority areas to be addressed in the evaluation, initially through the Draft Work Plan and Evaluation Research Design

### **Task 2:** **Initial Preparation**

Subtasks: Initial review of documents; preparation and submission of Draft Work Plan and Evaluation Research Design

Task Leader: Team Leader

Inputs: Team members, Project Manager

Scope of Work: Perform a critical review of documents related to implementation of the Program, including: initial Program Description and modifications; annual work plans; Performance Monitoring and Evaluation Plan; quarterly and annual reports; final report; and other core documents. Initiate conversations with FHI360 and its partners to develop the sample frame for mini-surveys and priority targets for key informant interviews. The ET will draft data collection instruments; and submit data collection protocol to NORC's Institutional Review Board (IRB). The ET and Project Manager prepare the draft Work Plan and Evaluation Research Design, which will highlight all evaluation milestones and delineate the roles and responsibilities of members of the ET. It will include: 1) the SOW; 2) the Evaluation Questions; 3) the preliminary list of stakeholders for key informant interviews (KIIs); 4) the evaluation design matrix; 5) a list of questions for data collection; and 6) an outline for the Evaluation Report. It will also include a methodology section, an implementation plan, an analysis plan, and describe any known limitations to the evaluation design.

Start/Finish Date: October 27 – November 17, 2014

Challenges: Accurate identification of Program's main stakeholders and beneficiaries and selection of an appropriate sample of informants.

Milestones: 1) Documents Reviewed; and 2) Draft Work Plan prepared and submitted

Output: Draft Work Plan and Evaluation Research Design submitted to USAID for review (November 17, 2014)

**Task 3: Completion of Data Collection Tools and Informant Lists**

Subtasks: Review of USAID comments, revision and translation of tools, revision and completion of informant lists, programming of survey questionnaires, testing of survey questionnaires, preparation of training for FGD moderators and survey enumerators

Task Leader: Team Leader

Inputs: Team members including IMAS, USAID staff

Scope of Work: Based on USAID comments on draft data collection tools and informants listed in Work Plan, the ET will revise and finalize the tools (survey, FGD and KII questionnaires), then translate them to Romanian and Russian. Survey questionnaire will be programmed by IMAS and tested, under supervision of the Evaluation Specialist. Informant list will also be revised as needed. This will enable the ET to commence KIIs on December 4 and to launch the survey and FGDs from December 8.

Start/Finish Date: November 25-December 2, 2014

Challenges: Testing survey questionnaires immediately after elections may not be possible if there is any political unrest.

Milestones: 1) Receipt of USAID comments (November 25, 2014); and 2) Testing of survey questionnaires (December 1-2, 2014)

**Task 4: Initial Meetings**

Subtasks: Interviews with staff of USAID in Ukraine and Moldova, of the implementing partner, FHI360, and of its key program partners (to be scheduled prior to team's arrival in Moldova); Submission of Final Work Plan

Task Leader: Team Leader

Inputs: Team members, USAID and FHI360 staff

Scope of Work: Present in-briefing at USAID/Moldova. Consult with USAID to review methodology, and more generally discuss comments on the draft Work Plan. Discuss the contextual situation related to elections, and any challenges that may pose to the evaluation. Meet with FHI360 to be briefed on the Program, discuss evaluation plans and solicit required information. Conduct initial interviews with FHI360 and core partners (CMPs). Revise and finalize Work Plan and Evaluation Research Design, to be re-submitted after receiving USAID comments.

Start/Finish Date: December 3-5, 2014

Challenges: Finalizing work plan on a tight schedule; securing sufficient time with core program informants in the wake of parliamentary elections.

Milestones: 1) In-Briefing with USAID (December 3, 2014); and 2) Final Work Plan Submitted (December 5, 2014)

**Task 5: Data Gathering Activities**

Subtasks: Continue with review of documents as they are received; train survey enumerators for mini-survey; train FGD moderators; interviews with key informants; mini-survey implemented; focus groups implemented.

Task Leader: Team Leader

Inputs: Team members, USAID staff, and Program stakeholders, partners, beneficiaries

Scope of Work: Collect quantitative and qualitative data about the relevance and effectiveness of MCSSP activities relevant to the key evaluation questions. Interview USAID staff to learn more about the Program's goals, achievements and challenges. Conduct semi-structured KIIs with other stakeholders and beneficiaries (see Annex 3 for the preliminary list of key informants).

Collect data using a variety of methods and tools including semi-structured KIIs, FGDs and mini-surveys. Survey instruments and other questionnaires will be translated into Romanian, and into Russian as needed. The telephone survey instrument will be tested the week prior to data collection and administered by IMAS between December 8 and 20, after being trained by the Evaluation Specialist on December 4-6. FGDs will also be organized, moderated and reported on by IMAS during those dates. The Evaluation Specialist will supervise the work of IMAS from start to finish, including daily contacts after she has departed Moldova.

The Team Leader (accompanied by an interpreter) and the Local Expert will work in two teams to conduct up to 60 KIIs in Chisinau and at least seven additional cities and towns in Moldova. Notes from those interviews will be used for analysis of data and drafting the evaluation report, along with FGD reports and survey data. Per the SOW, the Team Leader will update the USAID COR for the evaluation in writing weekly on the progress of the evaluation.

Start/Finish Date: December 5-18, 2014

Challenges: Carefully craft and ask questions in order to gauge the experiences and perceptions of informants and avoid any association with political situation/elections. The ET will be cognizant of response biases and preconceptions, and identify and probe unverified findings.

Milestones: 1) KIIs conducted; 2) Mini-surveys implemented; 3) FGDs conducted.

Output: Unanalyzed raw data from KIIs, mini-surveys, and FGDs.

**Task 6: Data Analysis and Out-briefing**

Subtasks: Initial data analysis; Out-Briefing with USAID

Task Leader: Team Leader

Inputs: Team members, USAID staff

Scope of Work: Begin analyzing the raw qualitative and quantitative data collected using established evaluation techniques and industry standard data analysis tools. Use triangulation as much as possible to ensure data validity and enhance reliability. Use information collected by direct observation to check for discrepancies between what people say and what they do, and integrate gender into data analysis. Identify key results and challenges of Program in relation to evaluation questions. Present initial findings to USAID and key Program stakeholders in separate debriefings before departure.

Start/Finish Date: December 19-22, 2014

Challenges: Complete survey and focus group data may not yet be available at this time. Impacts will be perceived differently by different people, depending on their interests or role in the Program. The team will work to identify biases from respondents in order to minimize their impact.

Milestones: 1) Initial data analysis; and 2) Out-briefings with USAID and other stakeholders (December 22, 2014)

Output: Initial analysis of data; PowerPoint briefing on initial findings and conclusions.

**Task 7: Data Analysis and Report Preparation**

Subtasks: Complete data analysis, write and submit Draft Evaluation Report; incorporate and address USAID's comments; submit final Evaluation Report

Task Leader: Team Leader

Inputs: Team members, USAID staff

Scope of Work: Conduct full data analysis, including comparison of findings emerging from different research methods. Anonymize survey datasets and FGD transcripts for delivery to USAID. Write and submit Draft Report to USAID for review. The report will include an executive summary, purpose of the evaluation, Program background, core evaluation questions, methodology, findings, conclusions, and recommendations. Revise as needed based on USAID comments, and submit final report.

Start/Finish Date: December 29, 2014 - February 13, 2015

Milestones: 1) Submit Draft Report to USAID (January 9, 2015); and 2) Submit Final Report to USAID (anticipated February 13, 2015 based on receipt of comments by January 30)

Output: Final MCSSP Evaluation Report with USAID comments integrated and addressed

#### 4. EVALUATION METHODOLOGY

The Evaluation Team recognizes that the credibility of evaluation findings, conclusions and recommendations rest substantially on the quality of the research design as well as data collection methods and analysis used. Both

quantitative and qualitative research methods will be used to gather data to answer the targeted questions posed by USAID. Four main methods will be used to gather data: Document Review, KIIs, Mini-surveys, and FGDs. Information from these four methods will be triangulated to ensure consistent findings. Discrepant observations and data will be noted and used as well. Although the Program has already ended and therefore actual activities will not be taking place during the data collection period, the ET will carry out some direct observation of assisted CSOs when visiting their premises for interviews, in particular by requesting to see examples of tools or publications that the Program has helped them to develop. Once data is collected, it will be analyzed and the results will be included in the report.

The ET was provided by USAID with a list of 52 grantee organizations as potential subjects of the evaluation. Five of those were later identified in conjunction with FHI360 as media entities that were funded by MCSSP to help raise the visibility and improve the public image of CSOs in Moldova and did not receive capacity building support. Since those five did not receive the same types of Program support as the other entities, the ET has not included them as “assisted CSOs” within the meaning of the evaluation questions.<sup>23</sup> Therefore, although some will be included in data collection activities related to their role in the Program, they will not be studied as primary beneficiaries of MCSSP. This means that 47 “assisted CSOs” that received Program funding will be the focus of the evaluation.

#### 4.1 Document Review

The first of the complementary data-collection methodologies to be employed will be a detailed document review.

The ET will review a comprehensive set of documents on MCSSP, made available by USAID and FHI360, starting with the original Program Description and including documents related to the later extension of the Program. The team will also make use of all MCSSP reporting documents, with particular attention to the four annual reports submitted to USAID and the final Program report, including attachments. In addition, the team will use the monitoring and evaluation framework (the Performance Monitoring and Evaluation Plan or PMP), the four annual workplans, as well as any other relevant documentation provided. Documents will be reviewed systematically to understand the program’s context, objectives, strategies, main activities, key stakeholders and beneficiaries, and to get a preliminary idea of its results and challenges. This will serve as a vital preliminary step needed to design valid instruments for the subsequent stages of data collection and to identify suitable informants. Document review will be supplemented by initial interviews (by phone or in person) with key FHI360 staff to better understand the parameters of the Program.

#### 4.2 Key Informant Interviews

The second data-collection methodology will be semi-structured interviews with key informants knowledgeable about MCSSP objectives, activities, beneficiaries and/or outcomes.

Based on the document review and initial exchanges with USAID and FHI360, the ET will develop semi-structured KII protocols and questionnaires to be used to collect valid and reliable data from the implementing agency, collaborating and targeted CSOs, and other selected organizations and individuals relevant to the Program’s goals and the evaluation questions. An estimated 60 interviews will be held in at least 10 locations where assisted CSOs carried out activities or had contact with stakeholders.<sup>24</sup>

Mr. Onica will work with the logistics specialist in Chisinau to schedule meetings with key informants for interviews lasting between 45 minutes and 1.5 hours (depending on the informant and the need for interpretation). The preliminary list of evaluation questions that will be asked and interview protocol will be finalized after the in-brief with USAID in Moldova and discussion with FHI360 to ensure that the instrument will collect valid and reliable data that directly targets the core questions for the evaluation.

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<sup>23</sup> The media entities excluded from the definition are: Info-Prim Neo, "Flortv" and "FlorFm", Media-Art, Newspaper SP and AICI Network Broadcasters Association.

<sup>24</sup> Comrat, Tiraspol, Cahul, Causeni, Orhei, Ungheni, Balti, Sorooca, Rezina, and Chisinau.

Interviews will be conducted in English, Romanian or Russian by Mr. Onica and Ms. Reimer (the latter supported by an interpreter, as needed). Lists of questions that will guide those interviews can be found in Annex 6. The interview protocol will start by explaining the purpose of the interview and assuring respondents of confidentiality, as a standard best practice in evaluation. Interviewees will be given the option of having their names listed in the informant list that will be annexed to the evaluation report. The ET will take notes on these interviews, however the data will be stripped of any identifying information during the analysis and reporting so that no comments or findings can be attributed to individuals or organizations.

### 4.3 Mini-surveys

The third of the four complementary data-collection methodologies to be employed will be mini-surveys of assisted CSOs, non-assisted CSOs, and citizens. The ET will develop three mini-surveys to solicit valid, reliable information from the broadest possible range of informants in the limited time available.

Information from these diverse informants will be key to understanding the Program’s successes and challenges in supporting a constituent-driven, effective, and financially viable civil society sector. The assisted-CSO survey will have the same questions as the non-assisted CSO survey, with additional modules posing specific questions regarding their experience with the Program. The main purpose of those two surveys will be to measure the effectiveness of the Program and compare the current capabilities and practices of assisted CSOs (at the national and local level) with similar CSOs that did not receive any support from the Program. A third mini-survey will query Moldovan citizens in the communities where mini-surveys of CSOs have been carried out on their perceptions of whether, when, and how CSOs represent them and their interests.

The survey instruments will first be developed in English for review by the Mission, before being translated into Romanian and Russian. Final versions all three survey instruments can now be found in Annex 6. The surveys will be fielded through computer-assisted telephone interviewing (CATI), which generally have higher response rates than web-based surveys, and enable delivery of the dataset within a short timeframe. The full system will be piloted prior to the main data collection. Data will be directly entered into the computer during the phone interview using software that allows only entry of valid answer options and has programmed logic checks. The full dataset will be produced immediately upon completion of the last interview. Survey questions will have mostly closed responses, thus minimizing the need for translating responses back into English. Enumerators will assure respondents that their identities will be kept confidential (no names will be recorded) to encourage frank and open answers.

As mentioned above, there are 47 “assisted CSOs” to be studied by the evaluation. This means a total sample size for this survey of 47 assisted CSOs based in 12 cities of Moldova. Of those CSOs, 24 are based in Chisinau, and 23 outside of Chisinau.

The ET will identify a list of comparable CSOs by matching them with the assisted CSOs as closely as possible on the following criteria:

1. Size of the CSO: based on whether they typically receive larger grants from donors or smaller grants.
2. Geographic location
3. Sector of work
4. Date of CSO registration

IMAS has extensive experience polling citizens throughout Moldova. They will use their methodology for reaching citizens in each of the 12 cities where assisted CSOs are based.<sup>25</sup> The sample of citizens was determined proportional to the number of assisted CSOs in each city for a target of 5 citizen responses per assisted CSO. The final sample size of citizens is 115 individuals in Chisinau and 115 outside of Chisinau.

**Table 1. Mini-survey sample sizes**

Data Collection Instrument	Sample Size
Mini-survey of assisted CSOs	47 CSOs
Mini-survey of non-assisted CSOs	47 CSOs

<sup>25</sup> Comrat, Tiraspol, Cahul, Causeni, Orhei, Ungheni, Balti, Soroca, Rezina, Soldanesti, Straseneni and Chisinau.

Mini-survey of citizens	230 individuals
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#### 4.4 Focus Group Discussions

The fourth and final data-collection methodology will be moderated FGDs. The ET will design focus group protocols and instruments to guide six FGDs with four different sets of MCSSP stakeholders. Eight participants will be targeted with each discussion, for an estimated total of 48 informants. The FGDs will assist in gathering more in-depth qualitative information from middle managers, finance staff and beneficiaries of assisted CSOs, and in seeking feedback on capacity building support and recommendations from leaders of non-assisted CSOs. The distribution of focus groups is provided in Table 2 below.

**Table 2. Distribution of focus groups**

Focus Group Participants	Number of FGDs	
	Chisinau	Outside Chisinau
Finance staff of assisted CSOs	1	
Middle managers of assisted CSOs	1	
Beneficiaries of assisted CSOs	1	1
Leaders of non-assisted CSOs	1	1
<b>Total</b>	<b>4</b>	<b>2</b>

FGDs will be implemented in Romanian or Russian by experts from IMAS. The questions that will be used to guide the focus group discussions are included in Annex 6. Participants will be fully informed about the purpose of the evaluation and the audience for the report. Participants will also be assured that their names and organizations will not be connected to any particular points raised in the discussions, and that their comments will not be used in such a way that their statements can be attributed back to them or their organizations. IMAS will record the discussions and will then transcribe and translate them into English. However, a note-taker will also be available in each FGD to take detailed notes, in case informants do not agree to the recording or there are technical difficulties.

#### Finance staff of assisted CSOs

The Program invested significant effort in building financial management capacity and skills. These focus groups will discuss Program contributions to financial management and accounting systems as well as financial sustainability. Questions will ask about the utility of the training, mentoring and other MCSSP support, improvements in organizational capabilities, and whether new practices were promoted and adopted.

#### Middle managers of assisted CSOs

Middle managers or other program staff of assisted CSOs (Project Coordinators or Managers) will discuss MCSSP contributions to human resources, financial management, accounting, and monitoring and evaluation systems as well as financial sustainability, triangulating information from the FGDs with CSO finance staff. They will particularly discuss any new practices related to involvement of citizens and representation of citizen views, and how gender is taken into account in their planning and activities.

#### Beneficiaries of assisted CSOs

Beneficiaries of assisted CSOs will elicit the important perspective of the target of the citizen engagement activities. They will provide a direct perspective on the level of beneficiary engagement by assisted CSOs, an outsider view on the level of gender consideration in CSO activities and strategies, and a public view on the relevance and visibility of CSOs' work.

#### Non-assisted CSOs

Focus groups of non-assisted CSOs will provide a peer perspective of assisted CSOs. They will discuss the visibility and credibility of assisted CSOs working in their sector or their community, and whether they see any changes in advocacy efforts and engagement of the community since the start of MCSSP. Those invited to the focus groups will be screened to make sure they are familiar with the activities of the assisted CSOs in their communities or sector.

#### 4.5 Addressing Limitations

The context of Moldova, the evaluation budget, time constraints, and the evaluation methods – as with all methods – pose certain limitations to the validity and reliability of the data collected by the ET. Potential constraints on data collection include:

- Respondent concerns about disclosure of sensitive information
- Unavailability of informants who may be involved in activities related to the parliamentary elections on 30 November, and possible unrest following the elections
- Inability to attribute observed differences between assisted CSOs and non-assisted CSOs from the survey data to the MCSSP program due to the lack of baseline data that would allow a calculation of change over time and the difference-in-difference (change over time in assisted CSOs compared to the change over time in the non-assisted CSOs)
- Unobserved biases in respondents
- Recall bias, especially among informants who were not actively involved in the later stages of MCSSP
- Potential confusion between the activities and outcomes of MCSSP and the current USAID civil society strengthening program, also being implemented by FHI360
- Limited knowledge of MCSSP approaches and assisted CSOs, especially for organizations/individuals that have not interacted directly with the Program.

The ET will minimize the effects of these limitations by:

- Assurances of confidentiality to informants
- Daily monitoring of context immediately prior to and following elections, in collaboration with USAID
- Obtaining and triangulating opinions on changes in assisted CSOs over time and the contribution of the MCSSP program to these changes from a variety of different sources: the assisted CSOs themselves, program implementers, CSO beneficiaries, non-assisted CSOs, citizens, and government officials.
- Re-verification of informant availability prior to appointments, in the case of those involved in election-related activities
- Accurate understanding of the categories of respondents interviewed, surveyed, and participating in FGDs
- Design of specific questions for organizations and individuals that are not completely knowledgeable about the Program, to ensure optimal relevance of questions.
- Triangulation of information gained through different methods of data collection

#### 4.6 Data Analysis and Report Writing

After collecting data using the above methods, the ET will proceed with data analysis. Descriptive statistics will be generated from the survey data, and qualitative data transcripts of focus groups, where available, will be coded using NVivo software and summarized. The ET will particularly assess differences and similarities among categories of respondents (men and women; assisted and non-assisted CSOs; CSOs that have received different types of support from the Program; CSOs and citizens from different regions and cities, etc.).

The ET will draft a PowerPoint presentation on initial findings and conclusions for the USAID debrief in Chisinau based on the team's initial analysis of these data. Most data will not yet have been fully analyzed at this point, so findings should be considered to be preliminary at that point. If the key MCSSP implementers (FHI360 and four CMPs) are available and interested, the ET will also hold a preliminary debrief with them to solicit their feedback on initial findings, conclusions and recommendations, and to inform them of the next steps of the evaluation process.

After the ET out-brief, analysis of the data will be completed, led by the Team Leader, which will allow for drafting complete findings (supported by concrete evidence), conclusions based upon those findings, and recommendations that flow from the conclusions. The ET will then provide a final evaluation report after obtaining input from USAID.

## SELECTED WORK PLAN ANNEXES

### Annex I to Workplan

#### Initial List of Stakeholders for Key Informant Interviews

	Organization	Name and Position
<b>USAID</b>		
3-4 KII	USAID Ukraine	Peter Luzik, Program Development Specialist or other recommended informant
	USAID Moldova	Kent Larson, Country Director (if available)
		Ina Pislaru, Senior Democracy Specialist, AOR of MCSSP
		Jeff Bryan, former General Development Officer
<b>MCSSP Implementer</b>		
3-4 KII	FHI360	Anatol Beleac, Former COP and Deputy COP of MCSSP
		<b>Morana Smodlaka Krajnovic, Former Chief of Party MCSSP</b>
		Angela Vacaru (Capacity Building Manager)
		Serghei Busuioc (Grants Manager)
<b>Consortium of Moldovan Partners</b>		
4-5 KII	Center for Organisational Training and Consultancy (CICO)	Tatiana Tarelunga, former Executive Director and/or Elena Levinta, Project Manager
	Resource Center of Moldovan Nongovernmental Organisations for Human Rights (CREDO)	Serghei Ostaf
	National Assistance and Information Center for NGOs in Moldova (CONTACT Center)	Serghei Neicovcen, Director
	Center for Partnership Development (CPD)	Alexi Buzu, Director (also President of NGO Council)
<b>Other Program Partners and Grant Recipients</b>		
4-5 KII	European Center for Non-Profit Law	<b>Hanna Asipovich, Policy Officer, or</b> Nilda Bulain (now with ICNL)
	Media outlet supported to promote CSO visibility	Possible: Alina Radu, Director of Ziarul de Garda newspaper and Association of Independent TV Journalists
	Caraseni Consulting (mentoring of CSOs on organizational development)	Gheorghe Caraseni, Director
	Parc Communications	Lidia Polcanova, Project Director
	EveryChild	Stela Grigoras, Director or Daniela Mamaliga, Program Director
<b>Agenda for Change Partner CSOs (sample of at least 10)</b>		
Chisinau	Legal Assistance Center for People with Disabilities	Vitalie Mester, Executive Director
3-4 KII	Association of Independent Press	Petru Macovei, Executive Director
	Motivație	Igor Meriacre, Director
	National Center for Child Abuse Prevention (CNPAC)	Daniela Simboteanu, Executive Director
Northern Region 2-3 KII	Young Economists Center "Certitudine"	Eugeniu Graur (Director)
	Public Association "Soarta"	Asea Railean, Project Coordinator
	Contact Balti	Vlad Ghitu (Director)
Southern	Contact Cahul	Silvia Strelciuc (Director)

	<b>Organization</b>	<b>Name and Position</b>
Region 2 KII	Association of Psychologists Tighina	Ludmila Afteni (Director)
Central Region 2 KII	Regional Center for Sustainable Development (CRDD)	Svetlana Ciobanu (Director)
	Rural Development Agency – Center	Anatol Bucatca
Transnistria 2 KII	Rodolubet	Olga Nikolaeva
	Media Center	Liuda Dorosenco
<b>Inspire Program CSO grantees (sample of at least 10)</b>		
Chisinau 3-4 KII	Center for Independent Journalism	Corina Cepoi, former director or Nadine Gogu, Director
	Information Resource Center “Common Home”	Dmitrii Gavrilov, Director
	Organization for Reform and Development in Educational System (ORDSE)	Mihai Calalb, Director
	National Youth Council of Moldova (CNTM)	Aurelia PETROV, Director
Northern 1-2 KII	"Habitat", (Rezina)	Valeriu Rusu, Director
Southern 3 KII	Public Movement of Women with Large Families and Women-Entrepreneurs of Gagauzia	Antonina Vacarciuc
	Pilgrim Demo	Mihail Sirkeli
	Biaz Gul	Alexandr Zavrucico
Central 1-2 KII	Community Foundation Ungheni	Valeriu Botnari (Director)
<b>National civil society actors and experts (not targeted by MCSSP)</b>		
4-5 KII	Coalition for Volunteering	Victoria Morozov
	National NGO Council	Antonița Fonari (of Resource Center Young and Free)
	<b>National Youth Council</b>	Alex Petrov, Secretary General
	Alliance/Network of Organizations Active in the Protection of Children and Women	Stela Vasluian, President
	<b>National Council for Participation</b>	Sorin Mereacre (former Chairman, now at East Europe Foundation)
<b>Donor and International Aid Organizations</b>		
3-4 KII	Soros Foundation	Elena Lesan, Program Director (Gender and Local Development) or Olga Crivoliubic, Program Director (Good Governance)
	European Union	Mindaugas Kacerauskis, Policy Officer
	Swedish Organization for Individual Relief	Silvia Apostol, Director
	East Europe Foundation	Andrei Brighidin, Director for Development, Monitoring and Evaluation
	US Embassy (Small Democracy Grants)	Stelian Rusu, Grants Specialist
	Promo Lex (Transnistria focus)	Ion Manole, Director
<b>Moldovan state and state affiliated actors</b>		
3-4 KII	<b>Parliament</b>	<b>Liliana Palihovici, Deputy Chairman</b>
	<b>Ministry of Justice</b>	<b>Daniela Vidaicu, Chief of Cabinet</b>
	State Chancellery of Moldova	Lucretia Ciurea, contact for National Participation Council and CSOs
	<b>Ministry of Youth and Sports</b>	<b>Ion Donea, Head of Youth Programmes Department</b>

	<b>Organization</b>	<b>Name and Position</b>
<b>Local government actors</b>		
Northern Region 2 KII	<b>Regional Development Agency “North” – Balti</b>	Ion Bodrug
	<b>Mayorality of Singerei</b>	Lucia Cucos, Deputy <b>Mayor</b>
Southern Region 2 KII	Mayors’ Association of Cahul District	Ion Dolganiuc, President
	Pelenei village	Nina Munteanu, Mayor
Central Region 1-2 KII	Mayorality of Ungheni	Alexandru Ambros, Mayor
	Youth Policy General Directorate, Ialoveni District Council	Victor Pletosu, Head of Department
Transnistria 1 KII	Local government of Varnita	Svetlana Budistean(youth directorate)
<b>Other local level actors (non-assisted CSOs, media outlets, women’s groups, etc.)</b>		
Northern Region 3-4 KII	Alliance of Community Centres for Access to Information and Training from Moldova	Victor Koroli, Director
	Dacia Regional Center	Ion Babici, Director
	Association “Mostenitorii”	Nicolae Moscalu, Director
	Pro Business Nord	Elena Rososenco, Director
Southern Region 3-4 KII	Community Foundation Cahul	Anatol Nebunu, Director
	Dialog Cahul	Nicolae Dandis
	Femida, Women’s Business Association	Anna Grigorencu
	Pro Europa Center	Liudmila Mitioglo
Central Region 3 KII	Association “Employers’ House” Ungheni	Serghei Cladco, President
	Info Business CSO	Sergiu Scutaru, Director
	Association “Pro Democratia”, Orhei	TBD
Transnistria 2 KII	Rezonans CSO	Iuliana Abramova
	Independent Journalist	Janna Meazina

## Annex 2 to Workplan

### Definition of Evaluation Questions

**Question 1a. Did the ability of assisted CSOs to represent citizen interests improve significantly during the period of implementation of MCSSP?**

**1b. If so, to what extent do the assisted CSOs perceive that the improvement was related to/caused by the activities or support of MCSSP?**

**1c. Which MCSSP activities and types of support do assisted CSOs perceive as having had the most impact on their ability to represent citizen interests, and why?**

For purposes of the evaluation, in consultation with USAID it has been determined that analysis of the “ability to represent citizen interests” referred to in these questions (as well as Questions 2a and 2b) will focus on the following key elements:

1. Identification by assisted CSOs of constituencies and recognition of citizen interests
  - a. Efforts (and use of tools) to identify those interests, including research and consultations
  - b. Reflection of those interests in CSO core documentation, such as the mission, strategic plans, and major project proposals
2. Visibility and public image of assisted CSOs
3. Interaction by assisted CSOs with authorities and decision makers on behalf of citizens
  - a. Incorporation of citizen views in advocacy plans and activities
  - b. Credibility in dealing with decision makers

**Question 2a. Which practices/behaviors promoted by MCSSP did the assisted CSOs adopt to better represent citizen interests?**

**Question 2b. In particular, which practices/behaviors were adopted by assisted CSOs to take into account gender-related differences and issues in their representation of citizen interests?**

Based on consultation with FHI360 and review of program documents, the practices and behaviors that will constitute the focus of the evaluation in these two sub-questions have been defined as follows:

#### **Practices for representing citizen interests:**

1. Specific reference to information derived from consultations with citizens in project proposals.
2. Use of Community Scorecards for identifying relevant issues to be tackled by advocacy or services.
3. Use of Advocacy Circles: inclusive mechanisms allowing participation of citizens and other stakeholders when identifying advocacy issues, then implementing and evaluating advocacy actions.
4. Provision of feedback to communities, citizens and other stakeholders regarding how the CSO has worked to address the needs they have expressed and the result of their intervention.
5. Use of online communication tools, including organizational websites, blogs, Facebook pages, and other social media.
6. Inclusion of constituency or target group representatives on their boards and/or staff (people with special needs on the Board of a CSO with that focus, etc.)
7. Solicitation of detailed feedback from participants in trainings, through training evaluation forms or other mechanisms.
8. Organization of public events on priority issues, which allow participation of citizens and stakeholders in the discussion of those issues.

#### **Practices related to gender:**

1. Use of an internal gender audit tool, to assess gender mainstreaming in their structures, policies and practices.
2. Disaggregation of research data and project results according to gender.
3. Use of gender-friendly practices in the composition of their board and staffing.
4. Use of gender-friendly terms and images in their communications.

**Question 3a. Did the ability of assisted CSOs in the following areas improve significantly during the period of implementation of MCSSP?**

- **Accounting and financial management practices**
- **Human resources management**
- **Monitoring and evaluation**
- **Financial sustainability**

**3b. If so, to what extent do the assisted CSOs perceive that the improvement was related to/caused by the activities or support of MCSSP?**

**3c. Which MCSSP activities and types of support do assisted CSOs perceive as having had most impact on their abilities in those areas, and why?**

Based on review of program documents, it is proposed that analysis of financial sustainability by the evaluation will focus on the proportion of assisted CSO funding derived from international and local sources, as well as CSO income generation activities, sources of in-kind contributions, and volunteer support. The evaluation will also take into account whether legislative reforms promoted by MCSSP are perceived by assisted CSOs to have contributed to their financial sustainability.

**Question 4. Which practices/behaviors promoted by MCSSP did the assisted organizations adopt to strengthen their internal governance systems (including but not limited to the four areas listed in Q. 3a)?**

In addition to practices related to accounting, human resources, monitoring of results and financial sustainability, the evaluation of this question will focus on internal governance practices related to the composition and functioning of the board of directors, as well as strategic planning.

With respect to practices and behaviors related to financial management and accounting, based on consultation with FHI360, the evaluation will focus on the following core elements promoted by the program:

1. Use of the IC accounting software (or comparable software adapted to CSO requirements).
2. Adoption and implementation of a policy on segregation of duties and powers related to financial management.
3. Adoption and implementation of a comprehensive organization-level financial management policy (including both accounting and procurement procedures)

## Annex 3 to Workplan

MCSSP Evaluation Design Matrix			
Research Questions & Sub-Questions	What to Look At for Valid and Reliable Answers	Data Sources	Data Collection Methods
1a. Did the ability of assisted CSOs to represent citizen interests improve significantly during the period of implementation of MCSSP?	Documentation of changes in CSO ability to represent citizen interests Assisted CSO reported capability rating in engaging constituents and representing their interests before the MCSSP program and at present Citizen, national and local government, donors, implementation partners, and expert perceptions of change in CSO representation of citizen interests in their communities and in the country. Visibility and public image of CSOs	Program documentation: work plans, performance monitoring and evaluation plan, quarterly and annual reports, other reports IPP Barometer of Public Opinion (annual survey that measures public perception of CSOs) Former FHI 360 staff and partners Representatives of USAID and other civil society donors Assisted CSO managers and staff. Non-assisted CSO managers and staff Citizen beneficiaries of assisted CSOs National and local government stakeholders Other civil society stakeholders (media outlets, women's groups, etc.)	Document review KIs with assisted CSO leaders, USAID staff, FHI 360 staff and partners, national and local government, donors, experts, and other civil society stakeholders (media outlets, women's groups, etc.) FGDs with citizen beneficiaries non-assisted CSOs, and assisted CSOs Mini-surveys of assisted CSOs and citizens
1b. If so, to what extent do the assisted CSOs perceive that the improvement was related to/caused by the activities or support of MCSSP?	Perception of assisted CSOs of contribution of MCSSP to any improvement in ability to represent citizen interests	Assisted CSO managers and staff Former FHI 360 staff and partners	Mini-survey of assisted CSOs FGDs with assisted CSOs KIs with FHI 360 staff and partners, and assisted CSOs
1c. Which MCSSP activities and types of support do assisted CSOs perceive as having had the most impact on their ability to represent citizen interests, and why?	Perception of assisted CSOs of the utility of the different types of MCSSP support Perception of program implementation partners of the most effective MCSSP activities and support	Assisted CSO managers and staff. Former FHI 360 staff and partners	Mini-survey of assisted CSOs FGDs with assisted CSOs KIs with FHI 360 staff and partners, and assisted CSOs
2a. Which practices/behaviors* promoted by MCSSP did the assisted CSOs adopt to better represent citizen interests?	CSO documentation of practices/behaviors adopted by assisted CSOs with MCSSP support Assisted CSO activities that engage their constituents or research their needs or interests	Program documentation: work plans, performance monitoring and evaluation plan, quarterly and annual reports, other reports Assisted CSO managers and staff Former FHI 360 staff and partners Non-assisted CSOs, and citizen beneficiaries of assisted CSOs National and local government stakeholders	Document review Mini-survey of assisted CSOs KIs with assisted CSOs leaders, FHI 360 staff and partners, volunteers FGDs with citizen beneficiaries assisted CSOs, non-assisted CSOs Direct observation
2b. In particular, which practices/behaviors were adopted by assisted CSOs to take into account gender-related differences and issues in their representation of citizen interests?	CSO documentation of gender-focused activities Assisted CSO activities currently implementing that take gender into account Female citizen perceptions that their interests are being represented by CSOs in their communities	Program documentation: work plans, performance monitoring and evaluation plan, quarterly and annual reports, other reports Assisted CSO managers and staff	Document review Mini-survey of assisted CSOs KIs with assisted CSOs leaders and managers, FHI 360 staff and partners

**MCSSP Evaluation Design Matrix**

<b>Research Questions &amp; Sub-Questions</b>	<b>What to Look At for Valid and Reliable Answers</b>	<b>Data Sources</b>	<b>Data Collection Methods</b>
	Number of women in CSO leadership positions (board or staff)	Former FHI 360 staff and partners Citizen beneficiaries of assisted CSOs	FGDs with citizen beneficiaries, assisted CSOs Direct observation
3a. Did the ability of assisted CSOs in the following areas improve significantly during the period of implementation of MCSSP? •Accounting and financial management practices •Human resources management •Monitoring and evaluation •Financial sustainability	CSO documentation of changes in accounting, human resources, M&E, and funding abilities Assisted CSO reported capability ratings in accounting, human resources, M&E, and fundraising before the MCSSP program and at present. FHI 360 and implementing partners' and donor perceptions of improvements in assisted CSOs capabilities	Program documentation: work plans, performance monitoring and evaluation plan, quarterly and annual reports, other reports Europe and Eurasia CSO Sustainability Index ratings Organizational Development Assessment Tool (ODAT) baseline and annual ratings (if able to obtain) Representatives of USAID and other civil society donors Assisted CSO managers and staff Former FHI 360 staff and partners	Document review Mini-survey of assisted CSOs KIs with USAID staff, FHI360 and partner staff KIs with assisted CSO leaders FGDs with CSO staff
3b. If so, to what extent do the assisted CSOs perceive that the improvement was related to/caused by the activities or support of MCSSP?	Comparison of assisted and non-assisted CSO financial management and accounting, human resources, M&E systems, and diversity of funding sources Perception of assisted CSOs of contribution of MCSSP to any improvement in capabilities related to financial management and accounting, human resources, M&E, fundraising, and internal governance	Assisted CSO managers and staff Former FHI 360 staff and partners	Mini-survey of assisted and non-assisted CSOs FGDs with assisted CSOs KIs with FHI 360 staff and partners, assisted CSOs
3c. Which MCSSP activities and types of support do assisted CSOs perceive as having had the most impact on their abilities in those areas, and why?	Perception of assisted CSOs of the utility of the different types of MCSSP support Perception of program implementation partners of the most effective MCSSP activities and support	Assisted CSO managers and staff. Former FHI 360 staff and partners	Mini-survey of assisted CSOs FGDs with assisted CSOs KIs with FHI 360 staff and partners
4. Which practices/behaviors promoted by MCSSP did the assisted organizations adopt to strengthen their internal governance systems (including but not limited to the four areas listed in Q. 3a)?	Documentation of changes in CSO internal governance systems and procedures Assisted CSO financial management, human resource and M&E systems Assisted CSO board composition and activities	Program documentation: work plans, performance monitoring and evaluation plan, quarterly and annual reports, other reports Assisted CSO managers and staff Former FHI 360 staff and partners Representatives of USAID and other civil society donors	Document review Mini-survey of assisted CSOs KIs with USAID staff, FHI 360 staff and partners and assisted CSOs FGDs with assisted CSOs Direct observation

## **ANNEX H – List of Assisted CSOs**

<b>Consortium of Moldovan Partners</b>			
CONTACT Center	National Assistance and Information Center for NGOs in Moldova	CMP+	Centrul Național de Asistență și Informare a ONG-urilor din Moldova CONTACT
CICO	Center for Organisational Training and Consultancy	CMP+	Centrul pentru Instruire și Consultanță Organizațională
CPD	Center for Partnership Development	CMP+	Centrul Parteneriat pentru Dezvoltare
CReDO	Resource Center of Moldovan Nongovernmental Organisations for Human Rights	CMP (no Year 4)	Centrul pentru Resurse in Drepturile Omului
<b>Agenda For Change Partners</b>			
API	Association of Independent Press	ACP+	Asociația Presei Independente
ATVJI	Association of Independent TV Journalists	ACP+	Asociația Televizioniștilor Independenți
CAJPD	Center of Legal Assistance for Persons with Disabilities	ACP+	Centrul de Asistență Juridică pentru Persoanele cu Dizabilități
CNPAC	National Center for Child Abuse Prevention	ACP+	Centrul Național pentru Prevenirea Abuzului față de Copii
TDV	Youth for the Right to Life	ACP+	Tinerii pentru Dreptul la Viață
APT	Association of Psychologists Tighina	ACP+	Asociația Psihologilor din Tighina
CRDD	Regional Center for Sustainable Development	ACP+	Centrul Regional de Dezvoltare Durabilă
CONTACT Cahul	"Contact" Regional Center of Assistance and Information for NGOs, Cahul	ACP+	Centrul Regional de Asistență și Informare Cahul-Contact
CTJM	Center of Young Journalists of Moldova	ACP (no Year 4)	Centrul Tinerului Jurnalist din Moldova
Rodolubec	Rodolubec	ACP (no Year 4)	Rodolubec
Soarta	Public Association "Soarta"	ACP (no Year 4)	Asociația Publică Soarta
CONTACT Bălți	"Contact" Regional Center of Assistance and Information for NGOs, Bălți	ACP (no Year 4)	Centrul Regional de Informare și Asistență Tehnică CONTACT, Bălți
ADR (Orhei)	Rural Development Agency-Center	ACP (no Year 4)	Agenția de Dezvoltare Rurală Centru
Every Child	Partnerships for Every Child	ACP (no Year 4)	Parteneriate pentru fiecare copil
<b>Inspire Program CSO grantees</b>			
Motivație	"Motivation" Association	IP+	Asociația Obștească Asociația "Motivație" din Moldova
Pro-Comunitate	"Centrul Pro-Comunitate" Association	IP+	Asociația Obștească "Centrul Pro-Comunitate"
Tineri și Liberi	Resource Center "Young and Free"	IP+	Centrul de Resurse "Tineri și Liberi"
Certitudine	Center for Assistance and Information of Young Economists "Certitudine"	IP+	Organizația Obștească Centrul de Informare și Suținere a Tinerilor Economisți "Certitudine"
Media Center	"Media Center" Association	IP+	AO "Centrul Media"
SIDO SRM	International Society of Human Rights - Republic of Moldova	IP	Societatea Internațională a Drepturilor Omului -Sectia din Republica Moldova

CNRLT	National Resource Center for Youth workers	IP	Centrul Național de Resurse pentru Lucrătorii de Tineret
CNTM	National Youth Council of Moldova	IP	Consiliul Național al Tineretului din Moldova
ITGM	Private Institution "Youth Institute Governor of Moldova"	IP	Instituția Privată "Institutul Tineretului Guvernator din Moldova"
ICCD	International Committee for Civic Diplomacy	IP	AO "Comitetul Internațional pentru Diplomație Civică"
CAPC	Centre for the analysis and prevention of corruption	IP	Centrul de Analiză și Prevenire a Corupției
EcoContact	NGO "EcoContact"	IP	Asociația Obștească "EcoContact"
ORDSE	Organization for the Reform and Development of Educational System in Moldova	IP	Asociația Obștească Organizația pentru Reforma și Dezvoltarea Sistemului Educațional
Casa Comună	Informational and Resource Center "Common House "	IP	Centrul de Informare și Resurse „Casa Comună”
CIT	Informational Center Tighina	IP	Centrul Informațional Tighina
AFMP	Association of single parent families	IP	Asociația Familiilor Mono-Parentale
Speranta Cahul	"Hope" Association	IP	AO "Speranța"
Ograda Noastră	NGO "Our yard"	IP	ONG "Ograda Noastră"
FCU	Community Foundation Ungheni	IP	Fundația Comunitară Ungheni
ULC	NGO Legal Clinic	IP	Asociația Obștească Clinica Juridică
Biaz-Gul	NGO "Biaz-Gul"	IP	ONG "Biaz-Gul"
Inspiration	NGO "Inspiration"	IP	ONG "Inspirație"
MSFMMCI (Vesta)	Public Movement of Women with Large Families and Women-Entrepreneurs of Gagauzia	IP	Mișcarea publică a femeilor cu familii numeroase și femei - antreprenori din Găgăuzia
Pelerin-Demo	YOUTH Center Pelerin-Demo, UTA Gagauzia	IP	Centru de tineret Pelerin-Demo din UTA Găgăuzia
Initiativa	Association of Women "Initiative"	IP	Asociația Femeilor "Inițiativa"
INFO-TERRA	INFO-TERRA Association	IP	Asociație Obștească INFO-TERRA
Perspectiva	"Perspectiva" Association	IP	Asociația Obștească Perspectiva
CJI	Center for Independent Journalism	IP	Centrul pentru Jurnalism Independent
ADR Habitat	Regional Development Agency "Habitat"	IP	Agenția pentru Dezvoltare Regională "Habitat"

# **ANNEX I – List of Key Informants**

Organization		Name and Position
<b>USAID<sup>26</sup></b>		
USAID Moldova		Ina Pislaru, Senior Democracy Specialist, AOR of MCSSP
<b>MCSSP Implementer</b>		
FHI360	Anatol Beleac, Former COP and Deputy COP of MCSSP	
	<i>Morana Smodlaka Krajnovic, former Chief of Party MCSSP</i>	
	Angela Vacaru, Capacity Building Manager	
	Serghei Busuioc, IP Grants Manager	
	Stella Cotorcea, former ACP Grants Manager	
<b>Consortium of Moldovan Partners</b>		
Center for Organizational Training and Consultancy (CICO)		Elena Levinta, Project Manager
Resource Center of Moldovan Nongovernmental Organizations for Human Rights (CReDO)		Serghei Ostaf, Executive Director
National Assistance and Information Center for NGOs in Moldova (CONTACT Center)		Serghei Neicovcen, Executive Director
Center for Partnership Development (CPD)		Alexei Buzu, Executive Director (also President of National NGO Council)
<b>Other Program Partners</b>		
European Center for Non-Profit Law		<i>Hanna Asipovich, Policy Officer</i>
Parc Communications		Lidia Policanova, Project Director
<b>Agenda for Change Partner CSOs</b>		
Chisinau	Center for Legal Assistance to People with Disabilities (CAJPD)	
	Association of Independent Press API)	
	National Center for Child Abuse Prevention (CNPAC)	
	Association of Independent TV Journalists (AITVJ)	
	Partnerships for Every Child	
Northern Region	"Soarta" Public Association	Asea Railean, President
Southern Region	Contact Cahul	Silvia Strelciuc, Director
	Association of Psychologists Tighina	Ludmila Afteni, Director
Transnistria	Rodolubets	Olga Nikolaeva, Director
<b>Inspire Program CSO grantees</b>		
Chisinau	Center for Independent Journalism	
	Information Resource Center "Common Home"	
	Centre for the Analysis and Prevention of Corruption	
	National Youth Council of Moldova	
	Motivație Association	
		Nadine Gogu, Director
		Dmitrii Gavrilov, Director
		Galina Bostan, Director
		Alex Petrov, Secretary General; Aurelia Petrov, Project Manager for the IP grants
		Igor Meriacre, Executive Director

<sup>26</sup> Additional interviews were requested with several USAID personnel, but busy schedules did not permit those interviews to take place. However, various USAID staff in both Chisinau and Kiev participated actively in both the in-briefing meeting and the exit briefing.

Organization		Name and Position
Northern Region	"Habitat" Regional Development Association (Rezina)	Valeriu Rusu, Director
	"Certitudine" Center for Assistance and Information of Young Economists	Eugeniu Graur, Executive Director
	Info-Terra (Soldanesti)	Vasilie Otel, Director
	University Legal Clinic	Olesea Tabarcea, Director
Southern Region	"Vesta" - Public Movement of Women with Large Families and Women-Entrepreneurs of Gagauzia	Antonina Vacarciuc, Director
	Piligrim Demo	Mihail Sirkeli, Director
	Biaz Gul	Svetlana Georgieva, Director
	"Perspectiva" Association	Victoria Ivancioglo, Director
Transnistria	Media Center	Luiza Dorosenco, Director
<b>National civil society actors and experts</b>		
Coalition for Volunteering	Victoria Morozov, Coordinator	
National Youth Council	Alex Petrov, Secretary General (also an Inspire Program grantee)	
National NGO Council	Alexei Buzu, President (interviewed as Executive Director of CPD)	
Promo Lex (Transnistria focused donor)	Ion Manole, Director	
<b>Donor and International Aid Organizations</b>		
Soros Foundation	Elena Lesan, Program Director (Gender and Local Development)	
Swedish Organization for Individual Relief	Silvia Apostol, Country Director	
East Europe Foundation	Sorin Mereacre, President and Andrei Brighidin, Director for Development, Monitoring and Evaluation	
Embassy of United States (Small Democracy Grants)	Stelian Rusu, Grants Specialist	
<b>National government and parliament officials</b>		
Parliament	Liliana Palihovici, Deputy Chairman	
Ministry of Justice	Daniela Vidaicu, Chief of Cabinet	
State Chancellery of Moldova	Lucretia Ciurea, Head of Directorate of Foreign Assistance	
Ministry of Youth and Sports	Ion Donea, Head of Youth Programs Department	
<b>Local government officials</b>		
Northern Region	Regional Development Agency "North" – Balti	Ion Bodrug, Director
	Mayoralty of Singerei	Lucia Cucos, Deputy Mayor
Southern Region	Mayors' Association of Cahul District	Ion Dolganiuc, President (also Mayor of Colibasi village)
	Pelenei village	Nina Munteanu, Mayor
Central Region	Youth Policy General Directorate, Ialoveni District Council	Victor Pletosu, Head of Department
<b>Other local level actors (non-assisted CSOs, media, etc.)</b>		
Northern Region	Alliance of Community Centers for Access to Information and Training from Moldova	Victor Koroli, Director
	Dacia Regional Resource Center	Ion Babici, President
	Pro Business Nord	Elena Rososenco, Director
	Women's Business Association of Balti	Tatiana Puga, Director

	<b>Organization</b>	<b>Name and Position</b>
Southern Region	Community Foundation Cahul	Anatol Nebunu, Director
	Dialog Cahul	Nicolae Dandis, Director
	Pro Europa Center, Comrat	Liudmila Mitiglo, Director
	Info-Agro Sud	Anatol Perju, Director
	Cahul Express (newspaper)	Tudor Pascal, Managing Editor
	National Radio - Cahul	Agripina Manoil, Head of Cahul Office
	Impuls Center	Ludmila Covalenco, Director
Transnistria	Rezonans	Iuliana Abramova, Director

# **ANNEX J – List of Focus Group Discussion and Survey Participants**

**Table 1. Assisted CSO Survey Respondents**

<b>CSO Name</b>	<b>Acronym</b>
Centrul national de asistenta si informare a organizatiilor non-guvernamentale	CONTACT
Centru de Instruire si Consultanta Organizationala	CICO
Parteneriat pentru dezvoltare	CPD
Asociatia obsteasca asociatia psihologica Tighina	APT
Atelierul Jurnalistilor Independenti din Moldova	ATVJI
Centru National de Prevenire a Abuzului Fata de Copii	CNPAC
Centru Regional de Asistenta si Informare a ONG-urilor CONTACT Cahul	CRAION CONTACT Cahul
Centru Regional de Dezvoltare Durabila	CRDD
Asociatia Obsteasca Centrul de Informare si Sustinere a Tinerilor Economisti "Cercitudine"	Certitudine
Asociatia Obsteasca Centrul Media	Centrul Media
Asociatia Obsteasca Motivatie din Moldova	Motivatie
Asociatia Obsteasca "Centru Pro-comunitate"	Pro-Comunitate
Centru de Resurse Tineri si Liberi	Tineri si Liberi
Centru de Resurse pentru Drepturile Omului	CREDO
AO Agentia de Dezvoltare Rurala Centru	AOADR Centru
Centru Regional de Asistenta si Informare a ONG-urilor CONTACT Balti	CRAION CONTACT Balti
Centrul Tinarului Jurnalist din Moldova	CTJM
Organizatia Obsteasca pentru apararea Drepturilor Oamenilor Infectate cu HIV SIDA 'BIAZ GUL'	OO BIAZ GUL
Asociatia Obsteasca Speranta	Speranta
Centru National de Resurse pentru Lucratorii de Tineret	CNRLT
Asociatia 'Inspiratie'	Inspiratie
Asociatia Femeilor 'Initiativa'	Initiativa
Cosiliul National al Tineretului din moldova	CNTM
Asociatia Regionala a Femeilor cu multi co 'VESTA'	OO VESTA
Fundatia Comunitara Ungheni	FCU
Centrul pentru jurnalism Independent	IJC
Agentia pentru Dezvoltare Regionala „Habitat„	ADR„Habitat„
AO Centru de Analiza si Prevenire a Coruptiei	CAPC
Asociatia Obsteasca Eco Contact	AO EcoContact
Centrul Informational Tighina	CIT
Asociatia Obsteasca Organizatia pentru Reforma si Dezvoltarea Sistemului Educational	ORDSE
Centru de tineret Peleri-Demo din UT Gagauzia	Pelerin Demo
Institutie Obsteasca Clinica Juridica Universitara	ULC
Asociatia Obsteasca Perspectiva	AO Perspectiva

**Table 2. Non-Assisted CSO Survey Respondents**

<b>CSO Name</b>	<b>Acronym</b>
Centru de Informare si Documentare privind Drepturile Copiilor	AO CIDDC
Congresul Autoritatilor Locale din Moldova	CALM
Institutul IDIS Viitorul	IDIS
Centru de Resurse Juridice din Moldova	CRJM
Asociatia Promo-lex	Promo-lex
Clubul politic al femeilor 50/50	CPF 50/50
Alianta Centrelor Comunitare de Acces la Informatie si Instruire	ACCAII
Institutul Pentru o Guvernare Deschisa	OGI
Junior Chamber International Chisinau	JCI
Asociatia Femeilor de Afaceri	AFA
Centru European Pro-Europa din Comrat	Pro Europa Center Comrat
Asociatia Obsteasca Centru Media pentru Tineri	AO CMT
Uniunea Susterii Romilor din Republica Moldova 'Tarna Rom'	Tarna Rom
Asociatia de Sprijin a Copiilor cu Handicap Fizic din Peresecina	ASCP
Asociatia Obsteasca AXIS	AO AXIS
AO Caroma Nord	AO Caroma Nord
Asociatia Femeilor pentru Protectia Mediului si Dezvoltarea Durabila	ASPMDD
Unfloria SRL	Unfloria SRL
Asociatia Obsteasca DEMOS	AO DEMOS
Asociatia pentru Caritate si Asistenta Sociala Acasa	Asociatia Acasa
Asociatia Obsteasca Familie Sanatoasa	AO Familie Sanatoasa
Fundatia Comunitara de Dezvoltare Durabila Cahul	Fundatia Comunitara Cahul
AO pentru Copii si Tineri cu Disfunctii Locomotorii	AO Stoicii
Centrul Comunitar pentru Copii si Tineri cu Dezabilitati	CCCT
Asociatia Obsteasca Femeia Rurala	AO Femeia Rurala
Asociatia Obsteasca Eco Razeni	AO Eco Razeni
Centru de Asistenta Socio Medicala la domiciliu CASMED	CASMED
Asociatia Obsteasca a Generatie Mileniul 3	GM III
Terra 1530	Terra 1530
Institut de Instruire si Dezvoltare "Millenium"	Millenium
Fundatia Elvetiana 'Terre des Hommes'	TDH
Asociatia Obsteasca Institut de Dezvoltare Urbana	IDU
Urma Ta	Urma Ta
Comunitatea Bulgarilor din Gagauzia	BOC
Centru Regional de Dezvoltare 'Stabilitate'	CRD Stabilitate

**Table 3. Citizen Survey Respondents**

City	Males		Females		Total	
	N	Percent	N	Percent	N	Percent
Chisinau	31	48.44	85	51.20	116	50.43
Causeni	5	7.81	5	3.01	10	4.35
Ungheni	3	4.69	7	4.22	10	4.35
Straseni	2	3.13	3	1.81	5	2.17
Orhei	3	4.69	4	2.41	7	3.04
Cahul	3	4.69	22	13.25	25	10.87
Comrat	6	9.38	14	8.43	20	8.7
Balti	5	7.81	11	6.63	16	6.96
Soldanesti	1	1.56	5	3.01	6	2.61
Soroca	4	6.25	4	2.41	8	3.48
Rezina	1	1.56	6	3.61	7	3.04
Total	64	100	166	100	230	100

**Table 4. Non-Assisted CSO Focus Group Participants**

CSO Name
Urban Development Institute
Terre des Hommes Moldova
“3rd Millenium Generation” CSO
Association supporting people with mental disabilities „Dor”
Rural Women’s Association
DEMOS CSO
Caroma Nord
Youth Media Center
Forum of Women’s Organizations of Moldova
Congress of Local Authorities of Moldova

**Table 5. Beneficiary Focus Group Participants**

City	Males		Females		Total	
	N	Percent	N	Percent	N	Percent
Cahul	5	45.45	6	54.55	11	100.00

# **ANNEX K - List of Documents Reviewed**

## I. USAID documents

- Project Description of MCSSP, 2009
- Activity Description, Moldova Partnerships for Sustainable Civil Society, 2013
- An Analysis of the State of Democracy and Governance in Moldova, 2012
- 2009 NGO Sustainability Index for Central and Eastern Europe and Eurasia
- 2013 CSO Sustainability Index for Central and Eastern Europe and Eurasia
- Frequently Asked Questions, Local Solutions and Local Development Partners

## II. Project Documents

- 2009 Technical Proposal by AED for MCSSP
- Final Program Report, November 2013
- List of sub-grant recipients and sub-grant projects
- Annual implementation plans 2009-2012
- Annual Reports, 2010-2013
- Selected Quarterly Reports (since 2009)
- Sub-grants competition announcement for Agenda for Change Partners
- Sub-grant reports from CMPs and selected ACPs
- Performance Monitoring and Evaluation Plan and results Years 1-4
- Organizational Development Assessment Tool
- Organizational Development Assessment data, 2010-2012
- Individual Checklist Tool, 2012
- Individual Checklist results tables, 2012-2013
- Financial Revenues tables for assisted CSOs, 2009-2012
- Curriculum of NGO Management Course
- Program-produced manuals on financial management and other subjects

## III. Other Documents

- FHI360 Technical Proposal for Moldova Partnerships for Sustainable Civil Society project, 2013
- Year I Work Plan and Annual Report for Moldova Partnerships for Sustainable Civil Society project
- Requests for Applications for Engage Program and Strategic Partners of Moldova Partnerships for Sustainable Civil Society project, 2014
- Organizational Development Assessment Tool for Moldova Partnerships for Sustainable Civil Society project, revised 2014
- Strategy for Developing Civil Society for 2012-2015 and Action Plan for Implementing the Strategy
- Barometer of Public Opinion, Institute for Public Policy, various reports, 2009-2013
- *Nations in Transit* Report, Freedom House, 2014
- *Moldova Overview. Context*, World Bank, April 2014
- *Moldova Economic Growth Analysis*, Expert Group
- Strategy for Reforming the Center for Combating Economic Crime and Corruption, 2009
- *How to Finish a Revolution: Civil Society and Democracy in Georgia, Moldova and Ukraine*, 2013
- *Review of Civil Society Organisations in Moldova*, INDEVELOP Report Commissioned by Sida
- Legislation of the Republic of Moldova:
  - Law on Volunteering, no. 121 of 18.06.2010  
<http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=336054>
  - Law on Public Associations (law on CSOs), no. 837 of 17.05.1996, available at  
<http://lex.justice.md/index.php?action=view&view=doc&id=325424>
  - Law on Social Services (state contracting of social services allowed, but mechanism unclear and not finalized), Law no. 123 of 18.06.2010, available at  
<http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=335808>

#### IV. Websites

- FHI360 Moldova <http://www.fhi360.md/>
- USAID/Moldova <http://www.usaid.gov/where-we-work/europe-and-eurasia/moldova>
- USAID Forward <http://www.usaid.gov/usaidforward>
- National Participation Council <http://www.cnp.md/>
- Radio Free Europe/Radio Liberty <http://www.rferl.org/section/moldova/160.html>
- INTRAC blogs on CSO Sustainability
  - [http://www.intrac.org/blog.php/69/civil-society-sustainability-stepping-up-to-the-challenge?utm\\_source=Sustainability+and+legitimacy+of+civil+society+-+Two+new+blog+posts&utm\\_campaign=Blog\\_sustainability\\_I\\_2&utm\\_medium=email](http://www.intrac.org/blog.php/69/civil-society-sustainability-stepping-up-to-the-challenge?utm_source=Sustainability+and+legitimacy+of+civil+society+-+Two+new+blog+posts&utm_campaign=Blog_sustainability_I_2&utm_medium=email)
  - <http://www.intrac.org/blog.php/70/legitimacy-and-sustainability-of-civil-society-organisations-synergies-and-dependencies>
  - [http://www.intrac.org/blog.php/71/the-sustainable-ngo-why-resourcing-matters?utm\\_source=New+posts+on+our+Building+sustainability+of+civil+society+blog+series&utm\\_campaign=Blog\\_sustainability\\_I\\_2&utm\\_medium=email](http://www.intrac.org/blog.php/71/the-sustainable-ngo-why-resourcing-matters?utm_source=New+posts+on+our+Building+sustainability+of+civil+society+blog+series&utm_campaign=Blog_sustainability_I_2&utm_medium=email)
- AL Monitor <http://www.al-monitor.com/pulse/politics/2014/06/moldova-gagauz-secede-crimea-scenario-economy.html>
- Alliance Magazine <http://www.alliancemagazine.org/blog/sustainability-in-transition-I-the-continuing-reliance-on-external-funding/>
- Novateca Program [www.novateca.md](http://www.novateca.md)

# **ANNEX L – Data Collection Tools in English**

## Questions for Key Informant Interviews

### **A. KII Questions for assisted CSOs (ACPs and IPs)**

#### **General**

1. Are you participating in the current FHI project?
2. (*If not already known*) What kind of support did you receive from the old FHI project (MCSSP)? (probe for details on training, mentoring, grant funds, etc.)

#### **Interaction with Citizens**

3. Who is the main constituency or beneficiary group of your organization? (probe for how many, where are they, see if they can define clearly)
4. How does your organization communicate with those people? What methods do you use to find out the problems of citizens? (probe re tools promoted by MCSSP – community scorecard, etc.) Were the methods promoted by MCSSP useful in this respect?
5. Do you use any specific methods to communicate with and identify the problems of women? To find out if women and men have different priorities? If so, what?
6. Did participation in MCSSP affect your interactions with those people? If so, how? (probe for signs that people view the CSO differently, engage more, etc.)

#### **Advocacy/Interaction with Authorities**

7. How does your organization interact with government authorities?
8. Have you tried recently to influence some decision or policy of government (national or local level)? What policy or decision?
9. How did you decide what position to take on that issue? (probe for any consultations, research or input from citizens)
10. What reaction did you get from the government? Did they accept any of your views? Why or why not?
11. Was there any benefit to your constituency or other citizens? Has something changed for them?
12. Did MCSSP support make any difference to your advocacy efforts? Which methods promoted by MCSSP were most useful to your organization?

#### **Credibility and Visibility**

13. Has the visibility of CSOs in your city/community changed in the past five years? If yes, why? (probe for any links to MCSSP activities, esp. media exposure, as well as changes linked to other factors and programs)
14. Has the credibility of CSOs (with the public) changed in the past five years? How do you know?
15. Has your organization been affected in some way by those changes? Has it made any difference in your ability to connect with citizens, and to represent their interests to government?

#### **Organizational Development** – governance, financial mgmt., human resources, M&E, sustainability

16. Does your organization have a written mission statement? How did you develop that mission? (probe for any input from citizens, or research on their needs) Ask for copy of mission statement.
17. Did you receive support from MCSSP to improve your organization's internal governance, financial mgmt., human resources management, or results monitoring systems? (probe to see in which area they received support) Which support was most useful?
18. Did MCSSP expose you to new methods or systems in any of these areas? Which of those methods or systems have been adopted (and are now being used) by your organization?
19. Did anything change in your organization as a result of MCSSP support and those new methods? If yes, what? If not, why not?
20. What about in the area of financial sustainability – how did MCSSP support your organization? Was that support effective? Why or why not? (probe for sources of funding, but also volunteers, in-kind support, income generation, etc.)

## **General/Recommendations**

21. Did your organization change in some way as a result of MCSSP support? How? If not, why not?
22. Did your organization face any challenges in working with MCSSP? Were there any negative effects on your organization or others?
23. Overall, how could MCSSP have been more useful to your organization? To civil society in Moldova generally?

### **B. KII Questions for non-assisted CSOs (to be adjusted for each case, depending on type of CSO, degree of awareness of MCSSP and assisted CSOs, etc.)**

*Preface with an explanation of MCSSP objectives and main activities, why we are talking to them even though they did not participate in the project*

#### **General**

1. Have you heard about the MCSSP? What activities were you aware of before today? (probe for details on training, grant funds, media promotion, CSO fairs, legal reform, etc.)
2. Did your organization participate in or observe any of those activities? If so, what was your view of those activities? Did they have any effect (for CSOs and citizens)?
3. Did any other CSOs in your community/sector participate in MCSSP? Did they receive funding? (may have to mention name of assisted CSOs in their area if they are not aware)
4. Did you notice or hear about any changes made by the grantee CSOs as a result of MCSSP support? What kind of changes? (probe – in the way they operate, in their relations with other CSOs, in relations with community, etc.)

#### **Interaction with Citizens (focus on the assisted CSO with which they are most familiar – if they are not familiar with any, then skip to section on Credibility)**

5. How does that CSO communicate with their beneficiaries and other citizens? What methods do they use? (probe re tools promoted by MCSSP – community scorecard, etc.)
6. Do they use any specific methods to communicate with women? To find out if women and men have different priorities? If so, what?
7. Did you notice any change in their interactions with citizens in recent years? If so, what kind of change? Why do you think they changed?

#### **Advocacy/Interaction with Authorities (focus on the assisted CSO with which they are most familiar – if they are not familiar with any, then skip to section on Credibility)**

8. Has that organization tried recently to influence some decision or policy of government (national or local level)? What policy or decision?
9. Do you think that their position on that issue was in line with priorities of citizens? Why or why not? (probe for any consultations, research or input from citizens)
10. What reaction did they get from the government? Did they accept any of the organization's views? Why or why not?
11. Do you think that the relations of that CSO with government have improved in recent years? Do you know if they adopted new methods or changed their strategies in some way after being supported by MCSSP?

#### **Credibility and Visibility**

12. How is civil society viewed by the citizens of Moldova, in general?
13. Has the visibility of CSOs in your community/sector changed in the past five years? If yes, why? (probe for any links to MCSSP, esp. media exposure, as well as other factors)
14. Do you think that people have more trust in CSOs now? If yes, why? (probe for any links to MCSSP, esp. media exposure, as well other factors)
15. If so, what factors have contributed to changes in visibility and credibility? (probe for MCSSP activities) Has more visibility contributed to greater credibility/trust? (if relevant)

16. Have those changes made it easier for CSOs to connect with citizens, collaborate, and to represent their interests to government?

**Organizational Development** – Explain that MCSSP supported some CSOs to improve internal governance, financial mgmt., human resources, M&E, and financial sustainability.

17. Do you know if that assisted CSO has made any internal changes in any of those areas, in recent years? If yes, what were they? If not, why not?

### **General/Recommendations**

18. Overall, how could MCSSP have been more useful to civil society? To citizens of Moldova?
19. What recommendations do you have for future support to strengthen civil society?
- 20.

### **C. KII Questions for national government officials (to be adjusted for each case, depending on their position, type and degree of interaction with MCSSP and assisted CSOs, etc.)**

*Preface with an explanation of MCSSP objectives and main activities, as needed*

#### **General**

1. What interaction did you or your (mention relevant government entity) have with MCSSP?
2. Did you or your (government entity) participate in or observe any MCSSP activities? (probe according to interaction mentioned by CSOs or in program reports) If so, what was your view of those activities? How relevant and useful were they?
3. Which CSOs that you know received funding from MCSSP? Do you cooperate or interact regularly with any of them? (which ones?)

(NOTE: FOCUS OF FOLLOWING QUESTIONS IS ON THE CSOS THAT RECEIVED GRANTS FROM MCSSP)

#### **Interaction with Citizens**

4. Did you notice any change in the interactions of those CSOs with citizens in recent years? If so, what kind of change?
5. Are those CSOs using new methods to improve their interaction with citizens? (probe re tools promoted by MCSSP – community scorecard, etc.) Which methods are most useful?
6. Has the visibility or image of CSOs (generally) changed in the past five years? Do you think that people have more trust in CSOs now?
7. Do you think those changes were in some way related to MCSSP support?
8. Generally, how well do you think those CSOs are representing the interests of their constituencies?

#### **Advocacy/Interaction with Authorities**

9. Did you notice any change in recent years in how those CSOs interact with government on behalf of citizens? (including advocacy and other interactions)
10. Are those CSOs using new methods or strategies in their advocacy? If so, what?
11. Do they appear to consider the views of their constituents when choosing advocacy positions? How do you know?
12. Are those changes making a difference in how government officials view the advocacy of CSOs? Are their views being taken more seriously by some officials? Why or why not?

**Legal Framework** - MCSSP has promoted legislative reforms that aim to help Moldovan CSOs be more financially sustainable.

13. Are you aware of those reforms? What do you think of them?
14. Do you think that the reforms have strengthened the sustainability of CSOs? Will they have an effect in future? Why or why not?

### **General/Recommendations**

15. In general, do you think that MCSSP's goals and activities were relevant to the situation in Moldova from 2009-13? If not, why not?
16. Overall, how could MCSSP have been more useful to civil society? To citizens of Moldova?
17. Did MCSSP have any negative effects?
18. What do you think should be the priorities for future CSO capacity building programs

**D. KII Questions for local government officials (to be adjusted for each case, depending on their position, type and degree of interaction with MCSSP and assisted CSOs, etc.)**

*Preface with an explanation of MCSSP objectives and main activities, as needed. Also be prepared with a list of assisted CSOs that work in that area or have had interaction with that government entity.*

**General**

1. Have you heard about the MCSSP? What activities were you aware of between 2009 and 2013? (probe for details on training, mentoring, grant funding, media promotion, CSO fairs, etc.)
2. What interaction did you or your (mention relevant government entity) have with MCSSP?
3. Did you or your (government entity) participate in or observe any activities organized by MCSSP? (probe according to interaction mentioned by CSOs or in program reports) If so, what was your view of those activities? How relevant and useful were they?
4. Did/do you interact with any CSOs that participated in MCSSP? (may have to mention name(s) of assisted CSOs in their sector or community) With which of those CSOs do you have most interaction?

**Interaction with Citizens** (focus on the assisted CSOs (one or two) with which they are most familiar)

5. Who do you see as the main constituency or beneficiary group of that organization?
6. How closely is that organization connected with those people? What methods do they use to find out the problems of those people?
7. Have you noticed any change in those connections or communications in recent years? If so, do you think those changes were in some way related to MCSSP support?

**Advocacy/Interaction with Authorities** (focus on the assisted CSOs (one or two) with which they are most familiar)

8. Has that organization tried recently to influence some decision or policy of government (local level)? What policy or decision?
9. Do you think that their position on that issue was in line with priorities of citizens? Why or why not? (probe for any consultations, research or input from citizens)
10. Did the government accept any of the organization's views? Why or why not?
11. Does that CSO interact differently (use different methods) with government after being supported by MCSSP? How?

**Credibility and Visibility** (of CSOs generally)

12. Has the visibility of CSOs changed in the past five years? If yes, why? (probe for any links to MCSSP, esp. media exposure, as well as other factors)
13. Do you think that people have more trust in CSOs now? If yes, why? (probe for any links to MCSSP, esp. media exposure, as well other factors)
14. Have those changes made it easier for CSOs to connect with citizens, collaborate, and to represent their interests to government?

**General/Recommendations**

15. In general, do you think that MCSSP's goals and activities were relevant to the situation of civil society in Moldova from 2009-13? If not, why not?
16. Did MCSSP have any negative effects?
17. Overall, how could MCSSP have been more useful to civil society? To citizens of Moldova?

## **E. KII Questions for FHI360 and USAID staff**

### **General**

1. What were the main achievements of MCSSP? (probe on TWO objectives)
2. How did the assisted CSOs (i.e. grantees) change as a result of MCSSP support? Did some change more than others? Which ones and why?
3. Generally, which kinds of support were most effective? (probe for training vs. mentoring, which topics, grant funding, publications/guides, media promotion, etc.) Which were least effective?

### **Interaction with Citizens**

4. Have relations changed between the assisted CSOs and their constituencies? In what way? Has MCSSP had some effect on those relations?
5. How well do the missions of assisted CSOs reflect the priorities of their constituencies?
6. What methods have been most effective in helping CSOs to connect with citizens? (probe re tools promoted by MCSSP – community scorecard, etc.) How do you know?
7. Are assisted CSOs using any specific methods to communicate with and identify the problems of women? To find out if women and men have different priorities? If so, what?

### **Advocacy/Interaction with Authorities**

8. How do assisted CSOs involve their constituencies in advocacy initiatives? (probe for any consultations, research or input from citizens) Has that changed over time?
9. Have the assisted CSOs changed the way they engage with government authorities (at national or local level)? If so, what has changed?
10. Has there been any change in the reaction from government? Are they taking the assisted CSOs more seriously? Why or why not?
11. Did MCSSP support make any difference to advocacy by the assisted CSOs? If yes, which methods and tools promoted by MCSSP were adopted? Which had the most impact?

### **Credibility and Visibility**

12. Has the visibility of CSOs in Moldova changed in the past five years? If yes, why? (probe for any links to MCSSP activities, esp. media exposure, as well as other factors and programs)
13. Has more visibility contributed to greater credibility/trust? How do you know?
14. Have those changes made any difference in the ability of assisted CSOs to connect with citizens, and to represent their interests to government?

### **Organizational Development – governance, financial mgmt., human resources, M&E, sustainability**

15. Was MCSSP's support effective in improving the internal governance of assisted CSOs? If not, why not? If so, how? What were the changes most often adopted by CSOs?
16. With respect to financial mgmt., human resources mgmt, and results monitoring – to what extent was MCSSP able to improve the CSOs in these areas?
17. What kind of MCSSP support was most effective in each area? (training, mentoring, written guidance, etc.) Which new methods or systems were most often adopted by CSOs?
18. Are CSOs more financially sustainable now than before MCSSP? Why or why not? (probe for sources of funding, legal framework, but also volunteers, in-kind support, etc.)

### **General/Recommendations**

19. Did the Program face any particular challenges? If so, how were they handled by FHI360?
20. Were there any negative effects of the Program?
21. Overall, how could MCSSP have had more impact?
22. Do you think the program addressed the priority needs of civil society in Moldova? If not, why not?
23. What are your recommendations for future programming to strengthen civil society in Moldova?

## Questions for Focus Group Discussions

### **A. Questions for non-assisted CSOs**

*Note: participants will be screened to make sure they are familiar with the activities of the assisted CSOs in their communities or sector. Moderators will need to explain that the focus is on CSOs that were part of CMP, ACP or Inspire, i.e., that received direct funding from MCSSP.*

1. How are civil society organizations viewed by the citizens of Moldova, in general?
2. How has the visibility and credibility of CSOs changed in the past five years? Why?
  - a. Probe for any links to MCSSP, esp. media exposure, as well as other factors
3. What do you believe are the current priorities for support to CSOs in Moldova?
  - a. Capacity building?
  - b. Funding of programs in a particular sector?
4. How important are capacity building support programs for civil society organizations?
5. How important is it for donors to support civil society organizations to increase their interaction and communication with CSO beneficiaries or citizens?
  - a. In participatory decision making activities
  - b. Through outreach to communicate about their activities and mission (NGO Fairs, citizen cafes, etc)
6. How can the current capacity building support programs provided by donors in Moldova be improved?
  - a. Subject matter
  - b. Type of capacity building support – training, mentoring, etc
7. If you could choose any two areas in which to receive future capacity building support, what would you choose? Why?
  - a. Subject matter
  - b. Type of capacity building support – training, mentoring, etc.

### **B. FGDs with Citizen Beneficiaries of Assisted CSOs**

1. How are civil society organizations viewed by the citizens of Moldova, in general?
  - a. Whose interests do you believe CSOs in Moldova are working for?
  - b. How and why has this changed in the past five years?
2. In what ways do CSOs in general interact and communicate with citizens?
3. What is your level of interaction or communication with civil society organizations in your community?
  - a. Participated in discussion groups, NGO fairs, citizen cafes?
  - b. Online discussion sites, social media sites?
4. In what way have you been involved in advocacy campaigns of CSOs?
5. To what extent do the staff of the CSOs ask for your opinions on their activities or ideas for developing new activities?
6. To what extent have you been involved in some way in discussing the objectives or strategic plans of CSOs?
  - a. To what extent do you feel that those objectives and plans are based on the needs/interests of beneficiaries of the CSO and other citizens?
7. What change would you like to see in the way that Moldovan CSOs operate?

## Questions for Surveys

### **A. Assisted-CSO Survey**

#### **Respondent Demographics**

1. What is the full name of your organization? \_\_\_\_\_
2. What is the acronym of your organization? \_\_\_\_\_

3. What year was your organization established? (Year) |\_|\_|\_|\_|\_|
4. What is your position in the organization?
  - a. Executive/Senior management
  - b. Project Manager/Coordinator
  - c. Technical Specialist
  - d. Administrative staff (human resources, finance, logistics)
5. How many paid full-time staff work in your organization (include consultants who are contracted on a continual/regular basis)? How many are men and how many are women?

Type of staff	Men	Women	Total
a. Executive/Senior management			
b. Project Manager/Coordinator			
c. Technical Specialist			
d. Administrative staff (human resources, finance, logistics)			
<b>TOTAL</b>			

6. What is the size of the largest grant you received in in the last three years (2012-2014)?
  - a. Less than \$10,000
  - b. \$10,001 - \$20,000
  - c. \$20,001 - \$50,000
  - d. \$50,001 - \$200,000
  - e. \$200,001 - \$1,000,000
  - f. Over \$1,000,000
7. What is the primary sector of focus of your organization's activities? *Choose only one.*
  - a. Civil society development
  - b. Transparency/accountability
  - c. Media/information sharing
  - d. Health
  - e. Education
  - f. Economic development
  - g. Community development
  - h. Women
  - i. Youth
  - j. Culture
  - k. Justice/human rights
  - l. Environment/natural resources
  - m. Other \_\_\_\_\_
8. What are the main activities of your organization? *Choose all that apply.*
  - a. Service delivery
  - b. Advocacy
  - c. Research
  - d. Other, specify \_\_\_\_\_

### **Program Support Received**

I will now ask you a series of questions about the Moldova Civil Society Strengthening Program (MCSSP) implemented by AED and FHI 360 between September 2009 and 2013.

1. What years did your CSO participate in MCSSP? *Choose all that apply*
  - a. 2009
  - b. 2010
  - c. 2011
  - d. 2012
  - e. 2013
2. Which of the MCSSP programs did your CSO participate in? *Choose all that apply*

- a. Consortium of Moldovan Partners
  - b. Agenda for Change Partners
  - c. Inspire Program
  - d. Year four of the program (2012-2013)
3. Did your CSO receive any of the following types of capacity building support from MCSSP?
4. How would you rate the utility of each of the types of capacity building? (Very useful, Somewhat useful, Not very useful, Not at all useful)

Type of Capacity Building	Received	Rating (1=Very useful 2= Somewhat useful 3=Not very useful 4=Not at all useful)
a. Group Workshop Training	Yes No	
b. Mentoring/Technical Assistance	Yes No	
c. Written guides	Yes No	
d. Other _____	Yes No	

5. a. (If 1 a is yes) What type of training workshops did staff, consultants, or volunteers from your CSO attend? b. How many workshops did they attend for each training topic?

Training topic	Attended		Number of training sessions attended
	Yes	No	
a. Strategic Planning	1 →	0	
b. Grant Management	1 →	0	
c. Human resource management	1 →	0	
d. Project management	1 →	0	
e. Financial management	1 →	0	
f. Accounting	1 →	0	
g. Fundraising/ diversification of sources of income	1 →	0	
h. Constituency building	1 →	0	
i. Diversity Management	1 →	0	
j. Gender mainstreaming	1 →	0	
k. Advocacy	1 →	0	
l. Developing networks	1 →	0	
m. Media relations	1 →	0	
n. Organizational governance	1 →	0	
o. Communications	1 →	0	
p. Volunteer management	1 →	0	
q. Service delivery	1 →	0	
r. Community engagement	1 →	0	
s. Legal environment	1 →	0	
t. Networking	1 →	0	
u. Information and Communication Technology (ICT)	1 →	0	
v. Other(please specify)	1 →	0	

6. How would you rate your CSO's capabilities in each of the following in 2009 (before the MCSSP program) and currently?
7. How much did the MCSSP program contribute to increasing your organization's capabilities since 2009 in each of the following?

	Capability Rating (1=highly competent, 2=somewhat competent 3=not very competent 4=not at all competent)		Contribution of MCSSP to change in capability (1=significantly 2=somewhat 3=a little 4=not at all)
	2009	Currently	
a. Financial management and accounting			
b. Human resources management			
c. Monitoring and evaluation			
d. Raising funds and other kinds of support (eg. diversification of donor fund sources, in-kind donations, volunteering, income-generating activities)			
e. Internal governance (eg. Board functioning, strategic planning)			
f. Engagement of your CSO with citizens, and representation of their interests in your work			

8. How much of a priority is it to receive additional capacity building of your CSO in the following areas:

	Rating (1= High priority 2= Medium Priority 3= Low priority 4=capacity building not needed)
a. Human resources	
b. Financial Management	
c. Monitoring and Evaluation	
d. Raising funds and other kinds of support (eg. diversification of donor fund sources, in-kind donations, volunteering, income-generating activities)	
e. Internal governance (eg. Board functioning, strategic planning)	
f. Engagement of your CSO with citizens, and representation of their interests in your work	

9. In which ways would you want to receive this capacity building, if you could choose only up to two methods? (non-assisted)
  - a. Group workshop training
  - b. Mentoring/Technical Assistance
  - c. Written guides
  - d. Equipment
  - e. Study visits
  - f. International expert advice
  - g. Other, specify \_\_\_\_\_
10. Since 2009, has your CSO received any other capacity building support from programs other than MCSSP?
  - a. Yes
  - b. No → Skip to Q20

11. What type of capacity building support did you receive from these other programs?

- a. Training → # of trainings attended since 2009 \_\_\_\_\_
- b. Mentoring/Technical assistance → # of days received since 2009 \_\_\_\_\_
- c. Guides → # received since 2009 \_\_\_\_\_
- d. Other, specify \_\_\_\_\_ → duration of support since 2009 \_\_\_\_\_

**Representing Citizen Interests**

I will now ask you a series of questions about the work of your organization.

12. Who do you consider to be the main beneficiaries (target group) of your organization’s work?

Choose only one.

- a. Youth
- b. Elderly
- c. Women
- d. People with disabilities
- e. The poor
- f. Other civil society organizations
- g. Media
- h. The general public
- i. Other target groups (specify) \_\_\_\_\_

13. How important are the following in determining the activities and projects your CSO works on?

	Rating (1= Very important 2=somewhat important 3=not at all important)
a. Donor priorities	
b. Needs of your target population	
c. Expertise and interest of your staff and/or board members	
d. Other, specify _____	

14. What constituency outreach and engagement activities has your CSO organized in the last two years?

15. Were any of these activities aimed specifically at engaging with women?

	Conducted in last 2 years	Some aimed at women
a. Consultative councils, participatory workshops, roundtable discussions	Yes/No	Yes/No
b. Online discussion sites	Yes/No	Yes/No
c. Civic education campaigns	Yes/No	Yes/No
d. TV or radio programs	Yes/No	Yes/No
e. Social media sites	Yes/No	Yes/No
f. Public meetings or events	Yes/No	Yes/No
g. Information dissemination through newspapers, fliers, brochures	Yes/No	Yes/No
h. Recruiting volunteers	Yes/No	Yes/No
i. Recruiting board members	Yes/No	Yes/No
j. Involvement of constituents in developing plans of CSO	Yes/No	Yes/No
k. Other (specify) _____	Yes/No	Yes/No

16. Do any of your current staff members represent your CSO’s target group (main beneficiaries)?

- a. Yes → # |\_|\_|
- b. No

17. What research tools has your CSO used in the last two years to understand constituent needs and priorities?

18. Were research results disaggregated by gender?

19. Did any of these specifically aim to gather data on women’s needs or priorities?

	Conducted in last 2 years	Results disaggregated by gender? (1=All 2=Some 3=None)	Some aimed at women
a. Community score cards	Yes/No		Yes/No
b. Focus groups	Yes/No		Yes/No

c. Surveys	Yes/No		Yes/No
d. Constituency mapping	Yes/No		Yes/No
e. Other, specify	Yes/No		Yes/No

20. Since the start of MCSSP, has your CSO conducted an internal gender mainstreaming assessment of your structures, policies, or practices?

a. structures	Yes/No
b. policies	Yes/No
c. practices	Yes/No

21. Has your CSO engaged in any advocacy activities in the last two years?

- a. Yes → # in last two years |\_\_|\_\_|
- b. No → Skip to Q30

22. What was the level of constituent involvement (involvement of CSO beneficiaries) in these advocacy activities?

- a. High
- b. Medium
- c. Low
- d. None

### Governance

23. Does your CSO have a strategic plan?

- a. Yes → what year was it last updated |\_\_|\_\_|\_\_|\_\_|
- b. No → Skip to Q33

24. What proportion of your current projects are in line with the objectives of your strategic plan?

- a. All
- b. Most
- c. Some
- d. None

25. Does your CSO have a board?

- a. Yes
- b. No → Skip to Q46

26. How many members does the board have? |\_\_|\_\_|

27. How many members of the board are women? |\_\_|\_\_|

28. What sectors are represented on your board?

- a. Non-profit sector → Number |\_\_|\_\_|
- b. Private sector (business) → Number |\_\_|\_\_|
- c. Public sector (government) → Number |\_\_|\_\_|
- d. CSO target group (constituency) representatives → Number |\_\_|\_\_|

29. Are any board members paid?

- a. Yes
- b. No

30. Have all board members signed a written conflict of interest agreement?

- a. Yes
- b. No

31. Are any current staff of the CSO on the board?

- a. Yes
- b. No → Skip to Q41

32. Do those staff members have voting rights?

- a. Yes
- b. No

33. In which of the following activities is your board actively involved?

a. Review of reports	Yes/No
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b.	Strategic planning	Yes/No
c.	Fundraising	Yes/No
d.	Performance evaluation of staff	Yes/No
e.	Project design	Yes/No
f.	Advocacy/Outreach	Yes/No
g.	Financial oversight	Yes/No
h.	Other (specify) _____	Yes/No

34. Is the executive director evaluated by the board on a yearly basis?

- a. Yes
- b. No

35. How often does your board meet?

- a. More frequent than monthly
- b. Monthly
- c. Quarterly
- d. Bi-annually
- e. Annually
- f. Less frequent than annually
- g. Irregularly
- h. Never

36. Are written meeting minutes kept of each board meeting?

- a. Yes
- b. No

37. Do you have defined procedures regarding the recruitment, selection, rotation, and withdrawal of board members?

- a. Yes
- b. No

### HR, M&E, Financial Management Systems

38. Does your organization have:

a.	Staff manual/personnel handbook	Yes/No
b.	Staff performance evaluation system	Yes/No
c.	A code of conduct/ethics for staff	Yes/No
d.	Job descriptions for all positions	Yes/No
e.	A defined procedure for staff recruitment including review of experience and salary history	Yes/No
f.	Labor contract for each employee with monthly salary stated	Yes/No
g.	Monthly (or more frequent) timesheets	Yes/No
h.	Paid vacation time for staff	Yes/No

39. Does your CSO regularly monitor or evaluate its activities?

- a. Yes
- b. No → Skip to Q49

40. Which of the following does your monitoring and evaluation system include?

a.	Progress indicators of activity outputs, outcomes, and/or impacts	Yes/No
b.	Definition of program targets	Yes/No
c.	Indicators to evaluate strategic objectives	Yes/No
d.	Data collection tools	Yes/No
e.	Reports of M&E results	Yes/No

41. Does your CSO have in place...

42. Does your CSO actively use or follow...

	Exists	Actively used
a.	An annual or multi-year consolidated organization budget	Yes/No Yes/No
b.	Internal procurement procedures	Yes/No Yes/No

c. Clearly defined accounting procedures	Yes/No	Yes/No
d. A specialized accounting software system	Yes/No	Yes/No

43. Does the same person process payments and approve payments to be made?

- a. Always
- b. Sometimes
- c. Never

44. What percentage of your accounting data is in electronic format?

- a. 0%
- b. 30%
- c. 50%
- d. 80%
- e. 100%

45. What sources of support did your CSO utilize in the last three years (2012 -2014)?

	Received/used
a. Funds from foreign donor organizations	Yes/No
b. Funds from Moldovan donor or civil society organizations	Yes/No
c. Funds from the Moldovan national government	Yes/No
d. Funds from local government	Yes/No
a. Funds from private sector businesses	Yes/No
b. Funds from individuals	Yes/No
c. In-kind donations	Yes/No
d. Volunteers	Yes/No
e. Income-generating activities (such as sale of services or products)	Yes/No

46. Do you have an organization-level financial management policy?

- a. Yes
- b. No → Skip to Q56

47. What does this policy include?

	Exists?
a. Payroll calculations and disbursements	Yes/No
b. Segregation of duties among different staff members	Yes/No
c. Internal budgeting and grant administration budgeting principles	Yes/No
d. Detailed chart of accounts	Yes/No
e. Required supporting documents	Yes/No
f. Definitions of direct and indirect costs	Yes/No
g. Procedure for salary/fee payment when several grants/awards are involved	Yes/No
h. Financial reporting procedures	Yes/No

48. How important is it for your CSO to maintain or build management systems, policies, and procedures in each of the following areas

	Rating (1= Very important 2= Somewhat important 3= Not at all important)
a. Human resources	
b. Financial Management	
c. Monitoring and Evaluation	
d. Board governance	

## B. Non-assisted CSO Survey

### Respondent Demographics

1. What is the full name of your organization? \_\_\_\_\_
2. What is the acronym of your organization? \_\_\_\_\_
3. What year was your organization established? (Year) |\_|\_|\_|\_|
4. What is your position in the organization?
  - a. Executive/Senior management
  - b. Project Manager/Coordinator

- c. Technical Specialist
  - d. Administrative staff (human resources, finance, logistics)
5. How many full-time staff work in your organization? How many are men and how many are women?

Type of staff	Men	Women	Total
a. Executive/Senior management			
b. Project Manager/Coordinator			
c. Technical Specialist			
d. Administrative staff (human resources, finance, logistics)			
<b>TOTAL</b>			

6. What is the size of the largest grant you received in the last three years (2012-2014)?
- a. Less than \$10,000
  - b. \$10,001 - \$20,000
  - c. \$20,001 - \$50,000
  - d. \$50,001 - \$200,000
  - e. \$200,001 - \$1,000,000
  - f. Over \$1,000,000
7. What is the primary sector of focus of your organization's activities? *Choose only one.*
- a. Civil society development
  - b. Transparency/accountability
  - c. Media/information sharing
  - d. Health
  - e. Education
  - f. Economic development
  - g. Community development
  - h. Women
  - i. Youth
  - j. Culture
  - k. Justice/human rights
  - l. Environment/natural resources
  - m. Other \_\_\_\_\_
8. What are the main activities of your organization? *Choose all that apply.*
- a. Service delivery
  - b. Advocacy
  - c. Research
  - d. Other, specify \_\_\_\_\_

**Capacity Building Support Received**

9. How would you rate your CSO's capabilities in each of the following areas, in 2009 and currently?
10. Did you receive any capacity building support in any of these areas since 2009?
11. Was any of this capacity building support provided by AED or FHI 360?

	Capability Rating (1=highly competent, 2=somewhat competent 3=not very competent 4=not at all competent)		Capacity building received since 2009	Provided by AED or FHI 360
	2009	Currently		
a. Financial management and accounting			Yes/No	Yes/No
b. Human resources management			Yes/No	Yes/No
c. Monitoring and evaluation			Yes/No	Yes/No
d. Raising funds and other kinds of support (eg. diversification of donor fund sources, in-kind donations, volunteering, income-generating activities)			Yes/No	Yes/No
e. Internal governance (eg. Board functioning, strategic planning)			Yes/No	Yes/No
f. Engagement of your CSO with citizens, and representation of their interests in your work			Yes/No	Yes/No

12. (If answered Yes for any of Q10) What were the types of capacity building support you received? [Note to IMAS: would prefer if could answer Q13 for each of areas of Q9]
13. What was the amount of capacity building received since 2009?

	Received	Amount
a. Group Workshop Training	Yes No	# trainings attended  __ __
b. Mentoring/Technical Assistance	Yes No	# of days received  __ __
c. Written guides	Yes No	# guides received  __ __
d. Equipment	Yes No	# pieces received  __ __
e. Other _____	Yes No	(unit) _____  __ __

14. How much of a priority is it for your CSO to receive capacity building support in the following areas:

	Rating (1= High priority 2= Medium Priority 3= Low priority 4=capacity building not needed)
a. Human resources	
b. Financial Management	
c. Monitoring and Evaluation	
d. Raising funds and other kinds of support (eg. diversification of donor fund sources, in-kind donations, volunteering, income-generating activities)	
e. Internal governance (eg. Board functioning, strategic planning)	
f. Engagement of your CSO with citizens, and representation of their interests in your work	

15. In which ways would you want to receive this capacity building, if you could choose only up to two methods?

- a. Group workshop training
- b. Mentoring/Technical Assistance
- c. Written guides
- d. Equipment
- e. Study visits
- f. International expert advice
- g. Other, specify \_\_\_\_\_

### Representing Citizen Interests

I will now ask you a series of questions about the work of your organization.

16. Who do you consider to be the main beneficiaries (target group) of your organization's work?

Choose only one.

- j. Youth
- k. Elderly
- l. Women
- m. People with disabilities
- n. The poor
- o. Other civil society organizations
- p. Media
- q. The general public
- r. Other target groups (specify) \_\_\_\_\_

17. How important are the following in determining the activities and projects your CSO works on?

	Rating (1= Very important 2=somewhat important 3=not at all important)
a. Donor priorities	
b. Needs of your target population	
c. Expertise and interest of your staff and/or board members	
d. Other, specify _____	

18. What constituency outreach and engagement activities has your CSO organized in the last two years?

19. Were any of these activities aimed specifically at engaging with women?

	Conducted in last 2 years	Some aimed at women
a. Consultative councils, participatory workshops, roundtable discussions	Yes/No	Yes/No
b. Online discussion sites	Yes/No	Yes/No
c. Civic education campaigns	Yes/No	Yes/No
d. TV or radio programs	Yes/No	Yes/No
e. Social media sites	Yes/No	Yes/No
f. Public meetings or events	Yes/No	Yes/No
g. Information dissemination through newspapers, fliers, brochures	Yes/No	Yes/No
h. Recruiting volunteers	Yes/No	Yes/No
i. Recruiting board members	Yes/No	Yes/No
j. Involvement of constituents in developing plans of CSO	Yes/No	Yes/No
k. Other (specify) _____	Yes/No	Yes/No

20. Do any of your current staff members represent your CSO's target group (beneficiaries)?

c. Yes → # |\_\_|\_\_|

d. No

21. What research tools has your CSO used in the last two years to understand constituent needs and priorities?

22. Were research results disaggregated by gender?

23. Did any of these specifically aim to gather data on women's needs or priorities?

	Conducted in last 2 years	Results disaggregated by gender? (1=All 2=Some 3=None)	Some aimed at women
a. Community score cards	Yes/No		Yes/No
b. Focus groups	Yes/No		Yes/No
c. Surveys	Yes/No		Yes/No
d. Constituency mapping	Yes/No		Yes/No
e. Other, specify	Yes/No		Yes/No

24. Since 2009, has your CSO conducted an internal gender mainstreaming assessment of your...

a. structures	Yes/No
b. policies	Yes/No
c. practices	Yes/No

25. Has your CSO engaged in any advocacy activities in the last two years?

c. Yes → # in last two years |\_\_|\_\_|

d. No → Skip to Q25

26. What was the level of constituent involvement in these advocacy activities?

e. High

f. Medium

g. Low

h. None

## Governance

27. Does your CSO have a strategic plan?

a. Yes → what year was it last updated |\_\_|\_\_|\_\_|\_\_|

b. No → Skip to Q29

28. What proportion of your current projects are in line with the objectives of your strategic plan?

a. All

b. Most

c. Some

- d. None
- 29. Does your CSO have a board?
  - a. Yes
  - b. No → Skip to Q42
- 30. How many members does the board have? |\_|\_|
- 31. How many members of the board are women? |\_|\_|
- 32. What sectors are represented on your board?
  - a. Non-profit sector → Number |\_|\_|
  - b. Private sector (business) → Number |\_|\_|
  - c. Public sector (government) → Number |\_|\_|
  - d. CSO target group (constituency) representatives → Number |\_|\_|
- 33. Are any board members paid?
  - a. Yes
  - b. No
- 34. Have all board members signed a written conflict of interest agreement?
  - a. Yes
  - b. No
- 35. Are any current staff of the CSO on the board?
  - a. Yes
  - b. No → Skip to Q37
- 36. Do those staff members have voting rights?
  - a. Yes
  - b. No
- 37. In which of the following activities is your board actively involved?

a.	Review of reports	Yes/No
b.	Strategic planning	Yes/No
c.	Fundraising	Yes/No
d.	Performance evaluation of staff	Yes/No
e.	Project design	Yes/No
f.	Advocacy/Outreach	Yes/No
g.	Financial oversight	Yes/No
h.	Other (specify) _____	Yes/No

- 38. Is the executive director evaluated by the board on a yearly basis?
  - a. Yes
  - b. No
- 39. How often does your board meet?
  - a. More frequent than monthly
  - b. Monthly
  - c. Quarterly
  - d. Bi-annually
  - e. Annually
  - f. Less frequent than annually
  - g. Irregularly
  - h. Never
- 40. Are written meeting minutes kept of each board meeting?
  - a. Yes
  - b. No
- 41. Do you have defined procedures regarding the recruitment, selection, rotation, and withdrawal of board members?
  - a. Yes

b. No

## HR, M&E, Financial Management Systems

42. Does your organization have:

a. Staff manual/personnel handbook	Yes/No
b. Staff performance evaluation system	Yes/No
c. A code of conduct/ethics for staff	Yes/No
d. Job descriptions for all positions	Yes/No
e. A defined procedure for staff recruitment including review of experience and salary history	Yes/No
f. Labor contract for each employee with monthly salary stated	Yes/No
g. Monthly (or more frequent) timesheets	Yes/No
h. Paid vacation time for staff	Yes/No

43. Does your CSO regularly monitor or evaluate its activities?

- a. Yes
- b. No → Skip to Q45

44. Which of the following does your monitoring and evaluation system include?

a. Progress indicators of activity outputs, outcomes, and/or impacts	Yes/No
b. Definition of program targets	Yes/No
c. Indicators to evaluate strategic objectives	Yes/No
d. Data collection tools	Yes/No
e. Reports of M&E results	Yes/No

45. Does your CSO have in place...

46. Does your CSO actively use or follow...

	Exists	Actively used
a. An annual or multi-year consolidated organization budget	Yes/No	Yes/No
b. Internal procurement procedures	Yes/No	Yes/No
c. Clearly defined accounting procedures	Yes/No	Yes/No
d. A specialized accounting software system	Yes/No	Yes/No

47. Does the same person process payments and approve payments to be made?

- a. Always
- b. Sometimes
- c. Never

48. What percentage of your accounting data is in electronic format?

- a. 0%
- b. 30%
- c. 50%
- d. 80%
- e. 100%

49. What sources of support did your CSO utilize in the last three years (2012 -2014)?

	Received/used
a. Funds from foreign donor organizations	Yes/No
b. Funds from Moldovan donors or civil society organizations	Yes/No
c. Funds from the Moldovan national government	Yes/No
d. Funds from local government	Yes/No
e. Funds from private sector businesses	Yes/No
f. Funds from individuals	Yes/No
g. In-kind donations	Yes/No
h. Volunteers	Yes/No
i. Income-generating activities (such as sale of products or services)	Yes/No

50. Do you have an organization-level financial management policy?

- a. Yes

b. No → Skip to Q52

51. What does this policy include?

	Exists?
a. Payroll calculations and disbursements	Yes/No
b. Segregation of duties among different staff members	Yes/No
c. Internal budgeting and grant administration budgeting principles	Yes/No
d. Detailed chart of accounts	Yes/No
e. Required supporting documents	Yes/No
f. Definitions of direct and indirect costs	Yes/No
g. Procedure for salary/fee payment when several grants/awards are involved	Yes/No
h. Financial reporting procedures	Yes/No

52. How important is it for your CSO to maintain or build management systems, policies, and procedures in each of the following areas

	Rating (1= Very important 2= Somewhat important 3= Not at all important)
a. Human resources	
b. Financial Management	
c. Monitoring and Evaluation	
d. Board governance	

### C. Citizen Survey

#### Screener question

1. How familiar are you with the work of civil society organizations in Moldova?
  - a. Very familiar
  - b. Somewhat familiar
  - c. Not at all familiar → STOP
2. How old are you?
  - a. <18 → STOP
  - b. 18 – 25
  - c. 26 – 30
  - d. 31-35
  - e. 36-40
  - f. 41 – 45
  - g. 46 – 50
  - h. 51- 55
  - i. 56 – 60
  - j. >60
3. Highest level of education completed:
  - a. Less than high school
  - b. High school
  - c. College/University
  - d. Graduate School
  - e. Post-graduate school

#### Respondent Demographics

4. What is your gender?
  - a. Male
  - b. Female
5. What is your occupation?

#### Opinions of CSOs

I will now ask you a series of questions about civil society organizations in Moldova.

6. How do you view civil society organizations (CSOs) in Moldova?
  - a. Very favorably
  - b. Somewhat favorably
  - c. Somewhat negatively
  - d. Very negatively
7. How has your opinion changed since 2009?
  - a. Greatly improved
  - b. Somewhat improved
  - c. The same
  - d. Somewhat worsened
  - e. Greatly worsened
8. Whose interests do you believe CSOs in Moldova represent or work for?
  - a. Donors
  - b. Citizens – including their beneficiaries
  - c. Government
  - d. Personal interests
9. How familiar are you with the work of civil society organizations in your city or community?
  - a. Very familiar
  - b. Somewhat familiar
  - c. Not at all familiar → Skip to Q14
10. How familiar are you with each of the following...

List of CSOs in the respondent's city	Rating (1 = very 2=somewhat 3= not at all
a.	
b.	
c.	
d.	
e.	

11. How do you view CSOs in your city or community?
  - a. Very favorably
  - b. Somewhat favorably
  - c. Somewhat negatively
  - d. Very negatively
12. How has your opinion changed since 2009?
  - a. Greatly improved
  - b. Somewhat improved
  - c. The same
  - d. Somewhat worsened
  - e. Greatly worsened
13. Whose interests do you believe CSOs in your city or community represent or work for?
  - a. Donors
  - b. Citizens – including their beneficiaries
  - c. Government
  - d. Personal interests
14. How often do you hear or read about CSO activities?
  - a. Daily
  - b. Weekly
  - c. Bi-weekly
  - d. Monthly
  - e. Quarterly
  - f. Yearly

- g. Less frequently than yearly
15. Do you hear or read about CSOs more or less than in 2009? Would you say it is...
- a. Much more often
  - b. Somewhat more often
  - c. The same
  - d. Somewhat less often
  - e. Much less often
16. How do you receive information about or participate in CSO activities?
17. How often do you receive information or participate in that way?

	If ever used this source or participated in these methods	Frequency (1 = daily 2=weekly 3 =bi-weekly 4=monthly 5=quarterly 6=yearly 7= less frequently than yearly)
a. Consultative councils, participatory workshops, roundtable discussions	Yes/No	
b. Online discussion sites	Yes/No	
c. Civic education campaigns	Yes/No	
d. TV or radio programs	Yes/No	
e. Social media sites	Yes/No	
f. Public meetings or events	Yes/No	
g. Information dissemination through newspapers, fliers, brochures	Yes/No	
h. Recruitment of volunteers	Yes/No	
i. Discussion of strategic objectives of CSO	Yes/No	
j. Other (specify) _____	Yes/No	

18. Have you ever volunteered with a CSO?

- a. Yes
- b. No → Skip to Q21

19. What year was the first time you ever volunteered? |\_|\_|\_|\_|\_|

20. Approximately how many days have you volunteered with a CSO over the last two years?  
(Number) |\_|\_|

21. In the last 5 years, have your views been solicited by a CSO on the following (through a survey, meeting, or other method)?

a. Your needs	Yes/No
b. Your opinions or interests	Yes/No
c. The CSO's plans for the future	Yes/No
d. The CSO's advocacy efforts	Yes/No
e. Other, specify _____	Yes/No

22. In the last 5 years, have you been involved in a CSO advocacy campaign?

- a. Yes
- b. No → END of Survey

23. How actively involved were you in the advocacy campaign?

- a. Closely involved
- b. Somewhat involved
- c. Involved very little

# **ANNEX M – Data Collection Tools in Romanian**

### **Assisted CSO Focus Group Questions for CSO Beneficiaries/Constituents - Romanian**

1. Cum este văzută/ percepută în general societatea civilă de către cetățenii Rep. Moldova?
  - a. În interesele cui credeți că lucrează ONG-urile din Moldova? Ce vă face să credeți astfel?
  - b. Cum și de ce s-a schimbat acest lucru în ultimii 5 ani?
2. Prin ce modalități ONG-urile interacționează și comunică cu cetățenii?
3. În ce măsură voi interacționați/ comunicați cu ONG-urile din comunitate?
  - c. Participați la discuții de grup, târguri, mese rotunde etc.?
  - d. Discuții on-line, site-uri de socializare, altele?
4. Prin ce modalități ați fost implicați în campaniile de promovare a ONG-urilor?
5. În ce măsură conducerea ONG-urilor vă întrebă opiniile legate de activitățile sale sau ideile de noi activități?
6. În ce măsură ați fost implicați în discutarea obiectivelor sau planurilor strategice ale ONG-urilor?  
Cum anume?
  - e. În ce măsură credeți că acele obiective și planuri sunt bazate pe nevoile/ interesele beneficiarilor și altor cetățeni?
7. Ce ați dori să se modifice în modul în care funcționează ONG-urile din Moldova?
8. Ați dori să adăugați ceva la cele discutate? Ce anume?

### **Non-Assisted CSO Focus Group Questions (Romanian)**

1. Cum este văzută/ percepută în general societatea civilă de către cetățenii Rep. Moldova?
2. Cum s-a schimbat vizibilitatea și credibilitatea ONG-urilor în ultimii cinci ani?
  - a. Ce anume sa schimbat?
  - b. De ce?

*Probă: moderator, explorează orice legături cu proiectul MCSSP, mediatizarea și alți factori.*
3. Care credeți că sunt prioritățile pentru suportul ONG-urilor în Moldova?
  - a. Consolidarea capacităților?
  - b. Finanțarea programelor într-un anumit sector?
4. Cât de importante sunt programele de consolidare a capacităților pentru organizațiile de societate civilă?
  - a. Ce vă face să credeți astfel?
5. Cât de important este ca donatorii să sprijine ONG-urile în creșterea interacțiunii și comunicării cu beneficiari/ cetățenii?
  - a. În activități participative de luare a deciziilor
  - b. Prin sensibilizare să comunice despre activitățile și misiunea lor (târguri de ONG, cafeneaua cetățenilor etc. NGO etc)
6. Ce programe de suport cunoașteți că se desfășoară acum în Rep. Moldova? Cum pot fi îmbunătățite programele actuale de sprijin de consolidare a capacității oferite de donatori în Republica Moldova?
7. Dacă ați putea alege două arii în care ați primi suport, care ar fi acestea?
  - a. De ce?
  - b. Subiecte
  - c. Tipul de sprijin pentru dezvoltarea capacităților - training, instruire, etc.

## Sondaj pentru organizațiile societății civile susținute în cadrul Programului MCSSP

### Introducere

Bună ziua, mă numesc \_\_\_\_\_ și vă contactez în cadrul procesului de evaluare a programului USAID "Consolidarea societății civile în Moldova" implementat de FHI 360 și organizațiile sale partenere între septembrie 2009 și septembrie 2013. Comunic du Dvs din numele companiei de cercetări sociologice IMAS, care colaborează cu echipa de evaluatori independenți ai companiei Mendez England & Associates, contractată de USAID pentru această evaluare. Vă rugăm să participați într-un interviu de 20 minute pentru a ne oferi feedback pe experiența Dvs. privitor la activitățile de training și de consolidare a capacităților al FHI 360. Această evaluare, inclusiv sondajul sunt finanțate de USAID și informația împărtășită de Dvs va fi utilizată pentru a îmbunătăți programele de dezvoltare a capacităților societății civile în viitor.

Ați fost selectat pentru acest sondaj pentru că, între 2009 și 2013, ați primit un grant de finanțare sau sub-contract în cadrul Programului FHI 360 de Consolidare a Societății civile în Moldova. Opiniile Dvs. ne vor fi de folos pentru că ne vor ajuta să obținem opiniile Dvs despre acest program și ne vor permite să transmitem USAID care sunt necesitățile inclusiv a organizației Dvs. cu privire la fortificarea capacităților organizaționale.

Participarea Dvs. în acest sondaj este voluntară și vă este permis treceți peste întrebări, sau puteți cere oprirea participării Dvs. în sondaj în orice moment. Identitatea Dvs. va fi tratată cu confidențialitate și nu va fi divulgată USAID sau FHI360.

Dacă aveți întrebări despre acest chestionar, puteți sa-l contactați pe Doru Petruți, directorul IMAS, la tel: ABC

Pot sa vă întreb daca putem începe sondajul?

<b>Identitatea OSC (organizației societății civile) – ID OSC</b>	□□□
<b>ID localitate</b>	□□□
<b>Tipul de grant primit (selectați toate care se aplică în cazul Dvs)</b>	1. Consorțiul Organizațiilor Partenere din Moldova 2. Partener al Programului Agenda Schimbării (ACP) 3. Programul Inspirație 4. Programul extins (2012-2013)
<b>Timpul de start al sondajului</b>	

### Informații demografice asupra respondentului

1. Care este numele complet a organizației Dvs. \_\_\_\_\_
2. Care este denumirea prescurtată (acronimul) organizației Dvs. \_\_\_\_\_
3. În ce an a fost înregistrată organizația Dvs. (Anul) □□□□□□
4. Care este poziția Dvs. în cadrul organizației?
  - a. Conducerea superioară (Președinte/Director executiv)
  - b. Manager de proiect/Coordonator
  - c. Specialist într-un anumit domeniu (expert in tineret, trainer)
  - d. personal administrativ (resurse umane, finanțe, logistică)
5. Cîți angajați din organizația Dvs. sunt plătiți și lucrează pe normă completă (inclusiv consultanții care sunt contractați pe o bază continuă/regulat? Cîți sunt bărbați și cîte sunt femeii?

Tipul angajaților	Bărbați	Femei	Total
a. Conducerea superioară			
b. Manager de proiect/Coordonator			
c. Specialist			
d. Personal administrativ (resurse umane, finanțe, logistică)			
<b>TOTAL</b>			

6. Care este cel mai mare grant pe care l-ați primit în ultimii trei ani (2012-2014)?
  - a. Mai puțin de 10,000 USD
  - b. 10,001 USD - 20,000 USD

- c. 20,001 USD - 50,000 USD
  - d. 50,000 USD – 200,000 USD
  - e. 200,001 USD – 1,000,000 USD
  - f. Mai mult de 1,000,000 USD
7. Care este sectorul principal de activitate în cadrul organizației Dvs.? Selectați doar unul.
- a. Dezvoltarea societății civile
  - b. Transparență/responsabilizare
  - c. Media/ Diseminarea informației
  - d. Sănătate
  - e. Educație
  - f. Dezvoltarea economică
  - g. Dezvoltarea comunitară
  - h. Promovarea femeii
  - i. Tineret
  - j. Cultură
  - k. Justiție/Drepturile omului
  - l. Mediu/resurse naturale
  - m. Altele \_\_\_\_\_
8. Care sunt activitățile de bază în cadrul organizației Dvs. ? Selectați unul.
- a. Furnizarea serviciilor
  - b. Pledoarie/advocacy
  - c. Cercetare
  - d. Alta, specificați \_\_\_\_\_

#### **Sușinerea din partea programului FHI 360/MCSSP**

Acum voi pune mai multe întrebări despre Programul de consolidare a societății civile în Moldova implementat de AED și FHI360, în perioada Septembrie 2009 și 2013.

9. În ce perioadă Organizația Dvs. a participat în program? Selectați variantele care se aplică cazului Dvs.
- a. 2009
  - b. 2010
  - c. 2011
  - d. 2012
  - e. 2013
10. În care din programele următoare ale MCSSP a participat organizația Dvs? Selectați variantele care se aplică cazului Dvs.
- a. Consorțiul organizațiilor partenere din Moldova
  - b. Programul partenerilor pentru Agenda schimbării
  - c. Programul Inspirație
  - d. Programul extins (2012-2013)

11. Organizația Dvs. a primit și alt fel de susținere pentru consolidarea capacităților în cadrul programului MCSSP?
12. Cum ați evalua utilitatea fiecărui tip de suport pentru consolidarea capacităților primit de organizația Dvs ? (foarte util, oarecum util, nu foarte util, deloc util)

Tipul de consolidare a capacităților	Primit	Rating (1-foarte util, 2-oarecum util, 3-nu foarte util, 4-deloc util)
a. Atelier/ training în grup	Da Nu	
b. Mentorat/Asistență tehnică	Da Nu	
c. Ghiduri	Da Nu	
d. Altele _____	Da Nu	

13. a. (Răspundeți doar în cazul în care răspunsul pentru punctul 11 a d fost "DA") - la ce tip de atelier/training/instruire de grup din cadrul programului au participat angajații, consultanții sau voluntarii din organizația Dvs. b. La câte evenimente de instruire per fiecare tip de training au participat angajații ?

Denumirea instruirii	Participat		Numărul de instruirii la care au participat
	Yes Da	No Nu	
a. Planificare strategică	1 →	0	
b. Managementul granturilor	1 →	0	
c. Managementul resurselor umane	1 →	0	
d. Managementul proiectelor	1 →	0	
e. Managementul financiar	1 →	0	
f. Contabilitate	1 →	0	
g. Colectare de fonduri/diversificarea surselor de venit	1 →	0	
h. Consolidarea bazei de beneficiari (constituenței)	1 →	0	
i. Managementul diversității	1 →	0	
j. Integrarea dimensiunii de gen	1 →	0	
k. Pledoarie/ advocacy	1 →	0	
l. Dezvoltarea rețelelor	1 →	0	
m. Relații media	1 →	0	
n. Guvernare organizațională	1 →	0	
o. Comunicare	1 →	0	
p. Managementul voluntarilor	1 →	0	
q. Furnizarea de servicii	1 →	0	
r. Mobilizarea comunității	1 →	0	
s. Legislație	1 →	0	
t. Dezvoltarea bazei de contacte	1 →	0	
u. TIC și comunicații	1 →	0	
v. Altele (rugăm să specificați)	1 →	0	

14. Cum ați evalua capacitatea organizației Dvs. în 2009 (înainte de programul MCSSP)? Dar acum?

15. Cît de mult programul MCSSP a contribuit la creșterea capacităților organizației Dvs, din 2009?

	Ratingul capacităților (1-extrem de capabilă, 2-oarecum capabilă, 3-nu foarte capabilă, 4-deloc capabilă)		Contribuția MCSSP în schimbarea capacităților (1-semnificativ, 2-oarecum semnificativ, 3-puțin, 4- deloc)
	2009	Curent	
a. Management financiar și contabilitate			
b. Managementul resurselor umane			
c. Monitorizare și evaluare			
d. Colectare de fonduri și altor tipuri de suport (ex. diversificarea resurselor primite de la donator, donațiile în natură, voluntariat, activități generatoare de venit)			
e. Conducerea internă (ex. funcționarea consiliului de administrare, planificarea strategică)			
f. Implicarea organizației Dvs. cu cetățenii, și reprezentarea intereselor lor în activitățile Dvs.			

16. Cît de important sau prioritar ar fi să mai primiți asistență pentru dezvoltarea capacităților pentru organizația Dvs. în următoarele domenii:

	Rating (1-prioritate înaltă, 2-prioritate medie, 3- prioritate mică, 4- nu este nevoie de consolidarea capacităților)
a. Resurse umane	
b. Management financiar	
c. Monitorizare și Evaluare	
d. Colectare de fonduri și alte tipuri de suport (ex. diversificarea resurselor primite de la donator, donațiile în natură, voluntariat, activități generatoare de venit)	
e. Conducere internă (ex. funcționarea Consiliului de administrație/board-lui, planificare strategică)	
f. Implicarea organizației Dvs. cu cetățenii, și reprezentarea intereselor a lor în lucrul Dvs.	

17. În ce mod ați dori să primiți asistență pentru dezvoltarea capacităților, dacă ați putea alege doar maxim două metode? (nu-susținute)

- a. Ateliere de lucru
- b. Mentorat/Asistență tehnică
- c. Ghiduri scrise
- d. Echipament
- e. Vizite de studiu
- f. Consultanță internațională
- g. Altele, specificați

18. Începînd cu 2009, organizația Dvs. a primit și din alte programe decît MCSSP suport pentru consolidarea capacităților?

- a. Da
- b. Nu → Treceți la întrebarea 20

19. Ce tip de suport de consolidare a capacităților ați primit din alte programe?

- a. Training/instruire → numărul de instruirii la care ați participat începînd cu 2009 \_\_\_\_\_

- b. Mentorat/Asistență tehnică → numărul de zile de asistență primită începând cu 2009 \_\_\_\_\_
- c. Ghiduri → numărul de ghiduri primite începând cu 2009 \_\_\_\_\_
- d. Altele, specificați \_\_\_\_\_ → durata suportului începând cu 2009 \_\_\_\_\_

### Reprezentarea intereselor cetățenilor

Acum voi pune mai multe întrebări despre activitatea organizației.

20. Pe cine considerați beneficiarii principali (grupul țintă) a organizației Dvs.? Selectați doar un răspuns.

- a. Tinerii
- b. Persoanele în etate
- c. Femeile
- d. Persoanele cu dezabilități
- e. Persoanele nevoiașe
- f. Alte organizații ale societății civile
- g. Media
- h. Publicul general
- i. Alte grupuri țintă (specificați) \_\_\_\_\_

21. Cât de importante sunt următoarele aspecte în determinarea activităților și proiectelor organizației Dvs.?

	Rating (1- foarte important, 2- oarecum important, 3- deloc important)
a. Prioritățile donatorului	
b. Necesitățile populației cheie	
c. Expertiza și interesul personalului Dvs. și/sau membrii consiliului de administrare	
d. Altele, specificați _____	

22. Ce activități de implicare și mobilizare a beneficiarilor/ comunității (constituenților) a înfăptuit organizația Dvs. în ultimii doi ani?

23. Au fost careva din aceste activități care vizează în mod specific implicarea femeilor?

	Realizat în ultimii 2 ani	Unele care vizează femeile
a. Consilii consultative , ateliere de lucru participative , mese rotunde	Da/Nu	Da/Nu
b. Site-uri care oferă posibilitatea comunicării online/ pe internet	Da/Nu	Da/Nu
c. Campanii de educație civică	Da/Nu	Da/Nu
d. Programe TV radio	Da/Nu	Da/Nu
e. Rețele sociale	Da/Nu	Da/Nu
f. Întâlniri sau evenimente publice	Da/Nu	Da/Nu
g. Diseminarea informației prin intermediul ziarelor, broșurilor, fluturașilor	Da/Nu	Da/Nu
h. Recrutarea voluntarilor	Da/Nu	Da/Nu
i. Recrutarea membrilor consiliului de administrare	Da/Nu	Da/Nu
j. Implicarea beneficiarilor-cheie (constituenților) în dezvoltarea planurilor a organizației	Da/Nu	Da/Nu
k. Altele (specificați) _____	Da/Nu	Da/Nu

24. Aveți vreun angajat actual care ar fi din grupul țintă al organizației Dvs.?

- a. Da → # |\_\_|\_\_|
- b. Nu

25. Ce instrumente de cercetare au fost utilizate în ultimii doi ani pentru a înțelege necesitățile și prioritățile beneficiarilor-cheie (constituenților)?

26. Ați dezagregat rezultatele cercetărilor Dvs pe factor de gen?

27. Au avut cercetările Dvs scopul concret de a colecta date despre necesitățile și prioritățile femeilor?

	Realizat în ultimii 2 ani	Rezultatele dezagregate pe gender? (1-toate, 2-unele, 3-nici una)	Unele care vizează femeile
a. Fișe de scor/ sondaje comunitare	Da/Nu		Da/Nu
b. Focus grupuri	Da/Nu		Da/Nu

c. Sondaje	Da/Nu		Da/Nu
d. cartografierea beneficiarilor-cheie (constituenților)	Da/Nu		Da/Nu
e. Altele, specificați _____	Da/Nu		Da/Nu

28. De la începutul programului MCSSP, organizația Dvs. a efectuat vreo evaluare internă din perspectiva genului a structurilor, politicilor sau practicilor organizației?

a. Structuri	Da/Nu
b. Politici	Da/Nu
c. Practici	Da/Nu

29. A fost organizația Dvs. implicată în activități de pledoarie (advocacy) în ultimii doi ani?

- Da → numărul activităților, în ultimii doi ani în |\_|\_|
- Nu → Treceți la întrebarea 30

30. Care a fost nivelul de implicare a beneficiarilor-cheie (constituenților) în aceste activități de pledoarie

- Înalt
- Mediu
- Scăzut
- Niciunu

### Conducerea internă

31. Organizația Dvs. are un plan strategic?

- Da → care este anul când a fost ultima dată actualizat |\_|\_|\_|\_|
- Nu → Treceți la întrebarea 33

32. Ce procent din proiectele Dvs actuale sunt în conforme cu obiectivele Planului Strategic?

- Toate
- Majoritatea
- Unele
- Nici unul

33. Organizația Dvs. are un Consiliu de administrare (Board)?

- Da
- Nu → Treceți la întrebarea 46

34. Câți membri are Consiliul de administrare? |\_|\_|

35. Câți membri din Consiliul de administrare sunt femei? |\_|\_|

36. Care din sectoarele următoare sunt reprezentate în Consiliul de administrare?

- Sectorul non-profit → Numărul |\_|\_|
- Sectorul privat → Numărul |\_|\_|
- Sectorul public (guvern) → Numărul |\_|\_|
- Reprezentanții grupului țintă a organizației → Numărul |\_|\_|

37. Sunt plătiți careva din membrii Consiliului de administrare pentru activitatea lor din organizație?

- Da
- Nu

38. Membrii consiliului de administrare au semnat o Declarație/Acord de conflicte de interese?

- Da
- Nu

39. Aveți membri ai Consiliului de administrare care sunt și angajați actuali ai organizației,?

- Da
- Nu → Treceți la întrebarea 41

40. Au acești membri dreptul la vot?

- Da
- Nu

41. În care din activitățile de mai jos este implicat activ Consiliul de administrare (Board-ul)?

a. Revizuirea rapoartelor	Da/Nu
b. Planificare strategică	Da/Nu
c. Colectare de fonduri	Da/Nu
d. Evaluarea performanței personalului	Da/Nu

e. Scrierea proiectelor	Da/Nu
f. Pledoarie/comunicare externă	Da/Nu
g. Control al activității financiare	Da/Nu
h. Altele (specificați) _____	Da/Nu

42. Directorul executiv este evaluat de către consiliul de administrare în fiecare an?
- Da
  - Nu
43. Care este frecvența întâlnirilor Consiliului de administrare?
- mai frecvent decât lunar
  - lunar
  - trimestrial
  - de două ori pe an
  - anual
  - mai puțin frecvent decât anual
  - neregulat
  - niciodată
44. La întâlnirile Consiliului de administrare sunt efectuate și păstrate procese verbale?
- Da
  - Nu
45. Aveți proceduri scrise de recrutare, selectare, rotație sau retragere a membrilor Consiliului de administrare?
- Da
  - Nu

#### Resursele umane, monitorizarea și evaluarea, sisteme de management financiar

46. Organizația Dvs. dispune de:

a. Manual pentru personal	Da/Nu
b. Sistem de evaluare a personalului	Da/Nu
c. Cod de conduită/etici pentru personal	Da/Nu
d. Fișe de post pentru toate pozițiile	Da/Nu
e. Procedură scrisă pentru recrutarea personalului, inclusiv verificarea experienței și istoriei salariului	Da/Nu
f. Contract de muncă pentru fiecare angajat cu salariul lunar inclus.	Da/Nu
g. Tabele de pontaj lunare (sau mai frecvente)	Da/Nu
h. Vacanță plătită pentru personal	Da/Nu

47. Organizația Dvs. monitorizează și evaluează regulat activitățile sale?

- Da
- Nu → Treceți la întrebarea 49

48. Care din următoarele aspecte include sistemul Dvs. de monitorizare și evaluare:

a. Indicatori de evaluare curentă a rezultatelor activităților, rezultatelor pe termen mediu și lung, impact	Da/Nu
b. Definiția obiectivelor și obiectivelor programului	Da/Nu
c. Indicatorii de evaluare a obiectivelor strategici	Da/Nu
d. Instrumente de colectare a datelor	Da/Nu
e. Rapoarte cu rezultatele activității de monitorizare și evaluare	Da/Nu

49. Organizația Dvs. dispune de următoarele (tabelul de mai jos)?

50. În cadrul organizației Dvs se utilizează următoarele?:

	Existente	Activ utilizat
a. Buget consolidat anual sau multianual	Da/Nu	Da/Nu
b. Proceduri interne de achiziții	Da/Nu	Da/Nu
c. Proceduri de contabilitate clar definite	Da/Nu	Da/Nu
d. Un program electronic de contabilitate	Da/Nu	Da/Nu

51. Aceași persoană procesează plățile și aprobă plățile care urmează să fie efectuate?

- Întotdeauna

- b. Uneori
- c. Niciodată

52. Ce procent din datele contabile sunt în format electronic?

- a. 0%
- b. 30%
- c. 50%
- d. 80%
- e. 100%

53. De care tipuri de resurse a beneficiat organizația dvs. în ultimii trei ani (2012-2014)?

	Primate/utilizate
Granturi de la organizații și donatori străini	Da/Nu
Granturi și fonduri de la organizațiile societății civile din Moldova	Da/Nu
Resurse financiare din partea guvernului central al R. Moldova	Da/Nu
Resurse financiare din partea autorităților publice locale	Da/Nu
Resurse financiare din partea sectorului privat	Da/Nu
Donații din partea persoanelor fizice	Da/Nu
Donații în natură	Da/Nu
Voluntariat	Da/Nu
Activități generatoare de venit (vânzarea de servicii sau produse)	Da/Nu

54. Dispuneți de politici interne de management financiar?

- a. Da
- b. Nu → Treceți la întrebarea 56

55. Ce includ aceste politici interne?

	Există?
a. Calcul de salarizare și plăți	Da/Nu
b. Segregarea/separarea responsabilităților printre membrii personalului	Da/Nu
c. Bugetare internă și principii de administrare bugetară a grantului	Da/Nu
d. Plan contabil detaliat	Da/Nu
e. Documente financiare primare și auxiliare	Da/Nu
f. Definiția costurilor directe și indirecte	Da/Nu
g. Proceduri de salarizare/remunerare prin contract în cazul mai multor granturi (inclusiv premii)	Da/Nu
h. Proceduri de raportare financiară	Da/Nu

56. Cât de important este, pentru organizația Dvs să aveți și dezvoltați sisteme de management, proceduri și politici, în domeniile următoare.

	Evaluarea (1-foarte important, 2- oarecum important, 3- deloc important)
a. Resurse umane	
b. Management financiar	
c. Monitorizare și evaluare	
d. Consiliul administrativ	

Mulțumesc mult pentru timpul acordat!

## Sondaj pentru organizațiile societății civile care nu au primit asistență din partea FHI360/MCSP

### Introducere

Bună ziua, mă numesc \_\_\_\_\_ și vă contactez din partea Institutului de Marketing și Sondaje – IMAS-INC Chișinău, o organizație care se ocupă de sondaje publice și Mendez England & Associates, companie americană care colaborează cu Agenția Statelor Unite de Dezvoltare Internațională (USAID). Scopul acestui studiu este de a evalua impactul suportului guvernului American asupra organizațiilor societății civile din Moldova.

Vă rugăm să participați în acest interviu de 20 minute pentru a ne oferi informații cu privire la practicile actuale ale organizațiilor societății civile din propria perspectivă. Această evaluare, inclusiv sondajul sunt finanțate de USAID și informația împărtășită de Dvs va fi utilizată pentru a îmbunătăți programele de susținere a societății civile ale USAID în viitor.

Participarea Dvs. în acest sondaj este voluntară și vă este permis treceți peste întrebări, sau puteți cere oprirea participării Dvs. în sondaj în orice moment. Identitatea Dvs. va fi tratată cu confidențialitate și nu va fi divulgată către USAID.

Dacă aveți întrebări despre acest chestionar, puteți sa-l contactați pe Doru Petruți, directorul IMAS, la tel: ABC

Am putea începe sondajul?

<b>Identitatea OSC (organizației societății civile) – ID OSC</b>	□□□
<b>ID localitate</b>	□□□
<b>Timpul de start al sondajului</b>	

### Informații demografice asupra respondentului

1. Care este numele complet a organizației Dvs. \_\_\_\_\_
2. Care este denumirea prescurtată (acronimul) organizației Dvs. \_\_\_\_\_
3. În ce an a fost înregistrată organizația Dvs. (Anul) □□□□□
4. Care este poziția Dvs. în cadrul organizației?
  - a. Conducerea superioară (Președinte/Director executiv)
  - b. Manager de proiect/Coordonator
  - c. Specialist într-un anumit domeniu (expert in tineret, trainer)
  - d. personal administrativ (resurse umane, finanțe, logistică)
5. Cîți angajați din organizația Dvs. lucrează pe normă completă? Cîți sunt bărbați și cîte sunt femei?

Tipul angajaților	Bărbați	Femei	Total
a. Conducerea superioară			
b. Manager de proiect/Coordonator			
c. Specialist			
d. Personal administrativ (resurse umane, finanțe, logistică)			
<b>TOTAL</b>			

6. Care este cel mai mare grant pe care l-ați primit în ultimii trei ani (2012-2014)?
  - a. Mai puțin de 10,000 USD
  - b. 10,001 USD - 20,000 USD
  - c. 20,001 USD - 50,000 USD
  - d. 50,000 USD – 200,000 USD
  - e. 200,001 USD – 1,000,000 USD
  - f. Mai mult de 1,000,000 USD
7. Care este sectorul principal de activitate în cadrul organizației Dvs.? Selectați doar unul.

- a. Dezvoltarea societății civile
  - b. Transparență/responsabilizare
  - c. Media/ Diseminarea informației
  - d. Sănătate
  - e. Educație
  - f. Dezvoltarea economică
  - g. Dezvoltarea comunitară
  - h. Promovarea femeii
  - i. Tineret
  - j. Cultură
  - k. Justiție/Drepturile omului
  - l. Mediu/resurse naturale
  - m. Altele \_\_\_\_\_
8. Care sunt activitățile de bază în cadrul organizației Dvs. ? Selectați unul.
- a. Furnizarea serviciilor
  - b. Pledoarie/advocacy
  - c. Cercetare
  - d. Alta, specificați \_\_\_\_\_

**Susținere primită de organizație în domeniul dezvoltării capacităților organizaționale**

9. Cum ați evalua capacitatea organizației Dvs. în 2009? Dar acum?
10. Ați primit susținere pentru consolidarea capacităților în unul din domeniile listate mai jos, începînd cu 2009?
11. Ați primit susținere pentru consolidarea capacităților din partea AED sau FHI360?

	Ratingul capacităților (1-extrem de capabilă, 2-oarecum capabilă, 3-nu foarte capabilă, 4-deloc capabilă)		Asistență în dezvoltarea capacităților din 2009	Furnizate de AED sau FHI360
	2009	Curent		
a. Management financiar și contabilitate			Da/Nu	Da/Nu
b. Managementul resurselor umane			Da/Nu	Da/Nu
c. Monitorizare și evaluare			Da/Nu	Da/Nu
d. Colectare de fonduri și altor tipuri de suport (ex. diversificarea resurselor primite de la donator, donațiile în natură, voluntariat, activități generatoare de venit)			Da/Nu	Da/Nu
e. Conducerea internă (ex. funcționarea consiliului de administrare, planificarea strategică)			Da/Nu	Da/Nu
f. Implicarea organizației Dvs. cu cetățenii, și reprezentarea intereselor lor în activitățile Dvs.			Da/Nu	Da/Nu

12. (Dacă răspunsul este Da pentru oricare la întrebările din 10.) Care au fost tipurile de susținere în domeniul consolidării capacităților organizaționale pe care l-ați primit?
13. Cum ați evalua utilitatea fiecărui tip de suport, din lista de mai jos, pentru consolidarea capacităților primit de organizația Dvs.?

	Primit	Numărul de instruiți/ metode de consolidare a capacităților
a. Atelier/ training în grup	Da Nu	numărul de instruiți la care ați participat  _ _
b. Mentorat/Asistență tehnică	Da Nu	numărul de zile de instruire/ asistență primite  _ _
c. Ghiduri	Da Nu	numărul de ghiduri primite  _ _
d. Echipament	Da Nu	unități primite  _ _
e. Altele _____	Da Nu	(unitate) _____  _ _

14. Cît de important sau prioritar ar fi să mai primiți asistență pentru dezvoltarea capacităților pentru organizația Dvs. în următoarele domenii:

	Rating (1-prioritate înaltă, 2-prioritate medie, 3- prioritate mică, 4- nu este nevoie de consolidarea capacităților)
a. Resurse umane	
b. Management financiar	
c. Monitorizare și Evaluare	
d. Colectare de fonduri și alte tipuri de suport (ex. diversificarea resurselor primite de la donator, donațiile în natură, voluntariat, activități generatoare de venit)	
e. Conducere internă (ex. funcționarea board-lui, planificare strategică)	
f. Implicarea organizației Dvs. cu cetățenii, și reprezentarea intereselor a lor în lucrul Dvs.	

15. În ce mod ați dori să primiți asistență pentru dezvoltarea capacităților, dacă ați putea alege doar maxim două metode? (nu-susținute)
- Ateliere de lucru
  - Mentorat/Asistență tehnică
  - Ghiduri scrise
  - Echipament
  - Vizite de studiu
  - Consultanță internațională
  - Altele, specificați

### Reprezentarea intereselor cetățenilor

Acum voi pune mai multe întrebări despre activitatea organizației Dvs.

16. Pe cine considerați beneficiarii principali (grupul țintă) a organizației Dvs.? Selectați doar un răspuns.

- Tinerii
- Persoanele în etate
- Femeile
- Persoanele cu dezabilități
- Persoanele nevoiașe
- Alte organizații ale societății civile
- Media
- Publicul general
- Alte grupuri țintă (specificați) \_\_\_\_\_

17. Cât de importante sunt următoarele aspecte în determinarea activităților și proiectelor organizației Dvs.?

	Rating (1- foarte important, 2- oarecum important, 3- deloc important)
a. Prioritățile donatorului	
b. Necesitățile populației cheie	
c. Expertiza și interesul personalului Dvs. și/sau membrii consiliului de administrare	
d. Altele, specificați _____	

18. Ce activități de implicare și mobilizare a beneficiarilor/ comunității (constituenților) a înfăptuit organizația Dvs. în ultimii doi ani?

19. Au fost careva din aceste activități care vizează în mod specific implicarea femeilor?

	Realizat în ultimii 2 ani	Unele care vizează femeile
a. Consilii consultative , ateliere de lucru participative , mese rotunde	Da/Nu	Da/Nu
b. Site-uri care oferă posibilitatea comunicării online/ pe internet	Da/Nu	Da/Nu
c. Campanii de educație civică	Da/Nu	Da/Nu
d. Programe TV radio	Da/Nu	Da/Nu
e. Rețele sociale	Da/Nu	Da/Nu
f. Întâlniri sau evenimente publice	Da/Nu	Da/Nu
g. Diseminarea informației prin intermediul ziarelor, broșurilor, fluturașilor	Da/Nu	Da/Nu
h. Recrutarea voluntarilor	Da/Nu	Da/Nu
i. Recrutarea membrilor consiliului de administrare	Da/Nu	Da/Nu
j. Implicarea beneficiarilor-cheie (constituenților) în dezvoltarea planurilor a organizației	Da/Nu	Da/Nu
k. Altele (specificați) _____	Da/Nu	Da/Nu

20. Aveți vreun angajat actual care ar fi din grupul țintă al organizației Dvs.?

- Da → numărul |\_|\_|
- Nu

21. Ce instrumente de cercetare au fost utilizate în ultimii doi ani pentru a înțelege necesitățile și prioritățile beneficiarilor-cheie (constituenților)?

22. Ați dezagregat rezultatele cercetărilor Dvs pe factor de gen?

23. Au avut cercetările Dvs scopul concret de a colecta date despre necesitățile și prioritățile femeilor?

	Realizat în ultimii 2 ani	Rezultatele dezagregate pe gen? (1-toate, 2-unele, 3-nici una)	Unele care vizează femeile
a. Fișe de scor/ sondaje comunitare	Da/Nu		Da/Nu
b. Focus grupuri	Da/Nu		Da/Nu
c. Sondaje	Da/Nu		Da/Nu
d. cartografierea beneficiarilor-cheie (constituenților)	Da/Nu		Da/Nu
e. Altele,specificați _____	Da/Nu		Da/Nu

24. Din 2009, organizația Dvs. a efectuat vreo evaluare internă din perspectiva Dvs...?

a. Structuri	Da/Nu
b. Politici	Da/Nu
c. Practici	Da/Nu

25. A fost organizația Dvs. implicată în activități de pledoarie (advocacy) în ultimii doi ani?

- Da → numărul activităților, în ultimii doi ani în |\_|\_|
- Nu → Treceți la întrebarea 25

26. Care a fost nivelul de implicare a beneficiarilor-cheie (constituenților) în aceste activități de pledoarie

- Înalt
- Mediu
- Scăzut
- Niciunul

### Conducerea internă

27. Organizația Dvs. are un plan strategic?

- Da → care este anul când a fost ultima dată actualizat |\_|\_|\_|\_|
- Nu → Treceți la întrebarea 29

28. Ce procent din proiectele actuale sunt în conformitate cu obiectivele planului strategic?

- Toate
- Majoritatea
- Unele
- Nici unul

29. Organizația Dvs. are un consiliu de administrare?

- Da
- Nu → Treceți la întrebarea 42

30. Câți membri are Consiliul de administrare? |\_|\_|

31. Câți membri din Consiliul de administrare sunt femei? |\_|\_|

32. Care din sectoarele următoare sunt reprezentate în Consiliul de administrare?

- Sectorul non-profit → Numărul |\_|\_|
- Sectorul privat → Numărul |\_|\_|
- Sectorul public (guvern) → Numărul |\_|\_|
- Reprezentanții grupului țintă a organizației → Numărul |\_|\_|

33. Sunt plătiți careva din membrii Consiliului de administrare pentru activitatea lor din organizație?

- Da
- Nu

34. Membrii consiliului de administrare au semnat o Declarație/Acord de conflicte de interese?

- Da
- Nu

35. Aveți membri ai Consiliului de administrare care sunt și angajați actuali ai organizației?

- Da
- Nu → Treceți la întrebarea 37

36. Au acești membri dreptul la vot?

- Da
- Nu

37. În care din activitățile de mai jos este implicat activ Consiliul de administrare (Board-ul)?

a. Revizuirea rapoartelor	Da/Nu
b. Planificare strategică	Da/Nu
c. Colectare de fonduri	Da/Nu
d. Evaluarea performanței personalului	Da/Nu
e. Scrierea proiectelor	Da/Nu
f. Pledoarie/comunicare externă	Da/Nu
g. Control al activității financiare	Da/Nu
h. Altele (specificați) _____	Da/Nu

38. Directorul executiv este evaluat de către consiliul de administrare în fiecare an?
- Da
  - Nu
39. Care este frecvența întâlnirilor Consiliului de administrare?
- mai frecvent decât lunar
  - lunar
  - trimestrial
  - de două ori pe an
  - anual
  - mai puțin frecvent decât anual
  - neregulat
  - niodată
40. La întâlnirile Consiliului de administrare sunt efectuate și păstrate procese verbale?
- Da
  - Nu
41. Aveți proceduri scrise de recrutare, selectare, rotație sau retragere a membrilor Consiliului de administrare?
- Da
  - Nu

#### Resursele umane, monitorizarea și evaluarea, sisteme de management financiar

42. Organizația Dvs. dispune de:

a. Manual pentru personal	Da/Nu
b. Sistem de evaluare a personalului	Da/Nu
c. Cod de conduită/etici pentru personal	Da/Nu
d. Fișe de post pentru toate pozițiile	Da/Nu
e. Procedură scrisă pentru recrutarea personalului, inclusiv verificarea experienței și istoriei salariului	Da/Nu
f. Contract de muncă pentru fiecare angajat cu salariul lunar inclus.	Da/Nu
g. Tabele de pontaj lunare (sau mai frecvente)	Da/Nu
h. Vacanță plătită pentru personal	Da/Nu

43. Organizația Dvs. monitorizează și evaluează regulat activitățile sale?

- Da
- Nu → Treceți la întrebarea 45

44. Care din următoarele aspecte include sistemul Dvs. de monitorizare și evaluare:

a. Indicatori de evaluare curentă a rezultatelor activităților, rezultatelor pe termen mediu și lung, impact	Da/Nu
b. Definiția obiectivelor și obiectivelor programului	Da/Nu
c. Indicatorii de evaluare a obiectivelor strategici	Da/Nu
d. Instrumente de colectare a datelor	Da/Nu
e. Rapoarte cu rezultatele activității de monitorizare și evaluare	Da/Nu

45. Organizația Dvs. dispune de următoarele (tabelul de mai jos)?

46. În cadrul organizației Dvs se utilizează următoarele?:

	Existente	Activ utilizat
--	-----------	----------------

a. Buget consolidat anual sau multianual	Da/Nu	Da/Nu
b. Proceduri interne de achiziții	Da/Nu	Da/Nu
c. Proceduri de contabilitate clar definite	Da/Nu	Da/Nu
d. Un program electronic de contabilitate	Da/Nu	Da/Nu

47. Aceeași persoană procesează plățile și aprobă plățile care urmează să fie efectuate?

- a. Întotdeauna
- b. Uneori
- c. Niciodată

48. Ce procent din datele contabile sunt în format electronic?

- a. 0%
- b. 30%
- c. 50%
- d. 80%
- e. 100%

49. De care tipuri de resurse a beneficiat organizația dvs. în ultimii trei ani (2012-2014)?

	Primate/utilizate
Granturi de la organizații și donatori străini	Da/Nu
Granturi și fonduri de la organizațiile societății civile din Moldova	Da/Nu
Resurse financiare din partea guvernului central al R. Moldova	Da/Nu
Resurse financiare din partea autorităților publice locale	Da/Nu
Resurse financiare din partea sectorului privat	Da/Nu
Donații din partea persoanelor fizice	Da/Nu
Donații în natură	Da/Nu
Voluntariat	Da/Nu
Activități generatoare de venit (vînzarea de servicii sau produse)	Da/Nu

50. Dispuneți de politici interne de management financiar?

- c. Da
- d. Nu → Treceți la întrebarea 52

51. Ce includ aceste politici interne?

	Există?
a. Calcul de salarizare și plăți	Da/Nu
b. Segregarea/separarea responsabilităților printre membrii personalului	Da/Nu
c. Bugetare internă și principii de administrare bugetară a grantului	Da/Nu
d. Plan contabil detaliat	Da/Nu
e. Documente financiare primare și auxiliare	Da/Nu
f. Definiția costurilor directe și indirecte	Da/Nu
g. Proceduri de salarizare/remunerare prin contract în cazul mai multor granturi (inclusiv premii)	Da/Nu
h. Proceduri de raportare financiară	Da/Nu

52. Cît de important este, pentru organizația Dvs să aveți și dezvoltați sisteme de management, proceduri și politici, în domeniile următoare.

	Evaluarea (1-foarte important, 2- oarecum important, 3- deloc important)
a. Resurse umane	
b. Management financiar	
c. Monitorizare și evaluare	
d. Consiliul administrativ	

Mulțumesc mult pentru timpul acordat!

## Sondaj pentru cetățeni

### **Introducere**

Bună ziua, mă numesc \_\_\_\_\_ și vă contactez din partea Institutului de Marketing și Sondaje – IMAS-INC din Chișinău, o organizație care se ocupă de sondaje de opinie publică și Mendez England & Associates, companie americană care colaborează cu Agenția Statelor Unite de Dezvoltare Internațională (USAID). Scopul nostru este de a studia impactul susținerii guvernului american pentru organizațiile societății civile din Moldova.

Vă rugăm să participați în acest sondaj de 10 minute, pentru a ne împărtăși opinia Dvs. despre organizațiile societății civile din Moldova și comunitatea Dvs. Acest sondaj este finanțat de Agenția Statelor Unite de Dezvoltare Internațională (USAID) și rezultatul va fi utilizat pentru a îmbunătăți asistența similară în viitor.

Opinia Dvs. ne va fi foarte de folos, pentru că ne vor ajuta să aflăm opinia cetățenilor despre societatea civilă. Vom împărtăși aceste opinii cu USAID, dar identitatea Dvs. va și păstrată confidențial și nu va fi divulgată USAID sau altcuiva din afara echipei de evaluare.

Participarea Dvs. în sondaj este voluntară și puteți sări peste oricare din întrebări sau să opriți participarea Dvs în sondaj.

Dacă aveți întrebări despre sondaj, puteți să îl contactați pe Doru Petruți, Directorul companiei IMAS la: Tel.....

Am putea începe sondajul?

	<b>Localitatea</b>		<input type="text"/>	<input type="text"/>
	<b>ID ale Organizațiile corelate</b>		<input type="text"/>	<input type="text"/>
	<b>Timpul de start al sondajului</b>			

### **Întrebări de departajare**

1. Cât de cunoscute vă sunt activitățile organizațiilor societății civile din Moldova?
  - a. Foarte cunoscute
  - b. Oarecum cunoscute
  - c. Deloc familiar → STOP
2. Ce vîrstă aveți?
  - a. <18 → STOP
  - b. 18 – 25
  - c. 26 – 30
  - d. 31-35
  - e. 36-40
  - f. 41 – 45
  - g. 46 – 50
  - h. 51- 55
  - i. 56 – 60
  - j. >60
3. Cel mai înalt nivel de studii finalizate de Dvs:
  - a. Nu am absolvit liceul
  - b. Liceu
  - c. Colegiu/universitate
  - d. Masterat
  - e. Studii post-universitare

### **Date demografice**

4. Care este genul Dstră?
  - a. Bărbat

b. Femeie

5. Care este ocupația Dvs.?

### Opiniile privitor la organizațiile societății civile

Acum voi pune mai multe întrebări despre organizațiile societății civile din Moldova.

6. Care este opinia Dvs. față de organizațiile societății civile din Moldova?
- Foarte favorabilă
  - Oarecum favorabilă
  - Oarecum negativă
  - Foarte negativă
7. Cum s-a schimbat opinia Dvs. după 2009?
- S-a îmbunătățit mult
  - Oarecum s-a îmbunătățit
  - La fel
  - Oarecum s-a înrăutățit
  - Mult s-a înrăutățit
8. Cum credeți ale cui interese organizațiile din Moldova le reprezintă sau pentru cine lucrează?
- Donatori
  - Cetățeni – inclusiv beneficiarii lor
  - Guvern
  - Interese personale
9. Cât de cunoscută vă este activitatea organizațiilor societății civile în orașul sau comunitatea Dvs.?
- Foarte cunoscută
  - Oarecum cunoscută
  - Deloc cunoscută → Treceți la întrebarea 14
10. Cât de cunoscută vă este fiecare din următoarele organizații listate mai jos...

Lista organizațiilor în orașul respondentului	Rating (1 = foarte 2=oarecum 3= deloc
a.	
b.	
c.	
d.	
e.	

11. Care este opinia Dvs. față de OSC în orașul sau comunitatea Dvs.?
- Foarte favorabilă
  - Oarecum favorabilă
  - Oarecum negativă
  - Foarte negativă
12. Cum s-a schimbat opinia Dvs. după 2009?
- S-a îmbunătățit mult
  - Oarecum s-a îmbunătățit
  - La fel
  - Oarecum s-a înrăutățit
  - Mult s-a înrăutățit
13. Cum credeți ale cui interese organizațiile din Moldova le reprezintă sau pentru cine lucrează?
- Donatori
  - Cetățeni – inclusiv beneficiarii lor
  - Guvern
  - Interese personale
14. Cât de des auziți sau citiți despre activitățile OSC?
- Zilnic
  - Săptăminal
  - La fiecare două săptămîni
  - Lunar
  - Trimestrial
  - Anual
  - Mai puțin frecvent decît un an

15. La moment, aflați sau citiți mai puțin, sau mai mult despre OSC decât în 2009?

- a. Mult mai des
- b. Oarecum mai des
- c. La fel
- d. Oarecum rar
- e. Mult mai rar

16. Cum primiți/accesați informația despre OSC sau vă implicați în activitățile OSC?

17. Cât de des primiți/accesați informația despre OSC sau vă implicați în activitățile OSC. Alegeți din următoarele:

	Ați utilizat cel puțin o data această sursă sau ați participat în aceste metode	Frecvența (1 = zilnic 2=săptăminal 3 =două ori pe săptămână 4=lunar 5=trimestrial 6=anual 7= mai puțin frecvent ca anual)
a. Consilii consultative , ateliere de lucru participative , mese rotunde	Da/Nu	
b. Site-uri, care permit de discuțiile online/pe internet	Da/Nu	
c. Campanii de educație civică	Da/Nu	
d. Programe TV radio	Da/Nu	
e. Rețele sociale	Da/Nu	
f. Întâlniri sau evenimente publice	Da/Nu	
g. Diseminarea informației prin cadrul presei, filiere, broșuri	Da/Nu	
h. Recrutarea voluntarilor	Da/Nu	
i. Discuții pe obiectivele strategice a OSC	Da/Nu	
j. Altele (specificați) _____	Da/Nu	

18. Ați fost vreodată voluntar în cadrul vreunei OSC?

- a. DA
- b. Nu → Treceți la întrebarea 21

19. Care este anul când pentru prima dată ați fost voluntar? |\_\_|\_\_|\_\_|\_\_|

20. Aproximativ câte zile ați petrecut ca voluntar într-o OSC, în ultimii doi ani? (Numărul) |\_\_|\_\_|

21. În ultimii 5 ani, ați fost întrebat (prin sondaj, întâlnire, sau altă metodă), de către OSC privitor la următoarele?:

a. Necesitățile Dvs.	Da/Nu
b. Opiniile sau interesele Dvs.	Da/Nu
c. Planurile pe viitor a OSC	Da/Nu
d. Activitățile OSC de promovare sau pledoarie asupra anumitor probleme	Da/Nu
e. Altele, specificați _____	Da/Nu

22. În ultimii 5 ani ați fost implicat în campanii de promovare sau pledoarie asupra anumitor probleme de către OSC?

- a. Da
- b. Nu → Mulțumesc mult pentru timpul acordat!

23. Cât de activ ați fost implicat în campaniile de promovare și pledoarie?

- a. Foarte implicat
- b. Oarecum implicat
- c. Puțin implicat

Mulțumesc mult pentru timpul acordat!

# **ANNEX N – Data Collection Tools in Russian**

## Опрос для организаций гражданского общества, получившие поддержку Программы MCSSP

### Введение

Здравствуйтесь, меня зовут \_\_\_\_\_. Я обращаюсь к Вам в рамках процесса оценки программы Агентства США по международному развитию ( USAID): “Укрепление гражданского общества в Молдове”, реализованной организацией FHI360 и её партнерами с сентября 2009 года по сентябрь 2013 года. Я говорю с Вами от лица компании социологических исследований IMAS, которая сотрудничает с группой независимых экспертов компании Mendez England and Associates, нанятой USAID для проведения оценки вышеупомянутой программы. Мы просим Вас принять участие в нашем 20-минутном опросе, проинформировать нас и дать нам свою оценку насчет вашего опыта в рамках программы по обучению и укреплению организационного потенциала реализованной FHI 360. Этот опрос и, в том числе исследование, финансируется USAID и ваша информация будет использована для улучшения программ по развитию потенциала гражданского общества в будущем.

Мы вас выбрали для данного опроса, поскольку между 2009-м и 2013-м годом, ваша организация получила грант, или контракт в рамках программы “Укрепление гражданского общества в Молдове”. Ваши взгляды ценны для нас тем, что помогут нам сформировать общее мнение об этой программе и помогут нам предоставить USAID важную информацию о потребностях организаций гражданского общества, в том числе и вашей в укреплении организационного потенциала.

Ваше участие в опросе является полностью добровольным. Вы можете, в любой момент, перейти к последующим вопросам, минуя любой из вопросов, а также полностью остановить ваше участие в опросе. Ваши личные данные останутся конфиденциальными и не будут переданы, либо раскрыты USAID или FHI 360.

Если у вас возникнут вопросы в связи с данным опросом, вы можете связаться с Дору Петруци, Директором ИМАС по телефону: ABC

Можем начинать?

ID организации	_ _
ID населённого пункта	_ _
Тип полученного гранта, (выбирайте то, что относится к вашему случаю)	1. Консорциум организаций партнёров 2. Организации партнёры повестки изменению (АСР) 3. Программа „Вдохновение” 4. Расширенная программа (2012-2013)
Время начала опроса	

### Демографическая информация о респонденте

1. Полное название организации \_\_\_\_\_
2. Короткое название организации \_\_\_\_\_
3. Когда была создана Ваша организация (Год) |\_|\_|\_|\_|\_|
4. Ваша должность в организации?
  - a. высшее руководство (Президент / исполнительный директор)
  - b. менеджер проекта / Координатор
  - c. специалист в определенной области (эксперт/тренер)
  - d. административный персонал (людские ресурсы, финансы, логистика)

5. Сколько, в вашей организации, работников оплачиваемые и работают на полной ставке (в том числе консультанты у которых контракт, к на постоянной / регулярной основе)? Сколько из них мужчин и женщин ?

Тип работников	мужчины	женщины	Сумма
e. высшее руководство			
f. менеджер проекта / Координатор			
g. специалист			
h. административный персонал (людские ресурсы, финансы, логистика)			
<b>Сумма</b>			

6. Определите пожалуйста размер самого большого гранта, полученного вашей организацией за последние 3 года (2012-2014)?
- Меньше 10,000 долл. США
  - 10,001 долл. США - 20,000 долл. США
  - 20,001 долл. США - 50,000 долл. США
  - 50,000 долл. США – 200,000 долл. США
  - 200,001 долл. США – 1,000,000 долл. США
  - Больше 1,000,000 долл. США
7. Определите пожалуйста главный сектор деятельности вашей организации? Выберите только один.
- Развитие гражданского общества
  - Прозрачность /подотчетность гос. управления
  - СМИ/ Информирование населения
  - Здравоохранение
  - Образование
  - Экономическое развитие
  - Развитие на местном уровне/ развитие сообщества
  - Продвижение женщин
  - Продвижение молодежи
  - Культура
  - Правозащитная деятельность/ права человека
  - Экология/ природные ресурсы
  - Другое \_\_\_\_\_
8. Определите пожалуйста главный вид деятельности вашей организации? Выберите только один.
- Предоставление услуг
  - Продвижение кампаний, взглядов и идей (Advocacy)
  - Изыскательная деятельность/ исследования
  - Другое, определите пожалуйста \_\_\_\_\_

**Поддержка со стороны программы FHI 360/MCSP**

Теперь, я задам вам несколько вопросов о Программе развития гражданского общества реализованную AED и FHI360, в период с сентября 2009 по 2013.

9. Когда ваша организация участвовала в программе? Выбирайте только то, что относится к вашему случаю.
- 2009
  - 2010
  - 2011
  - 2012
  - 2013
10. В которой из следующих программ FHI360/MCSP участвовала ваша организация? Выбирайте только то, что относится к вашему случаю:
- Консорциум организаций партнёров
  - Организации партнёры повестки изменении (ACP)
  - Программа „Вдохновение”

d. Расширенная программа (2012-2013)

11. Получала ли ваша организация и другие виды поддержки для развития организационного потенциала со стороны FHI360/MCSSP?
12. Как бы вы оценили ценность/полезность следующих типов поддержки для развития организационного потенциала, полученного вашей организацией? (очень полезно, довольно полезно, не очень полезно, совсем не полезно).

Тип поддержки для развития организационного потенциала	Поддержка получена/ не получена	Рейтинг (1- очень полезно, 2- довольно полезно, 3- не очень полезно, 4- совсем не полезно)
a. Групповое обучение/ тренинг	Да/Нет	
b. Консультации/техническая помощь	Да/Нет	
c. Разработка и предоставление гидов	Да/Нет	
d. Другие _____	Да/Нет	

13. (Отвечайте на этот вопрос только если ответ на вопрос №11 был “ДА”) – на каком/каких из последующих семинарах, тренингах и мероприятиях группового обучения участвовали сотрудники, консультанты или волонтеры вашей организации? b. Определите количество участия для каждого из мероприятий группового обучения из следующего списка, в котором участвовали ваши сотрудники?

Наименование мероприятий	Участие		Количество Мероприятий в которых участвовали сотрудники
	Да	Нет	
a. Стратегическое планирование	1→	0	
b. Управление грантами	1→	0	
c. Управление персоналом	1→	0	
d. Управление проектами	1→	0	
e. Финансовый менеджмент	1→	0	
f. Бухгалтерский учет	1→	0	
g. Привлечение финансирования	1→	0	
h. Укрепление социальной базы и бенефициаров организации	1→	0	
i. Социальное многообразие	1→	0	
j. Гендерное равенство и интеграция	1→	0	
k. Продвижение кампаний, взглядов и идей (Advocacy)	1→	0	
l. Гендерное равенство и интеграция	1→	0	
m. СМИ и информирование	1→	0	
n. Управление организацией	1→	0	
o. Коммуникация	1→	0	
p. Управление волонтерами	1→	0	
q. Предоставление услуг	1→	0	
r. Мобилизация сообщества	1→	0	
s. Законотворчество	1→	0	
t. Развитие связей	1→	0	
u. ИКТ	1→	0	
v. Другое (уточните пожалуйста) _____	1→	0	

14. Как бы вы оценили потенциал вашей организации в 2009 г. (до MCSSP)? А теперь?

15. Как повлияла программа MCSSP на развитие потенциала вашей организации, начиная с 2009?

	Рейтинг 1. очень крепкий потенциал, 2- довольно крепкий потенциал, 3- не очень крепкий потенциал, 4- слабый потенциал)		Вклад MCSSP в развитие потенциала организации (1- очень важный, 2- довольно важный, 3- мало, 4- не было вклада)
	2009	Теперь	
a. Финансовый менеджмент и			
b. Бухгалтерский учет			
c. Мониторинг и оценка			
d. (сбор средств , и материальных ресурсов, а также использование волонтеров и мероприятия по генерированию доходов)			
e. Внутреннее управление организацией (функционирование совета правления организации, стратегическое планирование)			
f. Взаимодействие с гражданами и поддержка гражданских интересов через вашу организацию			

16. Как важно было бы для вашей организации получить дополнительную поддержку в развитии организационного потенциала в следующих направлениях:

	рейтинг (1- очень важно; 2- средняя степень важности; 3- маловажно; 4- совсем не важно)
a. Финансовый менеджмент	
b. Бухгалтерский учет	
c. Мониторинг и оценка	
d. (сбор средств , и материальных ресурсов, а также использование волонтеров и мероприятия по генерированию доходов)	
e. Внутреннее управление организацией (функционирование совета правления организации, стратегическое планирование)	
f. Взаимодействие с гражданами и поддержка гражданских интересов через вашу организацию	

17. Каким образом хотели бы вы получить поддержку по развитию организационного потенциала, если бы выбирали максимум два метода? (не получавших поддержку)

- Групповое обучение/ тренинг
- Консультации/техническая помощь
- Гиды
- Ознакомительная поездка
- Рекомендации международного эксперта
- Другое (уточните)

18. Начиная с 2009-го года, ваша организация получала поддержку по развитию организационного потенциала и от других проектов чем MCSSP?

- a. да
  - b. Нет → Перейдите к вопросу 20
19. Какого типа поддержку для повышения организационного потенциала получали вы из других программ?
- a. Тренинг/ обучение → количество тренингов и мероприятия по обучению в которых вы принимали участие начиная с 2009 \_\_\_\_\_
  - b. Консультации/техническая помощь → количество дней консультаций и технической помощи полученных с 2009 года 2009 \_\_\_\_\_
  - c. Гиды → Количество гидов полученных с 2009 года \_\_\_\_\_
  - d. Другое (уточните) \_\_\_\_\_ → Продолжительность поддержки с 2009 \_\_\_\_\_

**Представление интересов граждан**

Теперь я задам несколько вопросов о деятельности вашей организации.

20. Кого вы считаете главной целевой группой вашей организации? Выберите *только один ответ*.
- a. Молодежь
  - b. Старшее поколение
  - c. Женщины
  - d. Люди с ограниченными возможностями
  - e. Бедные люди
  - f. другие организации гражданского общества
  - g. СМИ
  - h. Общество в целом
  - i. Другая ЦА (уточните) \_\_\_\_\_

21. Насколько важны следующие аспекты в процессе определения и развития деятельности и проектов вашей организации?

	рейтинг (1- очень важно; 2- средняя степень важности; 3- маловажно; 4- совсем не важно)
a. Приоритеты донора	
b. потребности социальной базы организации	
c. потребности целевой аудитории организации	
d. другое (уточните) _____	

22. Какого рода мероприятия вовлечения целевой аудитории и социальной базы вашей организации предприняли вы за последние два года?

23. Были ли женщины целевой аудиторией хотя бы одной из этих мероприятий?

	Реализовано за последние 2 года	Некоторые из них ориентированные на женщин
a. Советы по управлению и решению проблем сообщества, семинары, круглые столы	Да/Нет	Да/Нет

b. Сайты, дающие возможность онлайн общения	Да/Нет	Да/Нет
c. Кампании гражданского образования	Да/Нет	Да/Нет
d. Радио и ТВ программы	Да/Нет	Да/Нет
e. Социальные сети	Да/Нет	Да/Нет
f. Публичные встречи или мероприятия	Да/Нет	Да/Нет
g. Распространение информации посредством газет, брошюр, флайеров	Да/Нет	Да/Нет
h. Вовлечение волонтеров	Да/Нет	Да/Нет
i. назначение новых членов совета организации	Да/Нет	Да/Нет
j. Вовлечение бенефициаров и представителей социальной базы организации в разработке планов организации	Да/Нет	Да/Нет
k. другое (уточните) _____	Да/Нет	Да/Нет

24. Есть ли среди сотрудников вашей организации кто-либо из целевой аудитории организации?

- a. Да → # |\_\_|\_\_|  
b. Нет

25. Какие инструменты социального исследования использовали вы для понятия и выявления приоритетов бенефициаров и представителей социальной базы вашей организации?

26. Применяете ли вы отдельный учет результатов исследований и проектов по гендерному фактору?

27. Был ли сбор данных о проблемах и приоритетах женщин когда-либо целью ваших исследований?

	Реализовано в течении последних 2 лет	Вёлся отчет результатов и данных на основании отдельных данных по женщинам? (1-все, 2-некоторые, 3-ни один)	Некоторые исследования рассматривали проблемы женщин
a. Опросы/ таблицы для выявления приоритетов в сообществе	Да/Нет		Да/Нет
b. Фокус группы	Да/Нет		Да/Нет
c. Опросы	Да/Нет		Да/Нет
d. Анализ и картирование бенефициаров и представителей социальной базы организации	Да/Нет		Да/Нет
e. другое (уточните) _____	Да/Нет		Да/Нет

28. С начала программы, ваша организация проводила когда-нибудь внутреннюю оценку структур, политик, и практик организации с перспективы гендерного равенства??

a. Анализ структур	Да/Нет
b. Анализ политик	Да/Нет
c. Анализ практик	Да/Нет

29. Была ли ваша организация вовлечена в мероприятия по продвижению кампаний, взглядов и идей в течении последних двух лет?

- a. Да → количество мероприятий, за последние 2 года |\_\_|\_\_|  
b. Нет → Переходите к вопросу 30

30. Как бы вы определили степень вовлеченности бенефициаров и представителей социальной базы организации в ваши мероприятия по продвижению кампаний, взглядов и идей?

- a. Высокая  
b. Средняя  
c. Низкая  
d. не вовлечены

### Внутреннее управление

31. Есть ли у вашей организации стратегический план?

- a. Да → Когда его последний раз пересматривали (год)? |\_\_|\_\_|\_\_|\_\_|  
b. Нет → Переход к вопросу 33

32. Какая пропорция ваших проектов соответствует стратегическому плану?
- Все
  - Большинство
  - Некоторые
  - Ни один
33. В вашей организации имеется Исполнительный Совет (Совет Директоров/Руководящий Совет (Board))?
- Да
  - Нет → Переход к вопросу 46
34. Из скольких членов состоит ваш Исполнительный Совет? |\_\_|\_\_|
35. Сколько из членов вашего Исполнительного Совета женщины? |\_\_|\_\_|
36. Какие из последующих секторов представлены в вашем Исполнительном Совете?
- Некомерческий/неправительственный сектор → Количество |\_\_|\_\_|
  - Частный сектор → Количество |\_\_|\_\_|
  - Гос. управление → Количество |\_\_|\_\_|
  - Бенефициары и представители социальной базы организации → Количество |\_\_|\_\_|
37. Ваша организация оплачивает деятельность членов вашего Исполнительного Совета, хотя бы некоторых из них?
- Да
  - Нет
38. Подписывали члены вашего Исполнительного Совета декларацию/ соглашение о конфликте интересов?
- Да
  - Нет
39. Являются некоторые члены вашего Исполнительного Совета также нанятыми сотрудниками в вашей организации (работает ли кто-то из Совета в вашей организации)?
- Да
  - Нет → Переход к вопросу 41
40. У этих членов вашего Исполнительного Совета есть право голоса?
- Да
  - Нет
41. В каких из нижеупомянутых видов деятельности вашей организации участвует Исполнительный Совет?

а. Проверка отчетов	Da/Nu
б. Стратегическое планирование	Da/Nu
с. Сбор средств	Da/Nu
д. Оценка деятельности сотрудников	Da/Nu
е. Разработка проектов	Da/Nu
ф. Продвижение кампаний, взглядов и идей (Advocacy)	Da/Nu
г. Контроль финансовой деятельности	Da/Nu
h. Другое (уточните) _____	Da/Nu

42. Предоставляет ли Исполнительный Директор ежегодные отчеты перед Советом?
- Да
  - Нет

43. Какова частота заседаний Исполнительного Совета?
- Чаше чем раз в месяц
  - Ежемесячно
  - Три раза в год
  - Два раза в год
  - Ежегодно
  - Меньше чем раз в год
  - Нерегулярно
  - Никогда
44. На заседаниях Исполнительного Совета составляются протоколы заседаний?
- Да
  - Нет
45. У вас имеются писанные процедуры рекрутации, выбора, ротации или прекращения деятельности Исполнительного Совета?
- Да
  - Нет

**Людские ресурсы, мониторинг и оценка, система финансового управления**

46. В вашей организации есть?:

а. Руководство для персонала	Да/Нет
б. Система оценки персонала	Да/Нет
с. Код этики, поведения для персонала	Да/Нет
д. Должностные инструкции для всех сотрудников	Да/Нет
е. Писаная процедура для рекрутации (принятия на работу), в т.ч. проверка рабочего опыта и истории зарплаты	Да/Нет
ф. Рабочий контракт для каждого сотрудника, который уточняет ежемесячную зарплату.	Да/Нет
г. Ежемесячные таблицы учета рабочего времени	Да/Нет
и. Ежегодный оплачиваемый отпуск	Да/Нет

47. Ваша организация занимается регулярным мониторингом и оценкой своей деятельности?

- Да
- Нет → Переход к вопросу 49

48. Какие из следующих аспектов включены в вашу систему мониторинга и оценки:

а. Показатели для промежуточной оценки результатов деятельности организации, для средне- и долгосрочных результатов	Да/Нет
б. Определения целей	Да/Нет
с. Показатели для оценки стратегических целей	Да/Нет
д. Инструменты для сбора данных	Да/Нет
е. Отчеты с результатами мониторинга и оценки	Да/Нет

49. В вашей организации имеются следующие (см. таблицу)?

50. Что из нижеперечисленного используется в вашей организации?:

	Существуют	Активно используются
а. Общий годовой, или многогодовой бюджет	Да/Нет	Да/Нет
б. Процедуры для осуществления закупок	Да/Нет	Да/Нет
с. Четкие процедуры бухгалтерского учета	Да/Нет	Да/Нет
д. Электронная программа бухгалтерского учета	Да/Нет	Да/Нет

51. Один и тот же человек утверждает и осуществляет платежи?

- Всегда
- Иногда
- Никогда

52. Какой процент бухгалтерских данных у вас в электронной форме?

- 0%
- 30%
- 50%

- d. 80%
- e. 100%

53. Какие типы ресурсов получала ваша организация в последние 3 года (2012-2014)?

	Получены или использовались
Гранты от иностранных и международных организаций и доноров	Да/Нет
Гранты и пожертвования от организаций гражданского общества из Молдовы	Да/Нет
Финансовые и материальные ресурсы и пожертвования от центрального правительства Молдовы	Да/Нет
Финансовые и материальные ресурсы и пожертвования от местных властей	Да/Нет
Финансовые и материальные ресурсы и пожертвования от частного сектора	Да/Нет
Финансовые и материальные пожертвования от физических лиц	Да/Нет
Материальные пожертвования	Да/Нет
Волонтерство	Да/Нет
Экономическая деятельность (продажа услуг и товаров)	Да/Нет

54. В вашей организации есть внутренняя политика финансового менеджмента или управления?

- a. Да
- b. Нет → Переход к вопросу 56

55. Что из нижеперечисленного включает эта внутренняя политика?

	Есть или нет
a. Способы расчета зарплат и выплат	Да/Нет
b. Разделение финансовых обязанностей между сотрудниками	Да/Нет
c. Внутреннее бюджетирование и принципы бюджетного управления грантами	Да/Нет
d. Детальный бухгалтерский план счетов	Да/Нет
e. Первичные и вторичные финансовые документы	Да/Нет
f. Определение прямых и косвенных расходов	Да/Нет
g. Процедуры по расчету зарплат и гонораров (и премий), в случае когда организация внедряет больше одного гранта	Да/Нет
h. Процедуры финансовой отчетности	Да/Нет

56. Насколько важно для вашей организации иметь в наличии и развивать системы управления и внутренние политики в нижеупомянутых областях деятельности организации:

	Рейтинг (1- очень важно, 2- важно, 3- совсем не важно)
a. Управление людскими ресурсами	
b. Финансовый менеджмент	
c. Мониторинг и оценка	
d. Деятельность Исполнительного Совета	

Спасибо за участие и за пожертвованное вами время!

## **Опрос для организаций гражданского общества, не получавших поддержку от Программы MCSSP**

### Введение

Вам Здравствуйте, меня зовут \_\_\_\_\_. Я обращаюсь к Вам от лица компании социологических исследований IMAS, и компании Mendez England and Associates, которые сотрудничают с Агентством США по международному развитию (USAID). Целью данного исследования является оценка помощи американского правительства организациям гражданского общества в Молдове.

Мы просим Вас принять участие в нашем 20-минутном опросе, посредством которого мы хотели бы получить ваше мнение и узнать побольше об организациях гражданского общества и их деятельности. Этот опрос и, в том числе исследование, финансируется USAID и ваша информация будет использована для улучшения программ по развитию потенциала гражданского общества в будущем.

Ваше мнение важно для нас тем, потому что оно поможет нам проинформировать Агентство США по международному развитию (USAID) о нынешней ситуации организаций гражданского общества.

Ваше участие в опросе является полностью добровольным. Вы можете, в любой момент, перейти к последующим вопросам, минуя любой из вопросов, а также полностью остановить ваше участие в опросе. Ваши личные данные останутся конфиденциальными и не будут переданы, либо раскрыты USAID.

Если у вас возникнут вопросы в связи с данным опросом, вы можете связаться с Дору Петруци, Директором ИМАС по телефону: ABC

Можем начинать?

	<b>ID организации</b>	_ _
	<b>ID населённого пункта</b>	_ _
	<b>Время начала опроса</b>	

### Демографическая информация о респонденте

1. Полное название организации \_\_\_\_\_
2. Короткое название организации \_\_\_\_\_
3. Когда была создана Ваша организация (Год) |\_\_|\_\_|\_\_|\_\_|
4. Ваша должность в организации?
  - a. высшее руководство (Президент / исполнительный директор)
  - b. менеджер проекта / Координатор
  - c. специалист в определенной области (эксперт/тренер)
  - d. административный персонал (людские ресурсы, финансы, логистика)
5. Сколько, в вашей организации, работников на полной ставке? Сколько из них мужчин и женщин ?

Тип работников	мужчины	женщины	Сумма
a. высшее руководство			
b. менеджер проекта / Координатор			
c. специалист			
d. административный персонал (людские ресурсы, финансы, логистика)			
Сумма			

6. Определите пожалуйста размер самого большого гранта, полученного вашей организацией за последние 3 года (2012-2014)?
  - a. Меньше 10,000 долл. США
  - b. 10,001 долл. США - 20,000 долл. США
  - c. 20,001 долл. США - 50,000 долл. США
  - d. 50,000 долл. США – 200,000 долл. США
  - e. 200,001 долл. США – 1,000,000 долл. США
  - f. Больше 1,000,000 долл. США
7. Определите пожалуйста главный сектор деятельности вашей организации? Выберите только один.
  - a. Развитие гражданского общества
  - b. Прозрачность /подотчетность гос. управления
  - c. СМИ/ Информирование населения
  - d. Здравоохранение
  - e. Образование
  - f. Экономическое развитие
  - g. Развитие на местном уровне/ развитие сообщества
  - h. Продвижение женщин
  - i. Продвижение молодежи
  - j. Культура
  - k. Правозащитная деятельность/ права человека
  - l. Экология/ природные ресурсы
  - m. Другое \_\_\_\_\_
8. Определите пожалуйста главный вид деятельности вашей организации? Выберите только один.
  - a. Предоставление услуг
  - b. Продвижение кампаний, взглядов и идей (Advocacy)
  - c. Изыскательная деятельность/ исследования
  - d. Другое, уточните, пожалуйста \_\_\_\_\_

### Информация о полученной поддержке по развитию потенциала организации

9. Как бы вы оценили потенциал вашей организации в 2009 г.? А теперь?
10. Получала ли ваша организация любую форму поддержки по развитию потенциала начиная с 2009?
11. Получала ли ваша организация любую форму поддержки по развитию потенциала от AED или FHI 360?

	Рейтинг 1.очень крепкий потенциал, 2- довольно крепкий потенциал, 3- не очень крепкий потенциал, 4- слабый потенциал)		Получена поддержка по развитию потенциала в следующих областях с 2009 года	Предостав лен AED или FHI 360
	2009	Теперь		
а. Финансовый менеджмент			Да/Нет	Да/Нет
б. Бухгалтерский учет			Да/Нет	Да/Нет
с. Мониторинг и оценка			Да/Нет	Да/Нет
д. (сбор средств , и материальных ресурсов, а также использование волонтеров и мероприятия по генерированию доходов)			Да/Нет	Да/Нет
е. Внутреннее управление организацией (функционирование совета правления организации, стратегическое планирование)			Да/Нет	Да/Нет
ф. Взаимодействие с гражданами и поддержка гражданских интересов через вашу организацию			Да/Нет	Да/Нет

12. (Отвечайте на этот вопрос только если ответ на вопрос №10 был “ДА”) Какие типы поддержки по развитию потенциала организации вы получали? [Для IMAS: мы бы хотели получить ответы для каждой из областей из Q13]
13. Количество поддержки по развитию потенциала организации полученной организацией начиная с 2009?

	Поддержка получена/ не получена	Количество
а. Групповое обучение/ тренинг	Да/Нет	Количество посещенных тренингов  _ _
б. Консультации/техническая помощь	Да/Нет	Количество дней консультаций/технической помощи  _ _
с. Разработка и предоставление гидов	Да/Нет	Количество предоставленных гидов  _ _
д. Оборудование	Да/Нет	шт. получили  _ _
е. Другое _____	Да/Нет	(единица) _____  _ _

14. Насколько важно для вашей организации получать поддержку для развития организационного потенциала в следующих областях :

	рейтинг (1- очень важно; 2- средняя степень важности; 3- маловажно; 4- совсем не важно)
a. Управление людскими ресурсами	
b. Финансовый менеджмент	
c. Мониторинг и оценка	
d. (сбор средств , и материальных ресурсов, а также использование волонтеров и мероприятия по генерированию доходов)	
e. Внутреннее управление организацией (функционирование совета правления организации, стратегическое планирование)	
f. Взаимодействие с гражданами и поддержка гражданских интересов через вашу организацию	

15. Каким образом хотели бы вы получить поддержку по развитию организационного потенциала, если бы выбирали максимум два метода? (не получавших поддержку)

- a. Групповое обучение/ тренинг
- b. Консультации/техническая помощь
- c. Гиды
- d. Ознакомительная поездка
- e. Рекомендации международного эксперта
- f. Другое (уточните)

#### Представление интересов граждан

Теперь я задам несколько вопросов о деятельности вашей организации.

16. Кого вы считаете главной целевой группой вашей организации? Выберите *только один ответ*.

- a. Молодежь
- b. Старшее поколение
- c. Женщины
- d. Люди с ограниченными возможностями
- e. Бедные люди
- f. другие организации гражданского общества
- g. СМИ
- h. Общество в целом
- i. Другая ЦА (определите) \_\_\_\_\_

17. Насколько важны следующие аспекты в процессе определения и развития деятельности и проектов вашей организации?

	рейтинг (1- очень важно; 2- средняя степень важности; 3- маловажно; 4- совсем не важно)
a. Приоритеты донора	
b. потребности социальной базы организации	
c. потребности целевой аудитории организации	
d. другое (определите) _____	

18. Какого рода мероприятия вовлечения целевой аудитории и социальной базы вашей организации предприняли вы за последние два года?

19. Были ли женщины целевой аудиторией хотя бы одной из этих мероприятий?

	Реализовано за последние 2 года	Некоторые из них ориентированные на женщин
a. Советы по управлению и решению проблем сообщества, семинары, круглые столы	Да/Нет	Да/Нет
b. Сайты, дающие возможность онлайн общения	Да/Нет	Да/Нет
c. Кампании гражданского образования	Да/Нет	Да/Нет
d. Радио и ТВ программы	Да/Нет	Да/Нет
e. Социальные сети	Да/Нет	Да/Нет
f. Публичные встречи или мероприятия	Да/Нет	Да/Нет
g. Распространение информации посредством газет, брошюр, флайеров	Да/Нет	Да/Нет
h. Вовлечение волонтеров	Да/Нет	Да/Нет
i. назначение новых членов совета организации	Да/Нет	Да/Нет
j. Вовлечение бенефициаров и представителей социальной базы организации в разработке планов организации	Да/Нет	Да/Нет
k. другое (определите) _____	Да/Нет	Да/Нет

20. Есть ли среди сотрудников вашей организации кто-либо из целевой аудитории организации?

a. Да → # |\_\_|\_\_|

b. Нет

21. Какие инструменты социального исследования использовали вы для понятия и выявления приоритетов бенефициаров и представителей социальной базы вашей организации?

22. Применяете ли вы отдельный учет результатов исследований и проектов по гендерному фактору?

23. Был ли сбор данных о проблемах и приоритетах женщин когда-либо целью ваших исследований?

	Реализовано в течении последних 2 лет	Вёлся отчет результатов и данных на основании отдельных данных по женщинам? (1-все, 2-некоторые, 3-ни один)	Некоторые исследования рассматривали проблемы женщин
a. Опросы/ таблицы для выявления приоритетов в сообществе	Да/Нет		Да/Нет
b. Фокус группы	Да/Нет		Да/Нет
c. Опросы	Да/Нет		Да/Нет
d. Анализ и картирование бенефициаров и представителей социальной базы организации	Да/Нет		Да/Нет
e. другое (определите) _____	Да/Нет		Да/Нет

24. С 2009 г, ваша организация проводила внутреннюю оценку организации с перспективы гендерного равенства?

a. Анализ структур	Да/Нет
b. Анализ политик	Да/Нет
c. Анализ практик	Да/Нет

25. Была ли ваша организация вовлечена в мероприятия по продвижению кампаний, взглядов и идей в течении последних двух лет?

- a. Да → количество мероприятий, за последние 2 года |\_\_|\_\_|
- b. Нет → Переходите к вопросу Q25

26. Как бы вы определили степень вовлеченности бенефициаров и представителей социальной базы организации в ваши мероприятия по продвижению кампаний, взглядов и идей?

- a. Высокая
- b. Средняя
- c. Низкая
- d. не вовлечены

### Внутреннее управление

27. Есть ли у вашей организации стратегический план?

- a. Да → Когда его последний раз пересматривали (год)? |\_\_|\_\_|\_\_|\_\_|
- b. Нет → Переход к вопросу Q29

28. Какая пропорция ваших проектов соответствует стратегическому плану?

- a. Все
- b. Большинство
- c. Некоторые
- d. Ни один

29. В вашей организации имеется Исполнительный Совет (Совет Директоров/Руководящий Совет (Board)?

- a. Да
- b. Нет → Переход к вопросу Q42

30. Из скольких членов состоит ваш Исполнительный Совет? |\_\_|\_\_|

31. Сколько из членов вашего Исполнительного Совета женщины? |\_\_|\_\_|

32. Какие из последующих секторов представлены в вашем Исполнительном Совете?

- a. Некоммерческий/неправительственный сектор → Количество |\_\_|\_\_|
- b. Частный сектор → Количество |\_\_|\_\_|
- c. Гос. управление → Количество |\_\_|\_\_|
- d. Бенефициары и представители социальной базы организации → Количество |\_\_|\_\_|

33. Ваша организация оплачивает деятельность членов вашего Исполнительного Совета, хотябы некоторых из них?

- a. Да
- b. Нет

34. Подписывали члены вашего Исполнительного Совета декларацию/ соглашение о конфликте интересов?

- a. Да
- b. Нет

35. Являются некоторые члены вашего Исполнительного Совета также нанятыми сотрудниками в вашей организации (работает ли кто-то из Совета в вашей организации)?

- a. Да
- b. Нет → Переход к вопросу Q37

36. У этих членов вашего Исполнительного Совета есть право голоса?

- a. Да
- b. Нет

37. В каких из нижеупомянутых видов деятельности вашей организации участвует Исполнительный Совет?

a. Проверка отчетов	Da/Nu
b. Стратегическое планирование	Da/Nu
c. Сбор средств	Da/Nu
d. Оценка деятельности сотрудников	Da/Nu
e. Разработка проектов	Da/Nu
f. Продвижение кампаний, взглядов и идей (Advocacy)	Da/Nu
g. Контроль финансовой деятельности	Da/Nu
h. Другое (уточните) _____	Da/Nu

38. Предоставляет ли Исполнительный Директор ежегодные отчеты перед Советом?

- a. Да
- b. Нет

39. Какова частота заседаний Исполнительного Совета?

- a. Чаше чем раз в месяц
- b. Ежемесячно
- c. Три раза в год
- d. Два раза в год
- e. Ежегодно
- f. Меньше чем раз в год
- g. Нерегулярно
- h. Никогда

40. На заседаниях Исполнительного Совета составляются протоколы заседаний?

- a. Да
- b. Нет

41. У вас имеются писанные процедуры рекрутации, выбора, ротации или прекращения деятельности Исполнительного Совета?

- a. Да
- b. Нет

#### **Людские ресурсы, мониторинг и оценка, система финансового управления**

42. В вашей организации есть?:

a. Руководство для персонала	Да/Нет
b. Система оценки персонала	Да/Нет
c. Код этики, поведения для персонала	Да/Нет
d. Должностные инструкции для всех сотрудников	Да/Нет
e. Писаная процедура для рекрутации (принятия на работу), в т.ч. проверка рабочего опыта и истории зарплаты	Да/Нет
f. Рабочий контракт для каждого сотрудника, который уточняет ежемесячную зарплату.	Да/Нет
g. Ежемесячные таблицы учета рабочего времени	Да/Нет
h. Ежегодный оплачиваемый отпуск	Да/Нет

43. Ваша организация занимается регулярным мониторингом и оценкой своей деятельности?

- a. Да
- b. Нет → Переход к вопросу Q45

44. Какие из следующих аспектов включены в вашу систему мониторинга и оценки:

a. Показатели для промежуточной оценки результатов деятельности организации, для средне- и долгосрочных результатов	Да/Нет
b. Определения целей	Да/Нет

с. Показатели для оценки стратегических целей	Да/Нет
d. Инструменты для сбора данных	Да/Нет
е. Отчеты с результатами мониторинга и оценки	Да/Нет

45. В вашей организации имеются следующие (см. таблицу)?

46. В вашей организации используются следующие

	Существуют	Активно используются
a. Общий годовой, или многогодовой бюджет	Да/Нет	Да/Нет
b. Процедуры для осуществления закупок	Да/Нет	Да/Нет
с. Четкие процедуры бухгалтерского учета	Да/Нет	Да/Нет
d. Электронная программа бухгалтерского учета	Да/Нет	Да/Нет

47. Один и тот же человек утверждает и осуществляет платежи?

- a. Всегда
- b. Иногда
- с. Никогда

48. Какой процент бухгалтерских данных у вас в электронной форме?

- a. 0%
- b. 30%
- с. 50%
- d. 80%
- е. 100%

49. Какие типы ресурсов получала ваша организация в последние 3 года (2012-2014)?

	Получены или использовались
Гранты от иностранных и международных организаций и доноров	Да/Нет
Гранты и пожертвования от организаций гражданского общества из Молдовы	Да/Нет
Финансовые и материальные ресурсы и пожертвования от центрального правительства Молдовы	Да/Нет
Финансовые и материальные ресурсы и пожертвования от местных властей	Да/Нет
Финансовые и материальные ресурсы и пожертвования от частного сектора	Да/Нет
Финансовые и материальные пожертвования от физических лиц	Да/Нет
Материальные пожертвования	Да/Нет
Волонтерство	Да/Нет
Экономическая деятельность (продажа услуг и товаров)	Да/Нет

50. В вашей организации есть внутренняя политика финансового менеджмента или управления?

- a. Да
- b. Нет → Переход к вопросу Q52

51. Что из нижеперечисленного включает эта внутренняя политика?

	Есть или нет
a. Способы расчета зарплат и выплат	Да/Нет
b. Разделение финансовых обязанностей между сотрудниками	Да/Нет
с. Внутреннее бюджетирование и принципы бюджетного управления грантами	Да/Нет
d. Детальный бухгалтерский план счетов	Да/Нет
е. Первичные и вторичные финансовые документы	Да/Нет
f. Определение прямых и косвенных расходов	Да/Нет
g. Процедуры по расчету зарплат и гонораров (и премий), в случае когда организация внедряет больше одного гранта	Да/Нет
h. Процедуры финансовой отчетности	Да/Нет

52. Насколько важно для вашей организации иметь в наличии и развивать системы управления и внутренние политики в нижеупомянутых областях деятельности организации:

	Рейтинг (1- очень важно, 2- важно, 3- совсем не важно)
--	--

a. Управление людскими ресурсами	
b. Финансовый менеджмент	
c. Мониторинг и оценка	
d. Деятельность Исполнительного Совета	

THANK YOU VERY MUCH FOR YOUR TIME.

## Опрос для граждан

### Введение

Вам Здравствуйте, меня зовут \_\_\_\_\_. Я обращаюсь к Вам от лица компании социологических исследований IMAS, и компании Mendez England and Associates, которые сотрудничают с Агентством США по международному развитию (USAID). Целью данного исследования является оценка помощи американского правительства организациям гражданского общества в Молдове.

Мы просим Вас принять участие в нашем 10-минутном опросе, чтобы поделиться с нами своим мнением об организациях гражданского общества в Молдове и вашем населенном пункте. Этот опрос и, в том числе исследование, финансируется USAID и ваша информация будет использована для улучшения программ по развитию гражданского общества в будущем.

Ваши мнение важно для нас тем, потому что оно поможет нам сформировать общее мнение о том, как граждане Молдовы оценивают деятельность организаций гражданского общества. В итоге, мы проинформируем Агентство США по международному развитию (USAID) о мнениях высказанных гражданами в рамках данного опроса, но ваши личные данные останутся конфиденциальными и не будут переданы, либо раскрыты USAID.

Ваше участие в опросе является полностью добровольным. Вы можете, в любой момент, перейти к последующим вопросам, минуя любой из вопросов, а также полностью остановить ваше участие в опросе.

Если у вас возникнут вопросы в связи с данным опросом, вы можете связаться с Дору Петруци, Директором ИМАС по телефону: ABC

Можем начинать?

	<b>ID населённого пункта</b>	_ _
	<b>ID организаций связанных с опрошеным</b>	_ _   _ _   _ _   _ _   _ _
	<b>Время начала опроса</b>	

### Отсеивающие вопросы

1. Как хорошо вам известны виды деятельности организаций гражданского общества в Молдове?
  - a. Очень известны
  - b. Несколько известно
  - c. не известны → СТОП
2. Какой у вас возраст?
  - a. <18 → СТОП
  - b. 18 – 25
  - c. 26 – 30
  - d. 31-35
  - e. 36-40
  - f. 41 – 45
  - g. 46 – 50
  - h. 51- 55
  - i. 56 – 60
  - j. >60
3. Укажите самый высокий уровень полученного вами образования :
  - a. окончил среднюю школу
  - b. колледж
  - c. колледж / Университет
  - d. мастер
  - e. аспирантура

### Демографическая информация

4. Какой ваш пол?
  - a. мужской
  - b. женский
5. Какая ваша профессия?

### Мнения об организациях гражданского общества

Теперь, я задам вам несколько вопросов про организации гражданского общества в Молдове

6. Каково ваше мнение об организациях гражданского общества в Молдове?
  - a. Очень благоприятное
  - b. Несколько благоприятное
  - c. Отчасти отрицательное
  - d. Резко негативное
7. Как изменилось ваше мнение после 2009?
  - a. значительно улучшилось
  - b. несколько улучшилось
  - c. несколько ухудшилась
  - d. значительно ухудшилось
8. Как вы думаете, чьи интересы представляют организации в Молдове или на кого они работают?
  - a. Доноры
  - b. Граждане – в том числе их бенефициаров
  - c. Правительство
  - d. Личные интересы
9. На сколько известна вам деятельность организаций гражданского общества в вашей общине или городе?
  - a. Очень известна
  - b. Несколько известно
  - c. Не известна → Переходите к вопросу 14

10. На сколько известна вам каждая из следующих организаций...

Список организаций из города респондента	рейтинг (1- очень; 2- средняя степень; 3- совсем неизвестна )
a.	
b.	
c.	
d.	
e.	

11. Какого ваше мнение об организациях гражданского общества в вашей общине.?

- a. Очень благоприятное
- b. Несколько благоприятное
- c. Отчасти отрицательное
- d. Резко негативное

12. Как изменилось ваше мнение после 2009?

- a. значительно улучшилось
- b. несколько улучшилось
- c. такое же
- d. несколько ухудшилась
- e. значительно ухудшилось

13. Как вы думайте, чьи интересы представляют организации в Молдове или на кого они работают?

- a. Доноры
- b. Граждане – в том числе их бенефициаров
- c. Правительство
- d. Личные интерес

14. Как часто вы слышите или читаете о деятельности ОГО?

- a. Ежедневно
- b. Еженедельно
- c. Каждые две недели
- d. Ежемесячно
- e. Три раза в год
- f. Ежегодно
- g. Реже раза в год

15. Сегодня, вы узнаете или читаете реже, или чаще об ОГО чем в 2009?

- a. Чаще
- b. Немного чаще
- c. также
- d. Немного реже
- e. Намного реже

16. Как вы получаете доступ к информации об ОГО или участвуете в их деятельности?  
 17. Как вы получаете/ ищете доступ к информации об ОГО или участвуете в их деятельности?  
 Выберите:

	Вы использовали хотя бы раз этот источник информации, либо участвовали/были вовлечены к участию в деятельность ОГО посредством изложенных ниже методах	Частота (1 = Ежедневно 2= b.Еженедельно 3 = c.Каждые две недели 4= Ежемесячно 5= e. Три раза в год 6= f. Ежегодно 7= g.Реже раза в год)
a. Советы по управлению и решению проблем сообщества, семинары, круглые столы	Да/Нет	
b. Сайты, дающие возможность онлайн общения	Да/Нет	
c. Кампании гражданского образования	Да/Нет	
d. Радио и ТВ программы	Да/Нет	
e. Социальные сети	Да/Нет	
f. Публичные встречи или мероприятия	Да/Нет	
g. Распространение информации посредством газет, брошюр, флайеров	Да/Нет	
h. Вовлечение волонтеров	Да/Нет	
i. Обсуждение стратегических целей ОГО	Да/Нет	
j. другое (уточните) _____	Да/Нет	

18. Были ли вы когда-то волонтером при ОГО?

- a. Да  
 b. Нет → Переход к вопросу 21

19. В каком году вы впервые стали волонтером? |\_|\_|\_|\_|\_|

20. Примерно сколько дней вы провели занимаясь волонтерством за последние 2 года? (Количество) |\_|\_|\_|

21. За последние 5 лет были ли вы опрошены (посредством опроса, встречи/заседания, или другого метода) организацией ГО о следующем?:

a. Ваших потребностях	Да/Нет
b. Ваших взглядов и интересах	Да/Нет
c. Вашей оценке планов ОГО на будущее	Да/Нет
d. О деятельности ОГО продвижению кампаний, взглядов и идей	Да/Нет
e. О другом (уточните) _____	Да/Нет

22. В течении последних 5 лет, были ли вы задействованы со стороны ОГО в мероприятиях для продвижения кампаний, взглядов и идей или для решения отдельных проблем?

- a. Да  
 b. Нет → Переход к вопросу 21

23. Насколько активно были ли вы задействованы со стороны ОГО в мероприятиях, кампаниях?

- a. Очень активно  
 b. Относительно активно  
 c. Мало

Спасибо за участие и за пожертвованное вами, на нас, время!

# **ANNEX O – Conflict of Interest Statements**

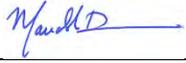
<b>Name</b>	Melanie Reimer
<b>Title</b>	Team Leader
<b>Organization</b>	ME&A
<b>Evaluation Position?</b>	<input checked="" type="checkbox"/> <b>Team Leader</b>
<b>Evaluation Award Number</b> <i>(contract or other instrument)</i>	
<b>USAID Project(s) Evaluated</b> <i>(Include project name(s), implementer name(s) and award number(s), if applicable)</i>	
<b>I have real or potential conflicts of interest to disclose.</b>	<b>No</b>
<p><b>If yes answered above, I disclose the following facts:</b></p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> <li><i>1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</i></li> <li><i>2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</i></li> <li><i>3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</i></li> <li><i>4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</i></li> <li><i>5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</i></li> <li><i>6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.</i></li> </ol>	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

<b>Signature</b>	
<b>Date</b>	15 May 2014

<b>Name</b>	Mawadda Damon
<b>Title</b>	Principal Research Analyst
<b>Organization</b>	NORC at the University of Chicago
<b>Evaluation Position?</b>	Team Leader      X <b>Team member</b>
<b>Evaluation Award Number</b> (contract or other instrument)	RAN-I-00-09-00018, Mendez-England and Associates
<b>USAID Project(s) Evaluated</b> (Include project name(s), implementer name(s) and award number(s), if applicable)	P3DP (Ukraine) (AID-121-A-00-10-00708) CSVG (Moldova) (AID-121-A-00-05-00703)
<b>I have real or potential conflicts of interest to disclose.</b>	<input type="checkbox"/> Yes <b>No X</b>
<p><b>If yes answered above, I disclose the following facts:</b>  <i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> <li>1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</li> <li>2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</li> <li>3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</li> <li>4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</li> <li>5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</li> <li>6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation</li> </ol>	<input type="checkbox"/>

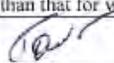
I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

<b>Signature</b>	
<b>Date</b>	5/8/2014

**DISCLOSURE OF CONFLICT OF INTEREST FOR USAID EVALUATION TEAM MEMBERS**

<b>Name</b>	Timur Onica
<b>Title</b>	Local Expert Moldova
<b>Organization</b>	
<b>Evaluation Position?</b>	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
<b>Evaluation Award Number (contract or other instrument)</b>	
<b>USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)</b>	Moldova Civil Society Strengthening Program (MCSSP)
<b>I have real or potential conflicts of interest to disclose.</b>	<u>Yes</u> No
<p><b>If yes answered above, I disclose the following facts:</b>  <i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> <li><i>Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.</i></li> <li><i>Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.</i></li> <li><i>Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.</i></li> <li><i><u>Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.</u></i></li> <li><i>Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.</i></li> <li><i>Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that</i></li> </ol>	<p>I worked shortly for FHI 360 in Moldova in the Moldova Partnerships for Sustainable Civil Society (MPSCS) as Senior Manager for Grants, Monitoring and Evaluation (3 months) in 2014. It is a different project than the Moldova Civil Society Strengthening Program (MCSSP). The latter project ended in 2013 and the FHI 360 office was closed in Moldova when the project was completed. The team was disbanded and equipment donated to various civil society organizations.</p> <p>Moldova Partnerships for Sustainable Civil Society (MPSCS), the project I worked in for FHI 360, began in the end of 2013 when FHI 360 opened a new office/project management entity. FHI 360 hired a new team except for the Chief of Party, Deputy Chief of Party and Finance Manager, who remained from the other project.</p> <p>I joined FHI 360/MPSCS in January and left recently (30 April 2014) to follow a consulting opportunity with the Austrian Development Agency/Ministry of Education in Moldova after having received very positive professional appreciation from the current FHI 360 project staff.</p> <p>I have no personal conflict, neither feelings of amity nor enmity with the current FHI 360/MPSCS team.</p>

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

<b>Signature</b>	
<b>Date</b>	05/08/2014

# **ANNEX P – Tables Referenced in the Text of the Report**

## I. Tables Referenced in Text of the Report

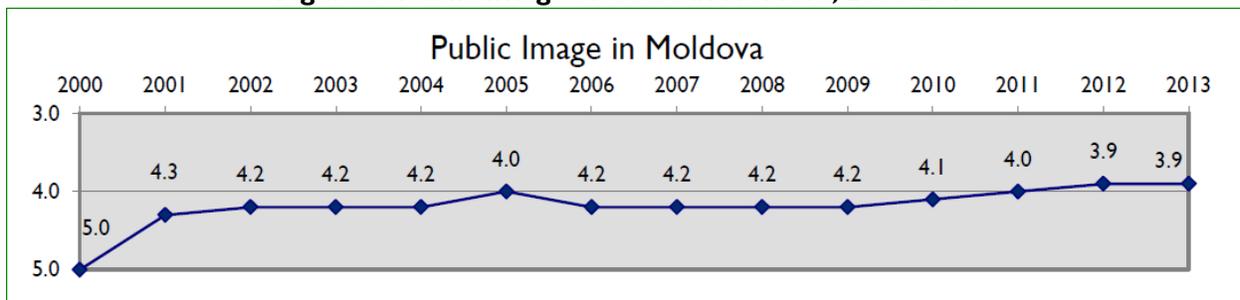
**Table 3. Citizen views of credibility of CSOs**

How do you view civil society organizations (CSOs) in Moldova?				
	Very favorably	Somewhat favorably	Somewhat negatively	Very negatively
Men	17.7%	53.2%	21%	8.1%
Women	19.9%	65.1%	12.1%	3.0%
Total	19.3%	61.8%	14.5%	4.4%

**Table 4. Change in views of CSO credibility**

How has your opinion changed since 2009?					
	Greatly improved	Somewhat improved	The same	Somewhat worsened	Greatly worsened
Men	8.1%	35.4%	32.3%	12.9%	11.3%
Women	12.1%	44.2%	25.5%	12.7%	5.5%
All	11.0%	41.9%	27.3%	12.8%	7.1%

**Figure 5. Public Image of CSOs in Moldova, 2000-2013**



**Table 6. CSO survey responses on existence and use of certain financial management and accounting procedures and tools**

Item	Exists		Actively Used	
	Assisted CSOs	Non-assisted CSOs	Assisted CSOs	Non-assisted CSOs
Annual or multi-year consolidated organization budget	52.9%	65.6%	94.4%	95.2%
Internal procurement procedures	85.3%	71.9%	93.1%	91.3%
Clearly defined accounting procedures	100%	100%	97.1%	96.9%
Specialized accounting software system	82.4%	84.4%	96.4%	96.3%
Organization-level financial management policy	88.2%	68.6%	N/A*	N/A*

\*Survey asked about contents of this policy and not whether it was actively used.

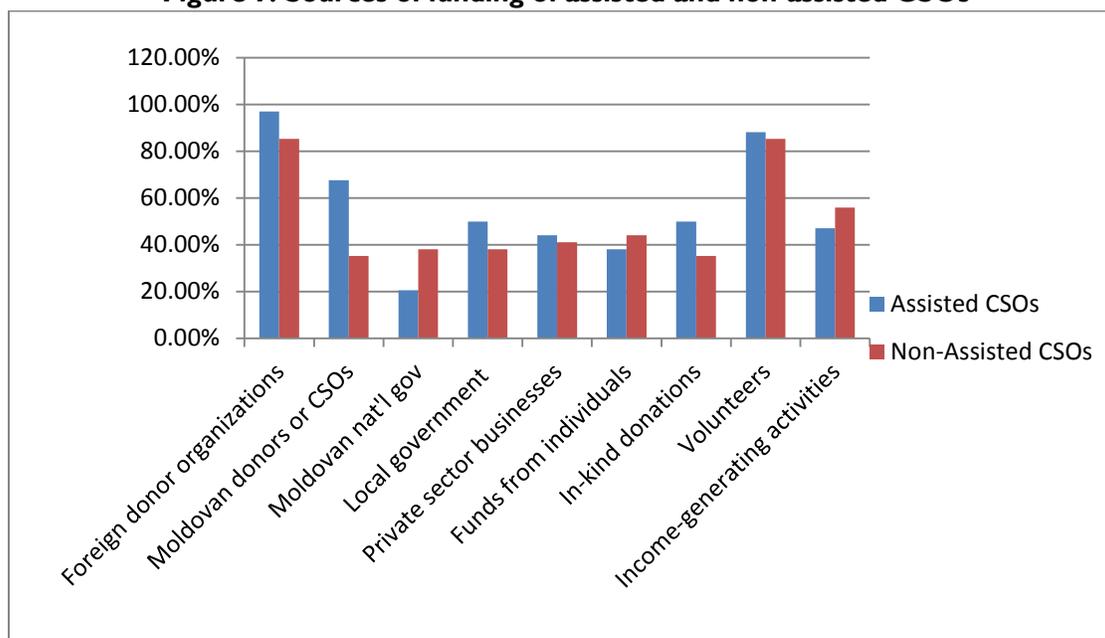
The percentage is of respondents to each of the surveys (e.g. for Assisted CSOs, it is the number who said yes out of all the Assisted CSO respondents and the same for Non-Assisted CSOs). The number of respondents to each survey were almost the same, 34 and 35 respectively.

**Table 7. Average checklist scores on M&E for CSOs in Year 4 of MCSSP**

	2012	2013
--	------	------

<b>M&amp;E</b>	0.5	0.6
<b>M&amp;E system that includes:</b>		
Clear indicators to be tracked (on output, outcome and impact level)	0.7	0.7
Targets (mid-term and final)	0.4	0.5
List of tools be used to collect data	0.5	0.6
The responsible personnel who will gather, record and analyze the data	0.5	0.6

**Figure 9. Sources of funding of assisted and non-assisted CSOs**



**Table 10. Average checklist scores for CSOs in Year 4 of MCSSP**

	2012	2013
<b>GOVERNANCE*</b>	<b>0.5</b>	<b>0.7</b>
Has a democratic, decentralized governance structure with clearly divided and shared responsibilities and roles between the board and executive	0.5	0.8
The staff and ED are not voting members of the board.	0.6	0.8
The board members are not paid.	0.7	0.8
<b>STRATEGIC PLANNING**</b>	<b>0.7</b>	<b>0.8</b>
<b>Strategic Plan that includes:</b>		
Clear objective statements	0.8	0.9
Action plan	0.7	0.8
Indicators to evaluate the strategic objectives	0.4	0.6

\*The average scores on this line are based on the average scores on 12 separate indicators under the heading of Governance in the Checklist.

\*\*The average scores on this line are based on the average scores on four separate indicators under the heading of Strategic Planning in the Checklist.

**Table 11. Comparison of Annual Average Scores on ODA Tool**

Capacity Building Category	2010	2011	2012	Avg. Change
Governance	2.8	3.1	3.4	0.6
Management Practices (Planning, M&E, Reporting)	3.0	3.4	3.6	0.6

Human Resource Management	3.5	3.7	3.8	0.3
Financial Management & Sustainability	2.7	2.9	3.2	0.5
Constituency Centered Services	3.5	3.8	4.0	0.5
Networking and Advocacy	3.0	3.2	3.5	0.5
Media and External Relations	3.4	3.5	3.7	0.3
<b>OVERALL RESULTS</b>	<b>3.1</b>	<b>3.4</b>	<b>3.6</b>	<b>0.5</b>

**Table 12. Average change in scores by assisted CSOs on Year 4 Checklist, by category**

Thematic Category	Number of criteria	2012 Average Score	2013 Average Score
Financial Management and Accounting	28	0.5	0.8
Procurement	20	0.4	0.8
Human Resource Management	22	0.6	0.8
Governance	12	0.5	0.7
Strategic Planning	4	0.7	0.8
M&E	5	0.5	0.6
Communication & Branding	2	0.2	0.5

**Table 13. Improvement in self-reported capability ratings from 2009 to 2014**

Area of capacity building	Mean improvement in score	
	Assisted CSOs	Non-assisted CSOs
Monitoring and evaluation	0.71	0.74
Financial management and accounting	0.56	0.71
Internal governance (e.g. Board functioning, strategic planning)	0.49	0.59
Raising funds and other kinds of support	0.47	0.54
Human resources management	0.45	0.63
Engagement of your CSO with citizens, and representation of their interests in your work	0.30	0.45

Note: Improvement in scores on scale of 1-4

**Table 14. Opinions of assisted CSOs on utility of capacity building received from MCSSP**

Type of Assistance	Number of CSOs that received the assistance	Percentage of CSOs that received the assistance	Opinions on utility of assistance (percentage of those that received the assistance)
Mentoring/Technical Assistance	22	64.7	91% Very useful 9% Somewhat useful
Group Workshop Training	25	73.5	76% Very useful 24% Somewhat useful
Written Guides	22	64.7	73% Very useful 27% Somewhat useful
Equipment	1	2.9	100% very useful

## II. Select Additional Survey Result Tables

### A. Feedback on MCSSP

**Table 15. Opinion on contribution of MCSSP to increase in CSO capabilities since 2009 – Assisted CSOs**

Area of capacity building	Mean rating (1=significantly 2=somewhat 3=a little 4=not at all)
Financial management and accounting	1.65
Monitoring and evaluation	1.85
Human resources management	1.91
Internal governance (e.g. Board functioning, strategic planning)	1.97
Engagement of your CSO with citizens, and representation of their interests in your work	2.09
Raising funds and other kinds of support (e.g. diversification of donor fund sources, in-kind donations, volunteering, income-generating activities)	2.12

**Table 16. Opinion on contribution of MCSSP to increase in CSO capabilities since 2009 – disaggregated Assisted CSOs**

Area of capacity building	CMP +		CMP		ACP+		ACP		IP+		IP	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Financial management and accounting	3	1.33	1	4.00	5	1.00	3	1.00	5	1.00	17	2.06
Monitoring and evaluation	3	1.67	1	4.00	5	1.20	2	1.00	5	1.00	17	2.29
Human resources management	3	2.00	1	4.00	5	1.40	3	1.33	5	1.20	17	2.24
Internal governance (e.g. Board functioning, strategic planning)	3	1.33	1	4.00	5	1.20	3	2.00	5	1.00	17	2.47
Engagement of your CSO with citizens, and representation of their interests in your work	3	2.00	1	4.00	5	1.60	3	2.67	5	1.20	17	2.29
Raising funds and other kinds of support	3	2.33	1	4.00	5	1.60	3	1.33	5	1.20	16	2.56

Note: 1=significantly 2=somewhat 3=a little 4=not at all

**Table 17. Significantly contributed to increase in CSO capabilities since 2009 -- Assisted CSOs**

Area of capacity building	Number CSOs rating as contributed significantly to increasing org capacity	Percentage of CSO respondents
Financial Management	24	71
Monitoring and Evaluation	19	58
Internal governance (e.g. Board functioning, strategic planning)	17	50
Human resources	16	47
Raising funds and other kinds of support (e.g. diversification of donor fund sources, in-kind donations, volunteering, income-generating activities)	16	47
Engagement of your CSO with citizens, and representation of their interests in your work	14	41

**Table 18. Change in capability ratings before and after MCSSP – Assisted CSOs**

Area of capacity building	2009		Present		Improvement in score after MCSSP
	N	Mean	N	Mean	
Monitoring and evaluation	32	2.47	33	1.76	0.71
Financial management and accounting	33	2.12	34	1.56	0.56
Internal governance (e.g. Board functioning, strategic planning)	32	2.25	33	1.76	0.49
Raising funds and other kinds of support (e.g. diversification of donor fund sources, in-kind donations, volunteering, income-generating activities)	31	2.13	32	1.66	0.47
Human resources management	33	2.24	34	1.79	0.45
Engagement of your CSO with citizens, and representation of their interests in your work	33	2.09	34	1.79	0.30

Note: 1=highly competent, 2=somewhat competent 3=not very competent 4=not at all competent

**Table 19. Change in capability ratings before and after MCSSP – Non - Assisted CSOs**

Area of capacity building	2009		Present		Improvement in score after MCSSP	
	N	Mean	N	Mean	N	Mean
Monitoring and evaluation	35	2.31	35	1.57	35	0.74
Financial management and accounting	35	2.06	35	1.34	35	0.71
Internal governance (e.g. Board functioning, strategic planning)	34	2.09	35	1.54	34	0.59
Raising funds and other kinds of support	35	2.37	35	1.83	35	0.54
Human resources management	35	2.26	35	1.63	35	0.63
Engagement of your CSO with citizens, and representation of their interests in your work	33	2.09	33	1.64	33	0.45

Note: 1=highly competent, 2=somewhat competent 3=not very competent 4=not at all competent

**Table 20. Mean improvement in score after MCSSP – disaggregated – Assisted CSOs**

Area of capacity building	CMP +		CMP		ACP+		ACP		IP+		IP	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Monitoring and evaluation	3	0.67	1	0.00	5	1.40	2	1.00	5	0.60	16	0.50
Financial management and	3	1.00	1	0.00	5	1.20	3	0.00	5	0.60	16	0.44

accounting												
Internal governance (e.g. Board functioning, strategic planning)	3	1.00	1	0.00	5	1.00	3	0.33	4	0.75	16	0.25
Raising funds and other kinds of support	3	0.33	1	0.00	5	1.00	3	0.67	5	0.00	14	0.50
Human resources management	3	0.67	1	0.00	5	0.60	3	0.67	5	0.40	16	0.38
Engagement of your CSO with citizens, and representation of their interests in your work	3	0.33	1	0.00	5	0.60	3	0.00	5	0.20	16	0.31

**Table 21. Priority ratings for future capacity building support**

Area	Assisted CSOs Mean	Non-Assisted CSOs Mean
Raising funds and other kinds of support (e.g. diversification of donor fund sources, in-kind donations, volunteering, income-generating activities)	1.85	1.54
Financial Management	1.91	1.89
Engagement of your CSO with citizens, and representation of their interests in your work	1.97	1.77
Human resources	2.06	1.43
Monitoring and Evaluation	2.00	1.66
Internal governance (e.g. Board functioning, strategic planning)	2.12	1.83

Note: 1= High priority 2= Medium Priority 3= Low priority 4=capacity building not needed  
N=34 for assisted CSOs; N=35 for Non-Assisted CSOs

**Table 22. Areas of future capacity building support rated as high priority**

Area of capacity building	Assisted CSOs		Non-Assisted CSOs		All CSOs	
	N	Percent	N	Percent	N	Percent
Raising funds and other kinds of support (e.g. diversification of donor fund sources, in-kind donations, volunteering, income-generating activities)	14	41%	22	63%	36	52%
Engagement of your CSO with citizens, and representation of their interests in your work	11	32%	16	46%	27	39%
Monitoring and Evaluation	11	32%	16	46%	27	39%
Financial Management	10	29%	13	37%	23	33%
Internal governance (e.g. Board functioning, strategic planning)	9	27%	13	37%	22	32%
Human resources	7	21%	21	60%	28	41%

**Table 23. Type of assistance preferred for future capacity building**

Type of assistance	Assisted CSOs	Non-Assisted CSOs	All CSOs
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	N	Percent	N	Percent	N	Percent
Mentoring/Technical Assistance	16	48.50	16	45.70	32	47.06
Group workshop training	15	45.50	12	34.30	27	39.71
Study visits	8	24.20	9	25.70	17	25.00
International expert advice	8	24.20	8	22.90	16	23.53
Financial support	7	21.20	7	20.00	14	20.59
Equipment	5	15.20	8	22.90	13	19.12
Written guides	3	9.10	4	11.40	7	10.29

## B. Board Governance

**Table 24. Existence of a CSO board**

	Assisted CSOs		Non-Assisted CSOs	
	N	Percent	N	Percent
Yes	32	94.1	31	88.6
No	2	5.9	4	11.4
Total	34	100	35	100

**Table 24.1. Sectors represented on the board - Assisted CSOs**

Sectors represented on the board	Number of CSOs		Number of board members		
	N	Percent	Minimum	Maximum	Mean
Non-profit sector	28	87.50	1	5	2.61
Private sector (business)	18	56.20	1	3	1.44
Public sector (government)	12	37.50	1	3	1.75
CSO target group (constituency) representatives	12	37.50	1	3	1.58

**Table 24.2. Sectors represented on the board - Non-Assisted CSOs**

Sectors represented on the board	Number of CSOs		Number of board members		
	N	Percent	Minimum	Maximum	Mean
Non-profit sector	24	82.80	1	70	5
Private sector (business)	14	48.30	1	6	2.36
Public sector (government)	9	31.00	1	2	1.44
CSO target group (constituency) representatives	10	34.50	1	5	1.8

**Table 25. Activities in which the board is actively involved**

Activity	Assisted CSOs		Non-Assisted CSOs	
	N	Percent	N	Percent
Review of reports	23	71.90	26	83.90
Strategic planning	29	90.60	31	100.00
Fundraising	16	50.00	14	45.20
Performance evaluation of staff	12	37.50	15	48.40

Project design	11	34.40	9	29.00
Advocacy/Outreach	22	68.80	24	77.40
Financial oversight	23	71.90	25	80.60
Other: participation in events, relationship with partners	3	9.40	0	0.00

**Table 25.1. Yearly evaluation of the executive director by the board**

	Assisted CSOs		Non-Assisted CSOs	
	N	Percent	N	Percent
Yes	24	75.0	20	64.5
No	8	25.0	11	35.5
Total	32	100.0	31	100.0

**Table 25.2. Frequency of board meetings**

Frequency	Assisted CSOs		Non-Assisted CSOs	
	N	Percent	N	Percent
More frequent than monthly	0	0.0	1	3.2
Monthly	3	9.4	4	12.9
Quarterly	16	50.0	11	35.5
Bi-annually	9	28.1	10	32.3
Annually	4	12.5	3	9.7
Less frequent than annually	0	0.0	1	3.2
Irregularly	0	0.0	1	3.2
Total	32	100.0	31	100.0

### C. Human Resources

**Table 26. Human resources system**

Does your organization have...	Assisted CSOs		Non-Assisted CSOs	
	N	Percent	N	Percent
Staff manual/personnel handbook	24	72.70%	16	47.10%
Staff performance evaluation system	20	60.60%	18	52.90%
A code of conduct/ethics for staff	24	72.70%	17	50.00%
Job descriptions for all positions	30	90.90%	29	85.30%
A defined procedure for staff recruitment including review of experience and salary history	28	84.80%	18	52.90%
Labor contract for each employee with monthly salary stated	32	97.00%	31	91.20%
Monthly (or more frequent) timesheets	30	90.90%	30	88.20%
Paid vacation time for staff	22	66.70%	23	67.60%

### D. Monitoring and Evaluation

**Table 27. Regular CSO monitoring or evaluation of its activities**

	Assisted CSOs	Non-Assisted CSOs
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	N	Percent	N	Percent
Yes	31	91.2	30	85.7
No	3	8.8	5	14.3
Total	34	100	35	100

**Table 28. Contents of monitoring and evaluation system**

Which of the following does your M&E system include?	Assisted CSOs		Non-Assisted CSOs	
	N	Percent	N	Percent
Progress indicators of activity outputs, outcomes, and/or impacts	29.0	0.9	28.0	0.9
Definition of program targets	29.0	0.9	27.0	0.9
Indicators to evaluate strategic objectives	27.0	0.9	26.0	0.9
Data collection tools	24.0	0.8	24.0	0.8
Reports of M&E results	28.0	0.9	25.0	0.8

## E. Financial Management

**Table 29. Percentage of accounting data in electronic format**

Percent of accounting data in electronic format	Assisted CSOs		Non-Assisted CSOs	
	N	Percent	N	Percent
0%	0	0.0	2	5.7
30%	2	5.9	1	2.9
50%	2	5.9	3	8.6
80%	5	14.7	5	14.3
100%	25	73.5	24	68.6
Total	34	100	35	100

**Table 30. Existence of an organization-level financial management policy**

	Assisted CSOs		Non-Assisted CSOs	
	N	Percent	N	Percent
Yes	30	88.2	24	68.6
No	4	11.8	11	31.4
Total	34	100	35	100

**Table 31. What does the financial management policy include?**

Financial management policy elements	Assisted CSOs		Non-Assisted CSOs	
	N	Percent	N	Percent
Payroll calculations and disbursements	26	86.70%	22	95.70%
Segregation of duties among different staff members	29	96.70%	22	95.70%
Internal budgeting and grant administration budgeting principles	29	96.70%	20	87.00%
Detailed chart of accounts	26	86.70%	20	87.00%
Required supporting documents	28	93.30%	22	95.70%
Definitions of direct and indirect costs	26	86.70%	19	82.60%
Procedure for salary/fee payment when several grants/awards are involved	30	100.00%	20	87.00%
Financial reporting procedures	30	100.00%	22	95.70%

## F. Representing Citizen Interests

**Table 32. Interests that determine activities and projects - Assisted CSOs**

	All CSOs		CMP+		CMP		ACP+		ACP		IP+		IP	
	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean
Needs of your target population	34	1.09	3	1.00	1	1.00	5	1.20	3	1.00	5	1.00	17	1.12
Donor priorities	34	1.44	3	1.67	1	2.00	5	1.20	3	1.33	5	1.40	17	1.47
Expertise and interest of your staff and/or board members	34	1.50	3	2.00	1	2.00	5	1.00	3	1.33	5	1.40	17	1.59
Other: programs of partner organizations, research results	2	1.00	0		0		1	1.00	0		0		1	1.00

Note: 1= Very important 2=somewhat important 3=not at all important

**Table 33. Interests that determine activities and projects - Non-Assisted CSOs**

	All CSOs	
	N	Mean
Needs of your target population	35	1.00
Donor priorities	34	1.56
Expertise and interest of your staff and/or board members	35	1.37
Other: geopolitical situation	1	1.00

Note: 1= Very important 2=somewhat important 3=not at all important

**Table 34. Types of constituency outreach and engagement activities organized in the last two years – Assisted CSOs**

Activity	Conducted in last 2 years		Aimed at women	
	N	Percent	N	Percent
Public meetings or events	34	100.00%	12	35.29%
Consultative councils, participatory workshops, roundtable discussions	33	97.10%	13	39.39%
Information dissemination through newspapers, fliers, brochures	32	94.10%	14	43.75%
Civic education campaigns	30	88.20%	12	40.00%
Social media sites	29	85.30%	8	27.59%
Recruiting volunteers	28	82.40%	5	17.86%
Involvement of constituents in developing plans of CSO	28	82.40%	7	25.00%
TV or radio programs	25	73.50%	11	44.00%
Online discussion sites	23	67.60%	8	34.78%
Recruiting board members	21	61.80%	3	14.29%
Other	4	11.80%	1	25.00%

**Table 35. Types of constituency outreach and engagement activities organized in the last two years – Non- Assisted CSOs**

Activity	Conducted in last 2 years		Aimed at women	
	N	Percent	N	Percent
Consultative councils, participatory workshops, roundtable discussions	34	97.10%	20	58.82%
Civic education campaigns	31	88.60%	18	58.06%
Social media sites	31	88.60%	13	41.94%
Information dissemination through newspapers, fliers, brochures	31	88.60%	17	54.84%
Public meetings or events	30	85.70%	17	56.67%
TV or radio programs	28	80.00%	15	53.57%
Recruiting volunteers	27	77.10%	12	44.44%
Involvement of constituents in developing plans of CSO	26	74.30%	9	34.62%
Online discussion sites	22	62.90%	8	36.36%
Recruiting board members	21	60.00%	7	33.33%
Other: protests, transportation assistance for the disabled	2	5.70%	1	50.00%

**Table 36. Use of research tools - Assisted CSOs**

Research Tool	Used in last 2 years		Results disaggregated by gender 1=All 2=Some 3= None		Aimed to gather data on women's needs/priorities	
	N	Percent	N	Mean	N	Mean
Community score cards	19	65.50%	19	1.84	12	63.16%
Focus groups	23	79.30%	23	2.17	10	43.48%
Surveys	22	75.90%	22	2.00	10	45.45%
Constituency mapping	10	34.50%	10	2.00	6	60.00%
Other: analysis of financial policy, evaluation questionnaires, interviews	3	10.30%	3	2.33	1	33.33%

**Table 37. Use of research tools - Non-Assisted CSOs**

Research Tool	Used in last 2 years		Results disaggregated by gender 1=All 2=Some 3= None		Aimed to gather data on women's needs/priorities	
	N	Percent	N	Mean	N	Percent
Community score cards	20	64.50%	20	2.15	8	40.00%
Focus groups	21	67.70%	21	1.9	13	61.90%
Surveys	18	58.10%	18	1.67	10	55.56%
Constituency mapping	15	48.40%	15	2.27	6	40.00%
Other	3	9.70%	3	1.67	2	66.67%

## G. Citizen Survey Results

**Table 38. Respondents of Citizen Survey by city**

City	Males		Females		Total	
	N	Percent	N	Percent	N	Percent
Chisinau	31	48.44	85	51.20	116	50.43
Causeni	5	7.81	5	3.01	10	4.35
Ungheni	3	4.69	7	4.22	10	4.35
Straseni	2	3.13	3	1.81	5	2.17
Orhei	3	4.69	4	2.41	7	3.04
Cahul	3	4.69	22	13.25	25	10.87
Comrat	6	9.38	14	8.43	20	8.7
Balti	5	7.81	11	6.63	16	6.96
Soldanesti	1	1.56	5	3.01	6	2.61
Soroca	4	6.25	4	2.41	8	3.48
Rezina	1	1.56	6	3.61	7	3.04
Total	64	100	166	100	230	100

**Table 39. Respondent ages**

Age	Males		Females		Total	
	N	Percent	N	Percent	N	Percent
18-25	17	26.56	32	19.28	49	21.30
26-30	6	9.38	32	19.28	38	16.52
31-35	4	6.25	17	10.24	21	9.13
36-40	2	3.13	11	6.63	13	5.65
41-45	5	7.81	10	6.02	15	6.52
46-50	6	9.38	10	6.02	16	6.96
51-55	3	4.69	17	10.24	20	8.70
56-60	7	10.94	11	6.63	18	7.83
>60	14	21.88	26	15.66	40	17.39
Total	64	100	166	100	230	100

**Table 40. Highest level of education completed**

Education Level	Males		Females		Total	
	N	Percent	N	Percent	N	Percent
Less than high school	12	18.75	20	12.05	32	13.91
High school	14	21.88	27	16.27	41	17.83
College/University	24	37.5	76	45.78	100	43.48
Graduate School	4	6.25	10	6.02	14	6.09
Post-graduate school	10	15.63	33	19.88	43	18.70
Total	64	100	166	100	230	100

**Table 41. View of CSOs in Moldova**

View of CSOs in Moldova	Males		Females		Total	
	N	Percent	N	Percent	N	Percent
Very favorably	11	17.74	33	19.88	44	19.30
Somewhat favorably	33	53.23	108	65.06	141	61.84
Somewhat negatively	13	20.97	20	12.05	33	14.47
Very negatively	5	8.06	5	3.01	10	4.39
Total	62	100	166	100	228	100

**Table 42. Change in opinion of CSOs since 2009**

Change in opinion since 2009	Males		Females		Total	
	N	Percent	N	Percent	N	Percent
Greatly improved	5	8.06	20	12.12	25	11.01
Somewhat improved	22	35.48	73	44.24	95	41.85
The same	20	32.26	42	25.45	62	27.31
Somewhat worsened	8	12.90	21	12.73	29	12.78
Greatly worsened	7	11.29	9	5.45	16	7.05
Total	62	100	165	100	227	100

**Table 43. Interests believe CSOs in Moldova represent or for whom they work**

	Males		Females		Total	
	N	Percent	N	Percent	N	Percent
Donors	9	15.00	9	5.84	18	8.41
Citizens – including	22	36.67	89	57.79	111	51.87
Government	5	8.33	16	10.39	21	9.81
Personal interests	24	40.00	40	25.97	64	29.91
Total	60	100	154	100	214	100

**Table 44. Change in visibility of CSOs since 2009**

Do you hear or read about CSOs more or less than in 2009? Would you say it is...	Males		Females		Total	
	N	Percent	N	Percent	N	Percent
Much more often	12	20.00	38	24.52	50	23.26
Somewhat more often	14	23.33	48	30.97	62	28.84
The same	15	25.00	41	26.45	56	26.05
Somewhat less often	18	30.00	25	16.13	43	20.00
Much less often	1	1.67	3	1.94	4	1.86
Total	60	100	155	100	215	100

**Table 45. Frequency of participation in CSO outreach activities**

Outreach Activities	Mean frequency of participation
Consultative councils, participatory workshops, roundtable discussions	3.72
Online discussion sites	2.92
Civic education campaigns	3.48
TV or radio programs	3.01
Social media sites	2.78
Public meetings or events	4.24
Information dissemination through newspapers, fliers, brochures	3.70
Recruitment of volunteers	3.92
Discussion of strategic objectives of CSO	3.90
Other	2.67

Note: 1 = daily, 2 = weekly, 3 = bi-weekly, 4 = monthly, 5 = quarterly, 6 = yearly, 7 = less frequently than a year

**Table 46. Have you ever volunteered with a CSO?**

	Males		Females		Total	
	N	Percent	N	Percent	N	Percent

Yes	7	10.94	41	24.7	48	20.87
No	57	89.06	125	75.3	182	79.13
Total	64	100	166	100	230	100

**Table 47. Citizen feedback solicited by CSOs in the last 5 years**

Views of citizens solicited regarding...	Males		Females		Total	
	N	Percent	N	Percent	N	Percent
Citizen needs	12	18.75	39	23.49	51	22.17
Citizen opinions or interests	19	29.69	42	25.30	61	26.52
The CSO's plans for the future	11	17.19	23	13.86	34	14.78
The CSO's advocacy efforts	11	17.19	25	15.06	36	15.65

**Table 48. Whether were involved in a CSO advocacy campaign in the last 5 years**

Involvement in CSO advocacy campaign	Males		Females		Total	
	N	Percent	N	Percent	N	Percent
Yes	6	9.38	28	16.87	34	14.78
No	58	90.63	138	83.13	196	85.22
Total	64	100	166	100	230	100

**Table 49. Degree of involvement in advocacy campaigns**

Degree of involvement in advocacy campaigns	Males		Females		Total	
	N	Percent	N	Percent	N	Percent
Closely involved	1	16.67	11	39.29	12	35.29
Somewhat involved	4	66.67	14	50	18	52.94
Involved very little	1	16.67	3	10.71	4	11.76
Total	6	100	28	100	34	100

# **ANNEX Q: FGD TRANSCRIPTS**

## **Transcript of Non-Assisted CSO Focus Group Discussion**

**Location: Balti**

**Mod: How NGOs are seen by society? How it relates to NGOs?**

**CSO 123:** It depends on what results people expect from NGOs.

**CSO 115:** It depends on people, on their authority.

**CSO 123:** How credible they are.

**Mod: And if it depends on what authority the organization has what are your views, on what it depends?**

**CSO 123:** If the results are important for the society, if they are tangible, sometimes people don't understand what an NGO is. Or maybe they appreciate the result of the work. I think that what we do for them is quite important.

**Mod: What else do people think about NGO's?**

**CSO 123:** But there is a negative side too because people have done projects to earn and win money and then they launder money. Because a large part to those who worked with projects...

**CSO 115:** Have done it.

**CSO 123:** But on the other hand those people maybe have the right to do it, because they worked for some big projects. They could do it because they have received that money. In our country people with money or those who earned it are still not accepted.

**Mod: The ones that were granted money for projects?**

**CSO 123:** Yes. Because they did not do much, but were granted money.

**CSO 93:** From my experience of 10 years in rural areas the projects did not allow, or at least we did not spread the information on our work, unless there were projects and we were given the opportunity to manifest ourselves through advertising or in media. NGOs problem today is that they do not have the support related to human resources considering their location and thus they have work constraints. In NGO status the location should be mentioned. When the mayor does not understand the meaning of NGOs in order to support their activity it is very difficult to confront and ask for your rights. If it is an organization that works within the framework of child integration you must be assigned an additional space.

**Mod: Is there a difference in the way of perceiving NGOs between people from rural and urban areas?**

**CSO 115:** There is.

**Mod: What is the difference?**

**CSO 115:** I have had a project and have been organizing seminars for women empowerment – decision making in the family, make her feel important, her role in the family. We organized about 5 seminars. Men started to call me and tell me that I am ruining their wives. But I liked it.

**Mod: Did they feel something is happening?**

**CSO 115:** I liked it very much.

**CSO 123:** I had a similar situation when I was giving the courses.

**CSO 115:** I am a woman who knew to solve any situation with my husband, not in the sense of giving him orders but in the sense of him knowing his tasks and give me a hand when it is needed. I went in

Holland for some courses and I have seen how females are in their families. This was back in 2000. I made my experience there and took from there the practice and in 2003 I made my own organization. I prepared myself for retirement.

**Mod: What is the opinion about NGOs of men from rural areas?**

**CSO 115:** There the female has to do everything. She has to milk the cows, educate and feed the children, the female does all the things and the males want to drink wine – this is the country side.

**CSO 123:** Or he went to work somewhere.

**CSO 115:** There are a few of those who go to work somewhere. This is what I saw too, I have done activities with females from rural areas in Edinet. There were a few that wanted to open their eyes. I also received phone call, they also called my husband saying „Your wife is ruining mine.”

**CSO 93:** I agree because the woman from the country side does not respect herself and does not have a self-value. And the issue with the sacrifices, the fact that she is always in the shadow of her husband because is giving priority to her husband. This is why when elections were held women met great difficulties at home.

**CSO 115:** Females who were trained changed.

**CSO 93:** Yes, because they were supported from outside. Even if our mayor tried to scare them with seminars and whatsoever you acknowledge that people have to understand and this is not possible without training and education. You have to work on yourself. This is in the country side. Of course the style of living of the women in cities is different; she can allow herself to go out for a tea or a coffee, to take care of herself. That is a different environment where people perceive the information differently, and the woman seeks information.

**Mod: This is about the beneficiaries. What about simple people, how they perceive the information on NGOs.**

**CSO 93:** You are obliged to be an NGO. You are obliged to make roads, to build, to change windows. Our partners from Romania used to say that we were crazy to make new beds, to tap the holes on the roads with a thousand dollars. But who will do it? And you try to motivate the community; try to show them that we can't stay like that, that we must ask for other services.

**Mod: People think NGOs have to come and give them money for this and that?**

**CSO 115:** Not all people.

**CSO 123:** It depends on the type of assistance.

**CSO 123:** Yes, you must do this, otherwise why did you create an NGO?! It depends a lot on locality and how successful the NGOs from that locality were. There are villages where NGOs have reached good results and people have a good perception about them and their members. They can tell you things; give you assistance even better than the mayor. On the other side if the NGO did not reach any result in due time and did not meet people's expectations they see it base on it. The simple people can't understand.

**Mod: So he has to feel it?**

**CSO 123:** Yes, he has to feel the result of its work.

**Mod: Are there NGOs that work in this area? Assistance for women, assistance for other things?**

**CSO 123:** The 2000's were tough years for the NGOs as they were for all. This left its mark on women too, on youth, on men. Our communities were influenced by that. I am hurt when I hear that Moldova is the poorest country compared with others. It's obvious if we get compared with France then we are poor, but if we are compared with another country of our level I wouldn't say we are poor because the current poverty is not the same as in the 2000.

**CSO 115:** We are not so poor...

**Mod:** If we consider the NGOs that work with politics and policies, how their results are felt?

**CSO 123:** For them this generally does not exist. For them the afterwards result is important: whether you brought them water, or you decorated the village center, or you made a road. The idea of courses and seminars is not very attractive in the country side because the category of the people that remained here have a particular mindset except a few teachers. The level of intelligence of people here is disappointing.

**Mod:** So people expect from NGOs a tangible result?

**CSO 123:** He will barely come to a seminar.

**CSO 115:** Don't say that, if the course is interesting and the subject touches their feelings they surely will come.

**CSO 123:** You need an argument to bring them here.

**CSO 115:** I had given a lot of seminars and I always had attendees.

**CSO 123:** They are motivated if the course meets their expectations and needs, if not...

**CSO 115:** I see the results of my work after the courses. After talking to women, showing the pictures when I go back in the villages I have made the seminars I see the change in their courtyard, in her house, it's clean, it's nice.

(CSO 99 and CSO 99(2) came)

**CSO 93:** There were investments made even during election campaign. But people will not appreciate the support from abroad. A lot of investments were made of thousands of euros. But people have no idea what they are expecting for, they don't appreciate, they have other views.

**CSO 123:** There are even people that don't know what investments are.

**CSO 93:** I would say this does not depend only on the role and engagement of the NGOs because the mission of an NGO is to help not necessarily to spread the information on your work and help. People get a lot of assistance from NGOs. It's authorities' fault because if they was more cooperation the people would understand better. This is an important part to be said because it makes a difference. It might be that in a town these things are more appreciated whereas in a village – less, because there the LA manipulates the information and is not transparent on the work and results of an NGO and often people believe what is being said because it comes from the mayor and this influences the people.

**Mod:** So to summarize, there are people that acknowledge the importance of NGOs, their help, the fact that they could get more help from some NGOs. On the other hand there are people who think that NGOs are granted money for projects and the members are the only ones to benefit from it. Some people don't actually understand the activity of NGOs. Is there something else, what might be other perceptions?

**CSO 99:** At a first site from what they say can perceive they don't trust NGOs, but this is not referred only to NGOs, it is in general about all institutions, even about public institutions. They don't trust us until they get to participate to our programs and benefit from it.

**Mod: Why people do not trust NGOs?**

**CSO 123:** Some of them don't have this experience.

**CSO 99(2):** Unfortunately our people do not want to learn and to listen to information. I will make an example from 100 people only one or two subscribed to the course. They consider the information is useless. He has no idea of how could he benefit from a training and he is not interested to learn new information. From any activity you could learn something new, even to school parents' gathering by listening and by talking to other parents you learn about your child and ways of educating him. As if they would want to say „We're smart enough, just give us money and we know what to do with it". People don't want to open their ears to hear something new.

**CSO 99:** There are a few opportunities and possibilities. From my experience from the last few years when I used to go in villages with a program in order to inform the LA, first they were asking for something, they put in front requirements also in written form and then they were asking „What do I gain from this?" or „What you gain from this?". In this way it is very difficult to collaborate.

**Mod: In the last 5 years, something changed in the way NGOs are perceived by people or the perception stays unchanged?**

**CSO 123:** It changed.

**CSO 99:** I think it changed a lot because in the areas we work with the organization „Tempus" because we had a lot of programs in Ocnita, we had a lot of programs for Edinet, for Ungheni, for Riscani, in a lot of districts. After our work in this areas people come to us with requests and phone calls that they also want such programs and activities. They trust us. Many people say the LA is not very open to our activities and don't react to our requests or to our information. There are also people that know their work and do it well, they even select the beneficiaries and suggest them to us. Some mayors do this. Some people are responsive. Everything depends on human factor. If a person knows what he has to do and if he is motivated he will do it without expecting anything back. If he acknowledges that this is for the good of all people from that village he will do it.

**Mod (to CSO 115): Veronica, you said something changed compared with 5 years ago. What exactly changed in the NGOs? Was it a good change or a bad one?**

**CSO 115:** I think it was a good change.

**CSO 123:** I cannot say it was always for the better or for the worse because I think and analyze the opinion of people about NGOs in the '90s.

**Mod: Was it something bigger?**

**CSO 123:** It was bigger; it was something new that really came to a completion of the needy, poor. If we had two packs of A4 paper, it seemed to us as if we had a very important thing. We did everything for those people, who benefited, were good, and moved forward. Here in our village there is experience of things out of it. We now discuss about people who lived in a time when the state was the only one doing something. And these people have no experience and no one from outside came to tell them that the donations of clothes that were brought to them are from all over the world.

**Mod: The state has nothing to do with this?**

**CSO 123:** The state is not involved. It is a community of people with its own experience brought clothes to children. We can't help a family with poor children whereas people from elsewhere come and bring what they have good, or less good, but they bring what they have. You instead did nothing and did not give anything to anyone.

**Mod: Why nowadays people are less active than those from the 90s?**

**CSO 123:** The active people from the 90 went to Europe. They went there and they stayed there. There they made their experience and very few come back here.

**Mod: Those that stayed why are they not active?**

**CSO 123:** Most of the people who stayed are not our beneficiaries. They are teachers, farmers, or simple people. Let's go to any village and see who lives there, who is doing what. There are very few people in my village that got used to the idea that someone has to bring them something, do for them something, a lot of them are like that because most Town Halls use this method and did not do anything for the consumer. So he thinks he has to receive and when it comes that he has to give something too... They say „What about the City Hall? Shouldn't they take care of this? Pay for this?“. This is their mentality. The worse thing is that the young generation is growing with the same attitude. We have to talk about the category of the beneficiaries to whom we have to change the mentality.

**Mod: To educate them?**

**CSO 123:** Yes.

**Mod: (to CSO 93) In the last years the perception of NGOs changed?**

**CSO 93:** I will refer to the young generation. We work with young beneficiaries and I'd like to say that at the beginning of 2000 there was another attitude. In those years came young people that now are on all continents, including Australia. Thanks to them I could make a CV, establish some goals that I actually reached, including China. Those young people believed change is possible, different thinking is possible in a market economy, from one system to another; they even completely changed their values. As human beings they acknowledged their meaning on earth maybe so they created a future for themselves and got abroad. I did not encourage this going abroad because I also saw documentaries about emigrants. ... By showing them the things they could benefit from in ... they could try it at home. I am saying about the beneficiaries that tried to do something. Of course, a lot of them got disappointed and left.

**CSO 99:** It has a responsibility.

**Mod: Now is like 5 years ago?**

**CSO 93:** We always called for the motivation and will. If you like it and believe in an idea we are close to you. Young people came, people we trained and of whom I can firmly say they enter in organization's mission. This kind of change is made in time.

**Mod: The perception of NGOs changed because they became more visible? For example, you made a lot of activities, and people know about you through this.**

**CSO 99:** This is what we are trying to do.

**Mod: Through this people see that NGOs do their job? To what else is due this change of attitude?**

**CSO 93:** Through the message of the NGO. They have to know the status and the mission of the NGO in order for them to align their interests and needs.

**Mod: Generally speaking, besides your beneficiaries, what simple citizens know about NGOs?**

**CSO 99(2):** You know, it's really hard to reach the citizens of RM. Some think NGOs respond to the state and other think they are LLC. We pay taxes as other organizations.

**CSO 99:** Company.

**CSO 99(2):** We are as a company, we pay taxes and we are non-profit. There is no exemption or something similar for NGOs.

**Mod: So the NGO make State's job and the State gets money for this?**

**CSO 99(2):** Yes. We had an officer from Switzerland and we talked about the activity and everything. At a certain point he said, "If I could change the State power I would send you to jail". Our jaws dropped! And then he added "Because you do the job that the State must do".

**CSO 123:** This is it, we took our responsibility. Where the state does not reach... The state fails in creating conditions. For 9 years we stayed in cold in Creativity House. We then made State's work; we won a project based on NGO. We equipped a Center, we dressed it, we heated it and now it is very nice. And now the state came and said „We will take it to the record.” I told them: „What do you mean? Did you contribute with something that would allow you to record it?” The media does not promote it in a clear manner; they speak about NGOs in a not so clear language for simple people. It's not our fault that there is a general lack of information and people does not understand the message of the media. The media should choose another, more accessible language for the people in order to enable them to understand. For example, they could make a children hour where they explain what an NGO is and that it does not come to replace don't know what, it comes to give assistance and support. Moreover, these people are the ones that volunteer.

**Mod: What can we do to inform them?**

**CSO 99(2):** How many simple people go on the site of an NGO?

**CSO 99:** Or use the Google search...

**CSO 99(2):** I have no idea. We don't have a direct access to the media because any trial, even on local newspaper, which under law should not even exist... Any newspaper has a fee if you want them to publish information about you. We don't always have funds. And if there is a project the information should consist of more information about the donor, not about our activity. Can you imagine us to come from Edinet or some other part and start telling about who we are? A long time ago I met with a journalist from Moldova, but now I lost his contacts. How can someone know about us if we are not given the opportunity to be heard? If, for example you invite them to an event... Once we organized an event and wrote invitations to 8 or 10 media institutions providing all the information on who we were and what we were doing. They are not interested. If a murder would have taken place, a rape, or something similar, these things – yes! But something that is bringing a positive mark to the communities, districts, region, village, no one wants to come and no one is interested.

**CSO 115:** When the news starts you hear only negative things about shootings and fights. The people feel this negative influence that they don't need. You would never hear at the news that an NGO organized a trip, another one made something else.

**CSO 99(2):** I totally agree.

**CSO 123:** In this country best practices are not taken into consideration.

**Mod: I'd like to ask you about the visibility. How is the citizen involved in NGO's activity? How important it is that the donors focus also on this direction?**

**CSO 123:** People know that NGOs have to give them money.

**CSO 93:** Young men should participate to Council's local meetings in order to enable them to make their own conclusions on who's leading us and to whom we give our vote.

**Mod: How can donors help improve NGOs visibility?**

**CSO 93:** There is a law on NGOs and the support the State should give to them. We want some facilities. I come to work for my place of work, to pay the rent and then I think I need a desk, a board, etc. And only then we think about our wages. Because we gave up our wages to have equipment instead.

**CSO 123:** This is not only for us, is for the people.

**CSO 93:** Our state should monitor more the NGOs. A lot of them went through “the shift” and remained. There was a period when checks were commissioned. The state should come with a policy that supports the organizations who work locally.

**CSO 99(2):** Unfortunately the money is not given for the marketing for those that implement the projects; there is no money for awareness campaigns.

**CSO 123:** For the donors this is something abnormal, they don't even think about it because in their countries there is no such problem.

**CSO 115:** They have developed this.

**CSO 123:** Indeed, they have this thing developed and maybe he can't understand the issue of delivering information.

**CSO 115:** Here the LA doesn't care what you do, where from you get, what you deliver, what you do. They should come with a support for the NGOs. But now even if you address to them they don't provide any support.

**Mod: I am interested in donors' part. In the end the donors should take care of how NGOs interact with the citizens or this is not their issue? He came, gave the money for the project and what's next?**

**CSO 99(2):** He's not written in red.

**CSO 115:** I don't know about the others but our donor came and made meetings with people and I liked the fact he was interested in all the process.

**CSO 123:** There is an initial phase then the project is launched. The donor comes but no expenditure is expected – we educate ourselves. We are an independent state for 25 years now and I don't think they should emphasize on these kind of promotion. I am not sure we will reach this, in any case it should come from another part. By coming and offering his help in solving a very delicate issue in our communities the donor already makes us a favor. Now does he have to be the one that promotes the idea too?

**CSO 123:** They are already promoting of the idea they support.

**CSO 93:** I think the donors make very nice things by supporting the NGOs. I expect something from the State, ma major collaboration between the two - the state and the NGO. Imagine if the co-work what would be the results?

**CSO 93:** This is what I say: the donors acknowledge the level of corruption here and a lot of money are needed to manage all the programs financed externally. I thank those people who think that nevertheless the situation they try to help somehow the citizen. If this support and assistance would not exist...

**CSO 123:** I see the donor more as a financial controller. After he has granted the money he should monitor how work is done by any component: „so you had this and you have done this”.

**CSO 99(2):** You are giving this information in the report.

**CSO 123:** Even a follow-up after the report. A very clear audit on the engagement to help him understand how well the LA has done their work. I have done sever times this for them just to make them come out well because you think you need their support further and you are stuck but you want to make a good deed. The donor should come. I liked how we worked at the Resources Center. Every month before we got the money for construction a donor representative came, a UNICEF

representative, and the representative of LA takes over. This is what you would like? The next money tranche was made only after checking the quality of the construction.

At that point you see how the LA sees that I can't give them the money. The donor comes with a very clear specification, the money are not transferred on LA bank account he directly transfers the money to the one that made the job.

**CSO 99:** We were thinking on how to empower the people who work in State institutions. Before working in a program the donor had to know about the partnership between the NGOs, State's institutions and the donor. Before starting the work with the program you had to sign the agreements between the parts so every part knew its responsibilities. Maybe this is the way to make our work appreciated, to make the state responsible and finally the donor helps us.

**CSO 123:** The donor comes with his help anyway.

**CSO 99:** He comes with help but we have to collaborate.

**Mod: Concerning the relation between the NGO and the citizen, leaving aside the State, the donor has to manage this support, not necessarily the financial side, any type of support in order to facilitate the communication between the NGO and the citizen?**

**CSO 93:** I want to say that this is how the support is seen – through consolidation. I am not sure the LA understands the concept of consolidation but we have to have continuity and a sustainable development. Examples of consolidation can be seen at a local level. The donor brings his help to this process by supporting citizen's involvement and by meeting their needs. Holland is a great model - there are a million of active NGOs in a society where everyone has his own group which represents his needs.

**CSO 123:** They don't solve State's issues. We basically solve State's issues that it can deal with.

**CSO 99(2):** You know that the donor comes for the citizen, the citizen who is the beneficiary of the organization in which we work. So beneficiary is a citizen. (CSO 99) said that projects are focused directly to the citizen. It took us a long time and effort when we started the projects – leaflets with information who we are and what we do. Now people come to us, seek us because they understood what we do. We work in the social area. Even with the last project we had – people are informed. We come and tell him “We give you 7000 lei but you have to do a ... in order to support your family. You are not expected to make a great business because the money is not enough”. They are afraid, their mentality... As (CSO 99) said, in villages remained people with a certain mentality, people that often did not attend more than 9 grades or did not even go to school and can't write. There are people who can't sign a paper...

**Mod: In your activity of delivering information to the citizen on who you are and what you do you need support from the donor?**

**CSO 99(2):** Consisting of what?

**Mod: In anything.**

**CSO 99(2):** You can't go on work trips because the donor is already supporting you in car rental and assistance. It depends on the motive of the trip.

**CSO 93:** You need another person's assistance to go in villages.

**CSO 115:** I have to hire another person who is a specialist in that particular area, for example I am from the social sector and he is from the farming. If the family I am going to help needs a particular support I have to find the specialist in that area.

**CSO 93:** Strengthening the knowledge and skills in the area especially now with European integration. We have a lot of work and I am frightened when I think about it. I don't know what the Government thinks about this who is currently concerned of splitting the armchairs but the citizen will be deprived of those funds that are given to neighbor states now. There is money for a beautiful and qualitative change in the localities and it would be a shame if no one came to put it in practice. If NGOs would not exist it would explode because the majority of the villages took care to educate the localities. If everything will be left at the command of the LA, which often has no idea of how a project is made, or often plagiarize, it will be a disaster. I am happy there are donors that want to help the communities through NGOs. I would like donors to come with more programs for citizens because they make a difference. Even 4 or 5 individuals are helped but they fell this change and this strength. That's why I said before that the logistic part is very important. I am very thankful and proud about the American people think about helping other people by donating money and investing them in people that need it.

**Mod: How important is the donors' investment?**

**CSO 99(2):** It is important to change continually because we now know something but life goes on and it is in continuous development. We must refresh, retrieve, update, and learn new things and models.

**CSO 123:** This is a big chance to develop your skills through exchange because I am free of ... I have an organization. For instance we try to make some good things in the community but we don't have previous experience and we learn from best practices from abroad and we learn the importance of volunteering. We tried to volunteer pushed by a need and a feeling. When I go abroad I am very interested in understanding why people do what they do and how they do it. I can have an idea but I can't discover or invent what was already invented and discovered because I don't need it, because it is already there. Instead it can be taken, borrowed and learned and I need to understand why in those countries people volunteer in that particular way? Why a lawyer who works 5 days a week takes the children of his friends in the weekend and makes volunteering activities? Why isn't he staying at home? And he does it with pleasure without expecting something in return. This kind of experience are very helpful, not only the courses. This kind of exchange where you can see the entire process, not only the final result, and to try to understand why in their communities people have other attitudes towards volunteering. Why people from Germany come here to rebuild my kindergarten that 10 years ago was still erect? People who come from Germany say we have science fiction buildings and that they are good for horror movies... And no one from Govern comes, no one from society comes, no one from beneficiaries comes... Hey people there is a center for people with special needs did any of you come in the last 10 years to move at least one brick? Why we don't do it? Yes, the beneficiary comes and seeks for support but how many times did this same beneficiary gave a hand? He came when he needed it, and very few of them return the favor.

**CSO 93:** We have to communicate.

**Mod: Who is responsible of the education of the citizen?**

**CSO 123:** We have to educate them and the society too.

**CSO 99:** The schools.

**CSO 115:** The schools and all of us.

**CSO 123:** We have to change the consumer/ user mentality.

**CSO 115:** It is very hard to change the representatives of my generation. It's hard to educate them and it's not even necessary. Some of them though changed even women of my age.

**CSO 123:** We have this consumer/ user mentality and this leaves the mark on our deeds and activities.

**Mod: What are the priorities of the donors in supporting the NGOs?**

**CSO 123:** In education area as we do it in any domain it is important to make participative education and engagement. When our people hear they are invited to make a deed for the benefit of the community ... They don't want to.

**Mod: If we would take a financing on a certain area or sector what would be the priority?**

**CSO 93:** I would say the good governance because we are still not a democratic society. I would advocate for better governance, a more responsible, less corrupted and more committed and I am not saying only about the LA but also for NGOs, the community should have the intention to create a society based on values. The once had values but our people are not generous. They don't have a pillar and they are easily carried by the wind. We have this legacy of waning things to be solved by the State, the mayor or someone else. We have support from the outside but we need a consolidation in the inside, we need a pillar. For example, an NGO alliance with a committee, a secretariat with marketing, information and education mechanism. As long as the NGOs don't have this nucleus ... There is an NGO National Council but it consists of organizations from the center of the Country.

**Mod: Generally, the NGOs are giving a hand to each other?**

**CSO 93:** ☺

**CSO 115:** There are more funds given to Chisinau instead of giving them to the villages. Those from Chisinau are granted more projects.

**CSO 115:** I made hundreds of projects. But now I said I will not give my ideas to someone else because others plagiarize it, improve it and submit it.

**CSO 123:** I don't mind giving my ideas to someone else.

**CSO 115:** Let them come in villages to work.

**CSO 123:** We give big projects. I'd like to see a big organization, an umbrella which would be able to receive grants for big projects and get us involved with mini-grants at local level. Before submitting the project we would like to see the final draft as partners. Because I am a simple person and I don't know how projects in English are written or how accountability is done, and I am not interested in this. But I'd like to be considered as a partner for the ideas I gave and the activities I suggested for your project and at a practical level I could implement them.

**Mod: So the priorities are the education and the good governance.**

**CSO 123:** Young people have to be involved.

**CSO 99:** In social services too.

**Mod: For who?**

**CSO 99(2):** For all social layers.

**CSO 99:** We in our centers try to help them change the mentality.

**CSO 99(2):** We now have projects with women of all ages and we see that for females aged 40 or 45 to retirement this span is very critical. They are not able to find a job, sometimes they need requalification and what is offered by the Work Force Agency scares them. Land owners are put together with businessmen. Social houses are needed because people have nowhere to live and they have no money to pay for utilities.

**CSO 99:** We are asked to raise money to help socially vulnerable families for a piece of bread or to buy them a small house, for the oldest ones.

**CSO 93:** They need to learn from member states because we need to understand and to apply this knowledge.

**CSO 115:** I said about the importance of women; because they are important through educating their children first.

**CSO 123:** Women are important as mothers to a certain point because they are not only mothers and wives.

**CSO 115:** I saw a family where the woman was really acting as a slave.

**CSO 93:** She let this happen.

**CSO 115:** Yes, she did, because she has kids that she is maintaining now. I didn't go to her on purpose but I called some women and gave them an exercise (writing down on a paper) female-slave, female in the family and the man. What you do and what the man does? And she identified two tasks for her husband. This is when he called my husband and told I was ruining his wife. Men are not educated in villages.

**CSO 123:** This I what I mean too, we have songs only about mothers.

**CSO 115:** We need grants too. Family. I would like to return to the situation where that woman did not have any income and any household has 30-40 acres of abandoned land. I am working in the field of sustainable agriculture and I suggested what she should do, how to do it and how to get an income, how to sell the bio fruits and vegetables at a higher price. The fact is that for bio agriculture are required certificates, and the certificates are given based on the hectares. For people with some acres in villages they should simplify the issuance of these certificates to enable the families to have an income. He sells his own products and checks ask if he has a certificate or not.

**Mod: Do you know any support programs for NGOs in RM?**

**CSO 99(2):** Do you mean grants or what?

**Mod: Yes, grants, implemented programs or else.**

**CSO 99(2):** The program, which is a big 360 program. Generally the programs for NGOs are very few. If in 2000-2007 the grants were smaller around 2,5-3,5-10K euros where most organizations could barely implement any program, the wages were miserable but still there were projects for communities. Nowadays there are very few. There are big grants not accessible to small organizations. I as an organization would not like to work as a slave for an organization from Chisinau to make activities for them.

**CSO 123:** I meant as a partner.

**CSO 115:** If they are rooted in Edinet they could make a big organization there.

**Mod: The grants should be oriented towards local level.**

**CSO 123:** We have a problem. A lot of projects were requested whether just for local level or for Chisinau and municipalities but the villages have seen very little from this. In the last few years very few raions benefited from projects because the emphasis was put on whether you were an organization from a raion or you had to be a big organization.

**CSO 93:** There are programs for NGOs at country level. It depends on the financer but you could access this information and the newest programs by going on a site. Usually the programs are financed by USA, Germany, Austria, Estonia, and Latvia which always have open programs with no deadline.

**CSO 99(2):** Yes, but you can't benefit from these embassies' programs because you are a partner.

**Mod: What other can you say about the programs that are implemented here?**

**CSO 93:** I think we need to thrive for more. We as members of NGOs need to improve ourselves. For example I don't speak English and every time I want to read, write and apply for an international

program I need a mediator. We need skilled people in our organizations. We also need exchange programs with abroad specialists. I would very much like to participate in such programs, programs that help consolidate and improve the NGO human resources and skills. It will help us a lot in delivering our mission. In Romania speaking English or in general 2-3 foreign languages is a priority. There are a lot of EU programs and every one of it has its requirements and without understanding the requirements and specifics of the program we will never be able to write and submit the projects. We need skilled people that know to write projects and to implement it at local level adjusting them on our local needs.

**CSO 123:** Another important part is the wage of NGO members. Most of the projects don't have the wage stipulated in the budget.

**CSO 93:** They do.

**CSO 123:** Not always. I am not talking about those before. It is very important to talk about the wage right from the start. Because there are people that work only in NGO and this remains the only way of earning. If the wage will not be stipulated we will barely have professionals or young people that speak foreign languages that would want to work with us. They will not come to work for 3, 1000 or 2000 lei. He/ she will want more because he knows he is skilled and if so he will easily go somewhere else.

**CSO 99:** We have to respect and appreciate our own work.

**CSO 123:** In the end I am volunteering but I need an income.

**CSO 99(2):** It should be clear for the donor that the development of the civil society in Moldova this is an important factor. The organizations we used to work with don't exist anymore because people in Moldova don't perceive the volunteering. We have wages in our organizations for 7 years now and all members have and in hard times people stayed to work with us because they knew we give them wages. NGOs need to be supported.

**CSO 99:** They should not be exploited.

**CSO 123:** Volunteering is done where people have resources for living.

**CSO 93:** I saw this in Strasbourg people there are very generous. And the Portuguese too. I was surprised of this.

**CSO 115:** They volunteer yes. That is their retirement amount per month?.

**CSO 93:** There people give and make things from the heart. We went on a presentation for the project and there they told us how it's possible to calculate the daily payment if the budget allows it. And when you calculate the volume of work you actually get a monthly wage.

**CSO 123:** Wait a second; we didn't even see these projects.

**CSO 99(2):** You speak about the projects that didn't reach to us and in the next 3 or 4 years will reach us.

**CSO 115:** And if it will arrive here it will reach only the top level organizations.

**CSO 99(2):** (to CSO 93) IMF is making a study. Do you analyze the IMF programs that unfortunately don't pay wages?

**CSO 123:** People don't want to accept it.

**CSO 99(2):** We need to change the view. I can see why an American volunteers because he is raised with this view.

**CSO 123:** He knows a part of his wage is taxed for insurance. We have a consumer mentality because we came out of a totalitarian regime. The media should try to change this idea because the state now is every one of us. I am disturbed by the election campaign messages against the rich people and oligarchs.

How you want us to become a rich state if we educate our people against the rich people that earn honestly their money. We don't differentiate between a person that is rich because works honestly and a dishonest person.

**CSO 99(2):** We need to develop this idea, what you did for the state the state should do for you.

**Mod: If you were to choose two subjects or two areas in which you need support what would be those?**

**CSO 93:** Human resources and consolidation.

**CSO 123:** I would invest what I have in young people training.

**Mod: Personnel training?**

**CSO 123:** Specialist training and other persons too, including parents in a particular domain.

**CSO 115:** I would invest in women empowerment and training to eat healthy and raise healthy children.

**CSO 99:** Social domain and education because it is important what we do.

**Mod: What do you mean?**

**CSO 99:** In women enabling in social and economic areas especially women from vulnerable families.

**CSO 123:** Let's hope the new Education Code will bring changes.

**CSO 93:** Social responsibility.

**Mod: In education area?**

**CSO 99:** Here we are at idea level with communitarian mentoring in educational vocation of young people from schools and lyceums.

**Mod: How should they choose it correctly?**

**CSO 99:** We need to change something.

**CSO 123:** I hope the new Education Code comes with some positive changes in the area of vocational education.

**CSO 99(2):** The education in the broadest sense.

**CSO 99:** We all have similar ideas, so we agree with each other.

**Mod: I have no more questions and I'd like to thank you very much for your participation at our discussion.**

**CSO 99(2):** I have a suggestion for the donor – he should give the money and should monitor and track the money flow where the money go and for what. He needs to come to the field. Unfortunately when they come in to Chisinau the situation changes.

**Mod: There is other level of living.**

**CSO 99(2):** We have a project from Orange and it regards women rights and Orange makes videos based on this project. We brought the shooting team last year and this year we took them to Ocnita, Donduseni where there are women in very difficult situations. When they saw this 4 minutes movie those from Orange were touched, they cried. They called us and asked the contact info of those people because they decided to donate money and clothes. And we raised and continued it. Different people with different difficult lives and situations. Poor people and sick people. We told the company about this

and they accepted the immediate start of the program without delay. The donors should see the situation with their eyes so they will not have doubts if they have to help those people or not.

## **Transcript of Beneficiary Focus Group Discussion**

**Location: Cahul**

**Mod: I would ask you to introduce yourself and your age. I am Lena and I am 26.**

**F1:** ... 25 years old.

**F2:** ... I am 20 years old.

**M1:** ... I am 21 years old.

**M2:** ... 22 years old.

**M3:** ... 19 years old.

**F3:** ... 25.

**F4:** ... almost 22.

**M3:** ... 18 years old.

**F5:** ... 18 years old.

**Mod: Each of you has been a beneficiary of a NGO. You have been beneficiary of an NGO, internet, material support, I don't know. How long have you benefited from a NGO?**

**F2:** From a NGO from 2005.

**F5:** Me from 2014.

**F6:** From 2012.

**F2:** We together from 2007-2009.

**M3:** From 2011-2012.

**Mod: Which services you benefited from mainly? Which services you would benefit at that time?**

**M3:** Information.

**F3:** Experience exchange.

**Mod: Experience exchange in which field?**

**F1:** Volunteering, information.

**F6:** Volunteering.

**M3:** Seminars, trainings.

**Mod: You were volunteers or beneficiaries?**

**F3:** Volunteers and beneficiaries.

**Mod: As volunteers it is clear, but as beneficiaries?**

**F4:** We received trainings.

**Mod: In which field?**

**F4:** Human science.

**F3:** Human science, violence in the family.

**F1:** Same.

**F2:** I didn't. I don't remember.

**F1:** And human rights.

**F5:** Yes, and human rights.

**M3:** Human traffic and rights.

**F4:** And also how to manage a blog. I didn't benefit but there was for volunteers. [M3], was a beneficiary.

**M1:** I don't know how to explain – of social integration. Each had a brochure, his house, we chose the mayor... etc.

**Mod: And where did you do that?**

**F2:** Within the primary school. Then, we volunteered with children with disabilities. We even did handcrafting for charity. We would sell the things in the city...and with the fundraised money we went to the children with disabilities.

**Mod: How did you find about the NGO?**

**F3:** There was a computer course that they were doing. I arrived in their office when they were recruiting and so...

**F5:** As volunteers or beneficiaries?

**Mod: Both. How did you contact with the NGO for the first time?**

**F1:** Yes, the friends told me if I want and I agreed.

**F2:** Mrs. X she ...

**F2:** Presented the NGO.

**M2:** Center "Speranța".

**F5:** A lady came and offered us activities with youth with disabilities and in this way we started the activity. We received training, participated at seminars. Even when the project launched to initiate the activities we have received invitations.

**Mod: and you started the activities.**

**F5:** Yes.

**Mod: How did you find about the NGO?**

**M4:** She made her internship in our school, as English teacher and at the last lesson she asked if someone wants to be part of a group. I thought it is a good idea and I went.

**Mod: But in general, you, the youth from this district, how do they feel about this? Are the activities of the NGO active?**

**F4:** If there is motivation, yes. If there is – no.

**F1:** I have to overdrive myself for someone.

**F4:** Yes. Here all are used to be paid. Everywhere there has to be a benefit

**Mod: But how are you motivated?**

**F6:** This comes from inside the soul. 😊 😊 😊

**F1:** Develops you. It is a contribution to you. You develop and you realize that it is for you, to be a good organizer or to do something with a friend.

**F4:** There are volunteers that get involve because they understand that this thing helps and later it will be helpful to them, and the certificates they receive and the experience they gain.

**F1:** But I want to say that we have teachers that do not take in consideration the fact that you have volunteered. But it matters very much you have volunteered if you go abroad. It doesn't matter where. So what if you have high marks as 9 or 10 if you didn't participate, if you are not active.

**M2:** To have a good CV. If you don't have it doesn't mean volunteering.

**F1:** Experience is needed. They do not pay attention to volunteering..

**Mod: You mean here nobody cares about volunteering.**

**F4:** The volunteering experience will be helpful in the future and here is not appreciated. Abroad, yes. In the Republic of Moldova is not appreciated.

**M3:** Because the volunteering is not so developed in Moldova and for so long...

**F4:** The doctors as far as I know pay attention to the volunteer passport, where the hours worked, activities. And with this passport when he/she studies or goes to work, it takes seriously in consideration and it helps to gain a better salary or at studies...

**Mod: But there is not yet...**

**F4:** No.

**Mod: How do you think the civil society is seen as volunteers and as beneficiaries?**

**F2:** Weird.

**F4:** Projects, money.

**F1:** Even when we participate, we are asked if we are paid.

**F4:** What is the advantage?

**Mod: They do not understand what you are doing.**

**F1:** Yes, they don't understand, and what they are doing there. They stay a day and why they do this. They do not take this seriously.

**F2:** We had a campaign "A smile, a hug". We offered a smile and the person we would meet on the street had to offer a smile and a hug. And a lot of people would say: Who are these?

**Mod: Someone crazy?**

**F2:** Yes, yes. They don't realize this is volunteering and...

**F2:** That is beautiful.

**F1:** ... do something for Halloween. Everybody was watching us, criticized us, that we are unruly. There was a feeling like what will we become.

**Mod: The people look at this weird. That money comes, projects. They don't understand what you are doing.**

**F1:** And we explain to them, but who pays you? Who invests? Banal questions. Once an official appreciated the work and asked what we were doing. Interests him.

**F4:** There is another thing here, a mayor that also involves in projects. People tell you how much money he made... That from projects he takes money and he is very rich, that steals and doesn't... Even when they see me at various activities, they say, you these guys with projects only for yourselves, only for money. People don't understand. And yes, maybe our mayor didn't do everything he had but in not all localities the mayors can do these kind of things. But it is known that through projects the village develops and the community made a park, a hospital, and a football ground...

**Mod: For example the youth, your colleagues, what do they think about NGOs?**

**F3:** Loss of time.

**F4:** Yes.

**M3:** Some of them have a good opinion.

**Mod: There are more who have a good opinion or a bad opinion?**

**M3:** More have a bad opinion, but those who read, see what is being done think it is interesting and also want to apply.

**F4:** For example, we made a flash mob and a colleague was around that place. She felt the emotion, the message and before the event she had an opinion something like: I don't have time...

**Mod: How do you think for whose interest the NGO works?**

**F4:** For us.

**F3:** For people.

**M3:** And they don't believe till they see something. It is necessary to offer them a report or to show them something. That they go for this and not something else.

**Mod: But did you change your opinion about the NGO when you became a volunteer/ beneficiary?**

**F3:** I didn't have any opinion.

**M4:** Yes.

**F1:** Yes, I mean we went. You cannot convince someone that doesn't get involve, or participate.

**Mod: Some of you are beneficiaries for a long time, 2-3 years. The people's opinion about NGOs has changed or not?**

**F3:** Same.

**F5:** Changed in a better way.

**Mod: How?**

**F5:** If we talk with that person and try to explain if they see how things change.

**F1:** Not everyone.

**F4:** Me for example, as long as there are activities within our organization, I write notices and inform students to volunteer at our organization.

**M1:** More or less changed. People are more informed. NGOs should be more. Some projects are so large and people perceive them so, who are beneficiaries, who ...

**M3:** Several years ago, volunteering and people did not get help and support from NGOs. Now many NGOs are involved in the society and the world ... that are many.

**Mod: How NGOs communicate with ordinary citizens?**

**F4:** Outreach, flash-mobs.

**F3:** Seminars.

**Mod: What activities?**

**F4:** Flash mobs. We shared various leaflets with some messages from our organization.

**F1:** Some of them ask "What's this?" They do not read what this is.

**F3:** Video spots.

**F4:** Seminars

**M1:** People.

**Mod: You mean those who participate?**

**M1:** Who talk to people.

**M3:** Online, sites, Facebook.

**F5:** NGOs homepage.

**Mod: How do you communicate with NGOs you belong to?**

**M3:** At meeting.

**M1:** Within the circle of friends who trained there.

**F4:** The volunteer teams.

**F3:** And online.

**M3:** And by phone.

**Mod:** **When a meeting takes place, how it occurs? Someone NGO members tell you, you gather in a certain day? Or how?**

**F4:** Yes. We are announced.

**M3:** We have established a day, an hour when we meet.

**Mod:** **Usually what happens at these meetings, what do you talk about? What are you doing?**

**F3:** Each session has a subject. We sit and talk about it. For example now we have the fund for young and ... every meeting is a sum of ideas to be discussed and implemented.

**M1:** And the most successful idea is outlined and ...

**F4:** Or discuss future things. What to buy, do, materials. The next meeting is planned with all, so that not every time to call and ask if they come or not. Volunteers do not feel comfortable to ring every time. We know that we have assumed a responsibility, and the place and time we know it.

**Mod:** **Did you have meetings with other volunteers or beneficiaries?**

**F3:** Yes, there are. Depends on the event which is planned.

**Mod:** **When was the last time you had a meeting?**

**F3:** On 29, on a Thursday.

**F1:** We do more often; we don't manage to make it more active. When we have an idea we try to clarify the situation.

**Mod:** **How much are you involved in the decision making process within the NGO?**

**M1:** 100%.

**Mod:** **In which way?**

**M1:** Same debates, suggestions for future and where ???

**M3:** We are all equal and we all participate at equal level with same rights. And once we like the ideas it means it will be made.

**M5:** We offer suggestions and proposals and together...decide.

**Mod:** **Did it happen somehow that the decisions were not what you wanted? Or somehow, contrary to what the beneficiaries or the volunteers wanted?**

**F5:** It is not nonsense discussed if there are proposed solutions. Each has a purpose and should be brought to an end.

**F4:** After all the leaders knows better than volunteers. If the volunteer has an interest and has ideas, the leaders already are with feet on the ground. Volunteers yes, we have ideas, a purpose. The aim limits us in some ... how to say in some activities, in some embodiments and automatically and must make a decision that volunteers need to obey.

**M1:** To some extent it also monitors or suggests something good for Easter for children with disabilities. And generate a proposal and ...

**Mod:** **Since you volunteer, how do you decide what to do? For example, what computer training course, you must go so give some help. How does it happen? Who's doing this?**

**M3:** The problem is identified.

**F5:** Together with the coordinator.

**Mod:** **The volunteer coordinator. Okay, and what's going on?**

**F3:** Determine solutions to the problem. We cannot talk about the activities until we discuss the issue.

**Mod:** **What activities did you do?**

**F3:** We have organized seminars in villages in Cahul on human trafficking, domestic violence. Then there were organized AIDS day flash-mobs.

**F6:** Also flash-mobs on rights. Also seminars were made.

**F4:** about election.

**F4:** Flash mobs on human trafficking. Seminars for ...

**Mod:** **You've done seminars, flash-mobs. How do you choose these subjects? Does the NGO say which subjects to approach or do you ask the citizens, students?**

**F3:** First we do. We are trained. We do training. Depends on the subjects, 3-4 seminars. Then we go and deal with these issues.

**F4:** It depends on the approach. It depends on the right that we have. Sometimes the donors can say that you have to do seminars, trainings on this, this, this. We cannot ask their opinion if there is indication from above us.

**Mod:** **Why can't you?**

**F4:** Volunteers are informed from the start that they will go through 3-4 seminars.

**F4:** Yes. We're trained and after that we volunteer.

**Mod:** **Others? You for example, you have done this activity with a smile?**

**F2:** We have been proposed the idea after we spoke with the fellow members say.

**Mod:** **Who came up with the proposal? The NGO or the coordinator?**

**F2:** NGO. We thought it is an interesting idea and why not put it into practice. At the same time we wanted to see a survey and how people will react, which will be the result.

**F2:** Yeah. And then various interviews.

**F4:** There are activities that we, as organizations, have a number of volunteer that we ask them what topics they would like to discuss. To organize various trainings, seminars, to inform on various topics. We already have such things. It already depends on their own initiative and on our possibilities to organize such seminars, taking into account the budget, to pay a trainer.

**Mod: I am interested in you as beneficiaries.. How the NGO learned about your needs. Either you learned that here are some courses or you can benefit of something. How does this thing happen? You have said that you haven't benefited much, right? Why?**

**M1:** I do not know, experience.

**F2:** Age. A 7-8 grade student cannot benefit of many. Maybe now ... many people receive services. Experience and more information.

**M2:** Experience and information. The age limits the access to benefits of same training, computers.

**F3:** I do not know. New services that we provided were for young until 9th grade, a project. Another was for the 9-11 class. They benefited from seminars on a topic. When was the computer training, in 2005 few had computers at home. I think because of it. I was not a beneficiary.

**Mod: What did you do as beneficiaries? Have you just benefited of what it was given to you or did you say what you need?**

**F3:** Everything that was provided.

**M3:** Everything that was provided.

**Mod: Why? You weren't involved, you didn't want to tell?**

**F4:** Me as beneficiary I was for the first time in 10th grade, because this was the policy of the project. The project was about fundraising and project depending on how it was set we could do it in the community. And this was the policy of the project, to talk about: fundraising, how to write a project, how to get involved, what to write, what does it mean to be active, and we have participated to what was offered not what we wanted.

**Mod: But how do you think it should be in general? To participate in what it is or somehow...**

**F4:** If I were a donor, I would give funds, to reach my goal or a specific subject. But I cannot, or I can for a certain small amount to fund seminars on topics that volunteers want. I have a project, a clear purpose and this does not involve volunteers' ideas.

**Mod: Others what do you say?**

**F1:** The youth is not mobilized, doesn't know what it wants. He says what he wants something else, he is not interested, does not know everything. I think it's better when it's organized, mobilized, that we must do that. Because it should be like that. It is also something good. What do the students want? They want a lot of things.

**F4:** For example, if we go to university, to find what students want. And it starts. As a donor I could find that their wishes do not coincide with my purpose.

**M1:** There could be a restricted list of students who in some way to bring ...

**M1:** But to be limited. I choose volunteers. To be able to choose. And from what we have...

**Mod: What were you interested in?**

**M4:** At university I have heard many students that they want to learn how to write a project. They want to see, write, how to write a project, how to open an organization that has a purpose. They want to get involved but do not know how.

**Mod: What should be done?**

**F1:** In schools, the student must know ... I mean in 12<sup>th</sup> grade where you want to go? Orientation in the school. They are not mobilized at all.

**M3:** Time Management.

**F4:** The personal priorities. Because when we fill a lot of documents, here at the university, at the psychology we often test people's priorities in life. A lot of times they put money first, fun, car.

**F4:** And cosmetic.

**Mod: What also would be interesting? Stas? Why would you be interested in?**

**M4:** As the lady said, that students from 12<sup>th</sup> grade do not know where to go further, do not know where to go. That would be ...

**Mod: Professional orientation. Besides that? As beneficiaries and as volunteers?**

**F4:** I work in an organization and gave the idea how to do things but the project no. But our fund involves supporting young people's projects in rural areas. And I cannot go to them because this assumes - project training. Write and come to us and we select. And we already go.

**Mod: To what extent are you involved in planning activities in NGOs? Either long-term goals or strategies. Or when NGO sets the activities are you involved or this is not your concern?**

**F3:** It's not volunteers' concern.

**F4:** If it's linked with the project where volunteers are involved. In December, we must organize the carnival, or January. What involves the organization, but other activities - not.

**Mod: Others? Do you think volunteers should be involved in this?**

**F4:** Again, volunteers come and go.

**M3, F4:** It has to, in some way.

**Mod: Why in some way?**

**M3:** It's important their opinion, they are the ones who organize in the future they know better how to do it, more ideas. It depends also their availability. And it should take into account.

**Mod: Someone said it's not volunteers concern.**

**F3:** I said.

**Mod: Why?**

**F3:** There are activities where the volunteer is not willing to participate and we cannot ask him to give his opinion, to tell us his ideas in March for example. But in March he will not participate. There are

some activities or we say that within 3 months we will organize some activities. But he does not want so he may not give a proper opinion.

**F6:** Yes, I still think that if he decided to be a volunteer, he should be a volunteer with both parties. Each of us has his own opinion. Maybe now I want to hold a position higher than a volunteer. But I agreed, I decided yes, I'll be a volunteer.

**F3:** Yes, but some situations arise in life. For a short term they agree to participate, for longer term no. Who knows what can happen from March to April. An idea it is set. He wants to organize a celebration during Easter. And it may occur that he, who gave the idea, will not be there.

**F6:** This means that, it's volunteer's problem.

**F3:** Well, yes. For a long term it is not recommended.

**F6:** Well depends how long he wants to be a volunteer. It is a project. Three months. I volunteer for three months. After that I do not want to get involved.

**F4:** Well here it is about the project policies.

**F6:** Well, yes. This also. To be considered both sides.

**F4:** Here, for example, there are 3 projects running. In a project we have a group of volunteers and I cannot ask the opinion of some involved in the project on how to plan all projects.

**Mod: Why?**

**F4:** Because the project that they volunteer for is something else, and projects are different. I work with a team and I cannot ask the opinion and here and here to distract them.

**Mod: Should the volunteer have a word to say when the NGO chooses the project, the subject for next year? Volunteers should participate or not?**

**F6:** It may be taken into account.

**F3:** It depends. In our project there are recruited various volunteers. We do not have the same volunteers for all projects.

**F4:** We try to mobilize more people for all projects. If there are some that have participated before and want to involve - yes. But if not, I already cannot force them.

**M1:** Volunteers that have a larger experience can say more. They should be involved in these things because the leadership of the NGO need to be attentive to what is happening. Not be given all the power and ... Only to be informed to show them how this stuff works and so on.

**M2:** Volunteers who already have more experience. They have a much clearer vision and should be taken into account their way of thinking. I know who and where has to participate.

**F4:** And when there is a project idea, we as an organization, cannot ask volunteers their opinion.

**F3:** just for 2-3 months doing this, that.

**Mod: Imagine that you are able to change the way the NGOs works. What would you like be different? Or you would not change anything?**

**M1:** Each NGO working in its way.

**F6:** There isn't a standard model for all. Each has a different purpose.

**Mod: Let's start on the idea how to get an NGO? It must act separately or with local authorities?**

**F4:** A partnership between NGOs it is very important, for example in Cahul. Not just a partnership of where they say they support a project. In general, I need the room. And the local public administration should be a partner. In case there is an event, they can offer you a room, a grant.

**F4:** With high schools, with educational institutions because NGOs recruit volunteers.

**Mod: Regarding the projects the NGO has - should the citizens be informed or not?**

**F6:** Yes, but few know.

**Mod: Why they have little knowledge?**

**M1:** They don't want to be informed.

**F6:** Yes.

**F1:** In 2010 it was done the NGOs Fair, human trafficking, human rights, and people were passing and people wondered.

**Mod: NGOs Fair.**

**F1:** Yes. It was wonderful. To me it seems ok. They were all the NGOs. People were interested. We ourselves began to work with other volunteers, to work, to see what they think, to see where they activate. And that was a very good opinion.

**Mod: NGOs should not only inform citizens.**

**F1:** Yes, they should involve them in what they do, why they matter, what projects. Few do this thing.

**F4:** I think that NGOs should also do something like, for example, they would involve me in other activities not only in those which represent me. For example I would like to support the youth from hospital. Youth who are 18 and go 3 times a week, they to do medical procedures. And there they use device that costs money. For purchase. And for example, they cannot find an NGO that would help them. Well, beneficiaries are older people. But I think that young people have the right to life and that matters. I have asked and we were told that they want to support but the policy of our organization ...

**Mod: In a way, the NGOs that have a profile must be flexible enough in terms of these services.**

**M1:** They shouldn't be flexible.

**Mod: Why they don't have to be flexible?**

**M1:** An NGO cannot be in a field and move into a field, for example in health.

**F3:** I have contacted the Ministry of Health, different stakeholders in Chisinau and nobody did anything. I even made a petition during the campaign, may be... Absolutely not. But there are many customers.

**M1:** There is another problem. There are many organizations.

**F3:** Well yes but I'm surprised that some educational problems ...

**Mod: Do you think that NGOs should deal with other things than what they deal now?**

**F3:** Yes. To be balanced.

**Mod: In which field? Health. Still?**

**F1:** Education.

**Mod: What is needed in education?**

**F1:** There are many questions, few answers.

**F4:** Let there be teacher trainings.

**F1:** I am thinking of youth. I mean this teenager period. It's a very problematic time. We as volunteers, as beneficiaries should organize in different schools, to make seminars. Let it be interesting, useful. To open them, to be flexible. To be important.

**F6:** To make activities in their interest

**F1:** There is a problem that they are required to learn, learn, learn. The university college. It's not fair.

**F6:** It cannot be done parallel.

**F1:** I didn't hear a teacher to say to be active, to do something. For example to motivate us. We sit and talk in class, for example about human trafficking. All were tired of the same subject. A topic that they were not interested in.

**Mod: We should approach young people with things that interest them?**

**F6:** Yes.

**F4:** Another activity that could make an educational organization would be the school activities as well as information about universities. I for example, go to seminars and cities, what universities, what specialties, benefits.

**F2:** Advantages.

**F3:** Several important projects of the country for young people which offer the opportunity to go to study in other countries, they are informed very late or not at all.

**F6:** And very few people get to.

**M1:** An NGO should handle as said, training before universities. An NGO could organize a fair of universities. That's a benefit.

**F3:** Well is not me, a volunteer that will go to inform. From each university there should be one representative, and to have spots ... when I was in 12th grade at Haşdeu school, there were courses organized at the Lower Danube University courses and students were recruited to ...

**M2:** The idea is good and shame that I have not heard it till the end. 😊

**M1:** I do not remember such activities to..

**F1:** There is a lot of information that ...

**F4:** NGOs do but do not inform themselves.

**Mod: So we get down to the collaboration between NGOs.. What should NGOs do?**

**M1:** Competition between them.

**F6:** Yes.

**Mod: Compete with each other?**

**F6:** I do not know.

**M3:** Yes.

**Mod: Should they or not compete?**

**M3:** Sometimes they should compete. If you compete you'll try to do a better job than the other and as a result it will be better.

**M2:** Even volunteers. We develop in a particular field.

**F3:** In every institution there should be a particular corner where all information about all NGOs and all the projects they organize is posted so that the youth approach and get the information. And maybe they can participate in this project or in that NGO. We should not inform them only when we need them.

**M1:** And not just to work in an NGO as a volunteer. It would be better to be more activities. Each will go to the NGO which activity he is interested in.

**F4:** I don't know. I, for example, I heard that one organization asked another organization for volunteers to involve in their activities.

**F4:** Not that is prohibited, nobody puts the chain around your neck, but ...

**F3:** We had a collaboration during St. Valentine. We organized a flash mob and there was a collaboration between the two NGOs. It was very good. It depends on volunteers I think. 😊

**Mod: I do not have more questions. If you want to add something. Thank you!**

**Transcript of Non Assisted CSO Focus Group Discussion**

**Location: Chisinau**

**Mod: I'd like to start with a general question, how is an NGO seen by the general public, by the citizens in the Republic of Moldova?**

**CSO 127:** You probably need to ask the citizens as we are lightly ... subjective? 😊

**Mod: So subjective, how do you think the NGO is seen by the citizens?**

**CSO 122:** It depends on what citizens. When it comes to people of my area, people with disabilities, well, parents try to adhere to all organizations, not just to get benefits from something. For example, for parents the biggest problem is the lack of information, legislation, social services, by adoption by government decisions. Many times it comes that public authorities do not fulfill their functions as they should. They don't reach the beneficiaries.

**Mod: And in your opinion you are a source...**

**CSO 122:** Yes. We are a source and parents receive the information from parent to parent and from organization to organization. For example, to tell the truth, I thought on what area were we selected, eh? For example there are many public associations with people with disabilities and we cooperate with

each other, we know the parent, we know the child, we know the problems, we know people with disabilities, and they often come to us with a problem.

**CSO 128:** We have a far more close activity with public local administrations, then ... with technical assistance, and then I would say they would regard as a solution to many problems as local, administrative capacity, I refer to the local one. In terms of some local development problems. In terms of project development, they shall be applied in the report in order to benefit different grants. There is also a strategic formation report that they miss and do not reach capacities to further implement and develop them. So, they need to have a constantly support .... from those who are more advanced in this area and can help them.

**CSO 74:** I agree with what was said before, but I want to say that our beneficiaries at first certainly go to state bodies. They know that there is a law or that they may go to the City Hall to solve their problem. And when they collide with obstacles, and don't know disagreements or sometimes brutalized, shut the door in their face, they start looking for other ways and certainly come to us, non-governmental, social and civil associations. At least this is what we know from our beneficiaries. When they cannot find solutions to the state they come to us.

**Mod: So you are like a lifesaver. Is it correct or ...**

**CSO 127:** Maybe. I would rather say an alternative to what a public authority may provide. The situation has changed including the performance of state institutions. There is not the situation that was 10 years ago. We have beautiful examples where central and local authorities work very well. That is, so to speak, on some segments. I do not think and that's my personal opinion, I do not think that a non-governmental organization, an NGO must substitute the state. That's not the role of the civil society organization by the definition. But to come as an alternative to what a state institution can do and perform, I think it is correct. And just a small example is not necessary to run from Moldova, we also work on the territory of Russian Federation. And if in Moldova there are a multitude of civil organizations and a wide range of services provided by civil society organization, then in the Russian Federation we work with our Moldovan migrants that are in difficulty there, especially with families with children. And besides the Embassy of the Republic of Moldova in Moscow there is absolutely nothing else.

**Mod: Do you think the citizens understand that NGOs are not a substitute of the state?**

**CSO 128:** They see us as a support. If we understand the reforms that should be implemented at the local level, we come to help them understand these reforms at the local level and they further prepare themselves.

**CSO 89:** I think there are people who believe that NGOs are institutions that are bound to help them, because they have some money from somewhere. They must help and give them. We have nothing to do with repatriation or something else. Thus they think they need to help and give them. Other parts of citizens believe that they are doing something but that's not relevant to them. Yes, they are doing something there, changing the situation, but, however, this also is not my concern. That in general you do something there; human rights, children's rights but I personally have nothing of it. And you also launder some money. This is also an idea going around. It's a stereotype to launder money. Yes, you do something. I speak from the perspective of our NGO. Maybe the NGOs working with disadvantaged people they maybe feel this help. But we are bound to help them.

**CSO 127:** I perfectly agree. Moreover, more credible are the organizations providing services directly to the beneficiaries. Because when someone receives something tangible and concrete he feels that this organization has some utility and then the organizations have a status to develop policies, they probably have credibility only to a very small sector of the population.

**CSO 128:** So they get the results when they receive something tangible and not intangible.

**CSO 89:** They are beneficiaries. My guess is that public local governments' authority increased towards the NGOs. So they perceive the NGOs as a partner that could help them to substitute some other activities that are not covered by others, to develop some capacities, even material ones, why not help them. I even had such cases. These are non-governmental organizations. But don't you have some paper to give us. Or some numbers. Give us some. The credibility increased somewhere. The experts say that you learn, know more, attend trainings, travel abroad, know more, and teach us too. I think so, as an expert.

**CSO 72:** I see the future of our country 😊 You know the context of gender equality 😊 The result. Okay. I'll be a little more critical on this NGO sector of ours...It's a huge diversity, NGOs on national, local, regional level; I know ... areas, support of interest from different donors and so on. But maybe that is normal. But when you see the statistics in the Republic of Moldova there are 40 000 registered NGOs.

**CSO 89:** I knew there were 12 000.

**CSO 72:** Maybe. Something else, but not that figure. Many of them are active and visible. But when analyzing there is very few of them and the question is what the reasons are. Why the civil society organization is not developing to a certain extent. Or that are the market rules and that's normal.

**CSO 89:** The market transition. It's something.

**CSO 72:** I do not know. It's a problem that there are many. Second, a very interesting aspect is that it would seem as though positive, where the NGO sector goes better the things are better also in communities, right? There is a possibility to initiate more projects, partnerships, local government, NGOs. We even had cases on times, I noticed this thing, where there are NGOs, in general, this sector is not developed, practically, there are no projects, or all seek money only at the central level or on political criteria and so on. From this point of view it is a political issue, but on the other hand, seeing the situation and reading the polls.... here it should be mentioned where we see the NGO sector. Is the media a NGO sector?

**CSO 72:** No, but in general

**CSO 89:** No, but on the legal point of view it can have a step as an NGO but cannot be regarded as a NGO. But to be like the media.

**CSO 72:** Okay, then. Why do I ask you, because if we see all the surveys on public confidence, we see where are the NGOs and other institutions. The conclusion is that to us, yet, the population, I may generalize, but there are exceptions to what you have said being in contact with your beneficiaries, they are respectively far enough from the population. They do not have trust and in our population NGO role and place in the civil society organization.

**Mod:** But related to the role and place, there are regions or localities at the district level in which the NGO sphere is not developed. There is difference between the localities where they are and where they are not.

**CSO 72:** Yes, there are and I can give examples of different localities of very active NGOs and localities on different activities and they are visible and there are also results. And this is the number of people involved in various activities and the number ... and so on. And still a problem if they are interested. Many donors in the Republic of Moldova come and impose certain visions, certain conditions, and conditions not with the administration or transparency and so on but ... they come with a totally different mentality and perception of the Republic of Moldova. And there are many activities, as they say, wasted in vain, a lot of them. There are many NGOs that accept such a behavior simply because the financial support is at a low level.

**Mod: Let's go back to the citizens. The NGOs you represent, which is the relationship with the citizens? What the world thinks?**

**CSO 74:** I, for example, what can I say is that my sector is not covered by the state or sufficient NGOs. Because there are localities where there are no day centers for victims of domestic violence, no shelters where to apply for necessary assistance. Even the centers that were initially NGOs, step by step, the state makes them public institutions.

**Mod: Are NGOs turning into public institutions?**

**CSO 74:** Yes.

**CSO 89:** It should be backwards.

**CSO 74:** And that warns us. Civil society organization should be like this ... It watches over the state and if it does something wrong, it does not depend on state. It can call things by their name. It can tell what's real and when it becomes a state institution it does not exist ... it does not receive salary from there, it does not say what the problem is. There's the Centre from Drochia, Centre of Partnership for Violence, and the Center from Balti, and the Center from Causeni and Cahul are public institutions. They remained NGOs, the same team, however they...

**CSO 122:** Probably it's about financing. In case if they don't have support from Europeans they turn. The local authorities provide them some salaries. That's why they...

**CSO 74:** But that doesn't mean that we develop the civil society organization. And besides, our area is not enough covered, that's why we see an interest from the population of these few centers that are... The population of need.

**CSO 72:** You've asked a deeper question. You have said the citizens you represent. The question is how representative are the NGOs. The connection is very high.

**Mod: Dealing with a locality.**

**CSO 72:** This represents it. It's an organization that performs certain activities, services and so on. In order to be a representative they must be members. How fair is that to talk about representativeness. That's very fair. In addition to financial independence and misunderstandings that are and I would say the donors' misunderstanding of the existing situations. That's the second question but perhaps the first, their connection with the constituents.

**CSO 122:** I'm telling for the first question. Our organization is constituted in 2003. We didn't make any project. I tell you the way it is. I haven't submitted any project. But we did a lot for legislative change in this area. And from the beginning when there appeared public associations of support for people with disabilities, when parents were gathering, namely the parents not the specialists. The specialists were taken to the project that had to be remunerated, right? But parents can work without salary, especially when it comes to their own children. We hadn't done any project. When we gather together with the parents, who know the problem better than the parents? At the same time they know the problem and at the same time propose the solution to the problem. From the parents there also come proposals to change some points of legislation. At this chapter we come now in 2014, namely our organization, has given medical care policies to mothers caring for children with disabilities. Since 2005 i.e. with the help of parents. When I talk to specialists they ask what kind of dialogue do you have with parents. They are just waiting to be given. Wait a minute it's not like that. They come to you with proposals, are you listening to them? - Well, but what proposals can they give? The position, it's a barricade, parents that have children with disabilities on the one hand, specialists on the other.

**Mod: We need mediators between citizens and NGOs.**

**CSO 122:** Yes, correct. Beneficiaries come when they know the problem.

**Mod: In the last 5 years has there been changed the visibility of NGOs? Are they more known?**

**CSO 122:** We are visible. At the level of social structures we are like mosquitos for them.

**CSO 89:** For those offering services the visibility increased and people begin to know and...

**CSO 128:** We operate for 10 years and develop projects at the local and regional level and at central public administration and if this organization of ours answers I would say we are known.

**CSO 127:** For me and many of my colleagues, visibility is not a priority for several reasons. Now whether the visibility increased or not in some organizations I don't know if it leads to good or bad because many times the way we see visibility it comes in the detriment of the organization including in the detriment of the organization on our activities. In what fragment do we make us visible? Yes, we are visible in some small activities. Yes, but that doesn't mean that it says something to the man. Yes, we made a round table, yes we made a seminar, yes, and we did training. So what? What is the result?

**CSO 122:** What has changed in the society, all the projects?

**CSO 127:** Yes, exactly. This comes very close to our credibility towards population.

**Mod: Does the credibility increased or had to suffer?**

**CSO 72:** I have talked about it. The polls show the credibility very clear. I don't know whether it has changed a lot, I don't know where we were. I had the possibility to work and I have worked in a very active organization for about 5 years. At that time, practically at that time, we were very active, if you know IDIS "the Future". In this area where I work we were quite critical, harsh and so on. And there was no lack of visibility. Of course you cannot say there was no visibility. There have appeared these televisions, other sources of information. There is visibility, but I totally agree, it decreased.

**Mod: For what reason it decreases?**

**CSO 72:** I have mentioned it – the connection with constituents, to us understanding of the role of ...

**M5:** The role of civil society organization is not strong enough for a period of civil society organization development where the large countries have passed it many years ago. It takes some time to arrange things. There has come this wave of very many NGOs. It turns out this natural filtration. Again remain their organizations to have seminars, to set priorities. Let's see something else – the donor's perspective. You still remember that there were very few sponsors who have invested in organizational institutions. While just now you see a wave investing in the development of our organizations. This shows some indicators that the civil society organization is increasing and simply there must take some time for it to be constituted. My guess is that the credibility and visibility have increased. Let's be honest. In the media there also more and more appears that the civil society organization to have its say, including the political decisions, social-political areas in the society, with the situation that now is in the advantage.

The civil society organization was the first after the media. See what you are doing there. It's about the visibility and what will increase the visibility to the population. That is expecting also the media from an NGO, because the media cannot assume this role of guard dog, right? And it seems to me that the things are increasing in a slower pace but they are increasing in a normal pace and it seems to me that they need to be constituted to become stronger, more independent that they can say it.

**CSO 72:** I don't know if it's a good example but again the effect. As a dog, excuse me? What there has changed as those NGOs came?

**CSO 89:** The effect will be in time. There will take place the justice reform in all the areas, that the institutions to have the matter as the media, the NGOs shall have the matter, to answer these answers but as we live in a society where we have...

**CSO 122:** To be honest, I'm telling this from my experience, very few is changing, 2 years ago without reading the discrimination law, there operates the anti-discrimination council. We have the discrimination law; at us all the parents having disabled children are discriminated. So what? Nothing has changed. Last year the Ministry received the decision of the board, as a kind of recommendation, but not ... to change the law on parents experience from 1999 until now. Receive no work experience in order to be engaged with critical children.

**CSO 89:** But to ... We see things as a whole. Let's talk about inclusion. Five years ago in general there was not talked about inclusion, educational and social in the employment. You are right and I'm glad there are NGOs that are beating on their segment. You well said of parents, law and inclusion area but speaking as a whole there have been made many steps in inclusion. Yes, I understand there are not made ... but where do you want contributions from if the state organizations do not pay contributions, do not work...

**Mod: How many years are you working in the NGOs you represent?**

**CSO 74:** Since 2000.

**CSO 89:** 12 years.

**CSO 127:** 5 years.

**CSO 72:** Since 1991.

**CSO 128:** 5 years.

**Mod: How do you feel on your skin, are the things you make changing or stagnating?**

**CSO 72:** Of course are changing. We were talking of citizens and so on. And I think it's a very big problem and you have mentioned it. It's a very big problem in us. Let me give you some examples, they are not related to my field but are much spread, this problem constantly troubles me. We all know Banca de Economii. Where were the NGOs? On the 2<sup>nd</sup> -3<sup>rd</sup> day, release press conferences, take the streets, and so on. I think here somewhere. That's a big problem. What we thought as an organization, I have not thought of us here in the Republic of Moldova, due to our basic position, due to the fact that I take the mayors in the street, whether I was beaten on the international line, the Council of Europe, the European Union and so on. It very much depends on the organization, civil society organization and the confidence of its constituents. If there isn't a close connection with the constituents, if there is no trust in organizations...

**Mod: Beneficiaries**

**CSO 72:** Members, and the beneficiaries. To ask a question you have to trust someone. And here is a big problem - the creation of this very close connection. Here, NGOs must become representatives. Here they are mostly oriented to service provision and here's a bit of problem. Here this is appropriate because you can't become a member except on the basis of a decision of the local council and this is a connection on the one hand and responsibility.

**Mod: [CSO 89] from your perspective, is the things changing or not?**

**CSO 89:** Yes, it changes, because the NGOs in the area and also of our area have received lobby and you know there has also been accepted the law 45 of changes in the legal framework, the protection order now works very well and it is concerned the protection order of emergency only that the community actors both ... social workers are more easy. But centers, NGOs, yes, they are developing very well but we need more centers, we are few but the demand is very high.

**CSO 72:** I apologize, but because we talk on this theme I see also another issue. There is also a problem and namely there is a great division among NGOs. We have a council of NGOs, but something doesn't work because there is often observed this. We have ourselves the solution on our field, but

there not all the clubs connected. We cannot dissolve the social sphere you work on without ... politically speaking, without involving other sectors. Very many programs and strategies are adopted. Look at us, the idea of decentralization, there was smoke, fought, we see the results, we report them to all donors, partners. But since 2012 the strategy was adopted for 3 years and it already expires. I say 90% maybe more there was nothing achieved. And thus in practice we have it in each area I think. In terms of achievement and practice. But I think in our country there is a lack of coordination, involvement, unity regarding NGOs, joint promotion of policies. This is a big problem I think.

**CSO 89:** And when trying to establish a partnership, as if every man would be by himself. These are my beneficiaries. And God forbid you to go over their beneficiaries. ... But these are our children, but we raised them up but I do not know what, but we cannot give you their data, give us the contact details to collaborate. There would be as if each NGO will cover its field.

**CSO 74:** No. That we did a coalition.

**CSO 89:** But that's not talking about local government but about the civil sector.

**CSO 74:** Anyway, we have nothing to do. These centers are anyway public institutions but have also NGOs.

**Mod: What are the priorities for NGOs? What are the needs?**

**CSO 72:** You know when you ask these questions, here it was mentioned the fact that in 2008, in recent years the situation has changed in terms of institutional support but the increasing of the capacity for many years it hasn't really existed. I don't know why it doesn't exist.

**Mod: But now at the moment**

**CSO 72:** Do you want some concrete facts?

**Mod: Yes.**

**CSO 72:** But that's ... I do not know how relevant it is because we are absolutely different.

**Mod: Well, each from his perspective.**

**CSO 74:** Our NGO needs maintenance support of the building itself. It is very important also the consolidation of organizational capacities and we face them every day: break of a tap, roof leaks. For the maintenance practically no donor allots us anything. Donors allot for round tables, training...

**CSO 89:** Did you try to ask?

**CSO 74:** We ask and ask and only last year, or two years ago, I found an organization, the Swiss Foundation, they came, I explained, they listened and we also started and said them if they do not help us we will close the center. We are the only national center where we have beneficiaries throughout the country. And this organization finances us for 3 years for food, detergents, not just training.

**CSO 72:** Tell me please, after the receiving of their support, what's next?

**CSO 74:** The condition of these financers was also to find other financers. This year the East-European Foundation came with a support. We write, we seek, not keep hands in pockets.

**CSO 72:** You've asked the question, we come to the discussions of this kind. We need money.

**Mod: This is what interests me.**

**CSO 72:** ... to assign to each.

**Mod: What are the support needs in an organization?**

**CSO 127:** If to talk about my organization, I'd like to ... I cannot say we would like a new pen or computer. No, it's not like this. I'd like the financier X to meet us, to tell him what our priorities are, including thematic ones, to select together with the financier X the priority that is interesting for him or her ☺ And the key issue is to receive support from the respective financier for long term. For me personally, as the leader of the organization this thing would be important.

**Mod: For long term this means how much?**

**CSO 127:** For long term this means at least 5 years. If we'd know that we'll start together, we'll make a baseline, present the actual situation, go together and at the end of those 5 years I've done that together with my team, we have assumed that, you have helped us, and that we succeeded to do. And if we failed to do this, why have we failed. For me, as an organization, the long-term support is the highest priority. You cannot make changes if you run from one donor to another. Each donor has different priorities. Grants are for half a year, a year, a year and a half, you do not manage to change the situation or that's what we and you are interested in. On specific themes for example the organization might have the capacity to support itself. But we would also need a supplementary so to speak. It depends. But long-term support for me is the key.

**CSO 128:** I think, in general, the key element for nongovernmental organizations is the financial one. This is the key element in which you can launch and promote yourself. All our resources are for the absorbing of grants, writing and submission of the projects in order to survive and maintain ourselves as all the organizations of the Republic of Moldova. If there are no projects, we don't have the capacity to continue. We focus on some areas that are less on civil society organization that are less likely to be used by the citizens.

**CSO 127:** If you allow me to add. This support for long-term not necessarily matters, that's also a thing of planning. Most organizations work in partnership with other NGOs or state authorities. And usually, that's the first question that a state authority, when you go to launch a partnership. How long would you be with us? How long can we know that we can go with you? That's not just a matter of money itself but also a matter of planning, strategic planning.

**CSO 89:** If it were to talk about our prices, only organizational development, we are talking again if you call someone how it takes ... If we have no grants then we don't. I have changed long ago this policy of our organization and we already have a part of our budget for the provision of services and we fully assure our activity. The projects come as something additional that are on certain areas on certain activities, fundraising, human resources management, fundraising, provision of services, communication, communication development and attracting of volunteers, everything related to this field. Many things change, you would seem to know them but at first you don't know them. We all you have such an experience of 10. We have such an experience. Inertia, this rush, and this and that and in some areas we have stopped. And you wake up not knowing it; I missed it, even on documentation. Even now there are financiers who check, have some annual requirements. It's the only internal regulation - guiding him and... all kinds of documents, contracts, this must, this mustn't. It takes you a long time, requires knowledge.

**Mod: ... capacities. How important is it to have them?**

**CSO 74:** It's important. Of course.

**CSO 128:** ... to be some trainings...

**CSO 89:** They are the organization's needs. Each organization is assessing itself what is it. We are the community. We provide services. We are not made only for this, so I do not need it. I need assessment and monitoring. And that's they all need....

**CSO 128:** It changes and we cannot change a person and we would have a new question.

**CSO 72:** What I want to say is that I absolutely agree with the colleague. It requires a serious assessment not a superficial one, on fields, on organizations, nation-wide, regional, local, and so on. And then it can be established and then it is obvious the fact that if we want the civil society organization of the Republic of Moldova to progress the situation faster and better, this component must be, exist in order to the company's development.

**CSO 89:** Let it be. The NGOs need to be taught to be more active.

**CSO 72:** And donors should not impose their vision in order us to receive important things than their views and not to focus.

**CSO 89:** ... but when the financier comes and says you stand still ... This plan is not a strategic impediment. We propose you the following

**CSO 72:** Tell me how many organizations are able to have character? To us, our organization is trying to do anything at all. And as paradoxical it would be we have development. We after all achieve this goal. We try to direct them. Certainly there is room for improvement.

**Mod:** In order to highlight the capacity there is a need for assessing, to see the organization, to see what its needs are, in what state it is. Who should do it: the respective NGO or someone from outside?

**CSO 72:** This is not an answer yes, no, black, white. I think we need a combination, although we know very well what we need. But side view would not tangle. Combine such methodology.

**CSO 89:** You have referred generally to the civil society organization assess, right? I understood so.

**CSO 72:** Yes. It was so.

**CSO 89:** Do you mean it.

**CSO 72:** Yes. Individualize this assessment. But it sure would not tangle its individual results and overall impression.

**Mod:** We'll talk about communication even with the same volunteers, people or members. How important is this?

**CSO 89:** It's very important in this civil sector and the communication must be permanent: organizations-beneficiaries, organizations-members, other partner organizations, funders.

**CSO 74:** It is very important only our society does not understand the true meaning of the volunteer. In other countries people launch into and volunteer. We have not really but we are trying in our organization to have many young people to volunteer but not everyone involves in volunteering. But I think this is because people are more stressed, poor. It's not culture, but you see, it is maybe of the religion. In other countries where we have been people make donations without reward. But there is needed the communication. Even to the same young people who come to us, we permanently provide explanations. We do not judge our beneficiaries. They are with their baggage of problems; we do not know how we'll do in their situation. And that is what we try to transmit to our volunteers.

**CSO 122:** We with volunteers, very simple. We have a volunteer from the Technological College, and are employed as a social worker.

**Mod:** Did you set yourself partnership with them?

**CSO 122:** Yes. For example the practice they have, they go in the organization.

**CSO 89:** Very many organizations are doing usually a very big mistake. They openly avoid this dialogue with the beneficiaries because they know what beneficiaries need. The NGO knows better. Often,

initiate projects without actually asking what they need. We had something like this in the organizations and there is anything done for them and 3 ... That's communication. They don't feel and that's it.

**CSO 128:** It's very important to communicate. When it comes to projects that we respect and many times ... It is mandatory that we respect and communication is the key as long as it is daily. We don't start a project until we know what the needs are.

**CSO 89:** X said the communication is a possibility, right? If we do a round table and a price list, here's a round table, placements on our page, media. Thus it had a communication. The communication resides also in security organization. And this is obviously that not all the organizations can afford a communication expert, right? In all projects. And then someone in your organization must take, know. And then it would be more relevant. Very few organizations have experts or initiators and know how to make a project. And do round tables and don't know what and then complain that they have nothing to do with the media. But how did you announce the media? Well we have sent a press release. We have sent invitations. We have sent invitations to 5 km. What is not attractive, interesting and know how. If you did a round table and called local beneficiaries the media must necessarily come. But why round table and no other activity?

**CSO 128:** Usually media intimidate especially those who are at the stage when the needs are at the local level or at their beneficiaries and usually it intimidate them. This is not done in time. They block, complete themselves and don't expose themselves. You must seek the formula for you to have a relaxed atmosphere then they would feel otherwise.

**CSO 89:** Are speaking of beneficiaries?

**CSO 128:** Yes.

**Mod: How important are these community supports?**

**CSO 127:** Personally, I have not seen any organization in Moldova that does not need support on communication. Something else is that someone comes up with a more pragmatic approach to what means communication and in general anyone. It seems to me and again what we have home 😊 and the organizations that I've evolved, the communication with the general public is ok to several organizations but the communication with beneficiaries is poor. And as I said X or we think we know better than them what needs and how it needs or we don't want to waste time because messages must be processed. Because the language the beneficiary speaks is not as saith the Lord ... and that takes time. Or we are so much pressured of that financial sustainability and are so involved in writing projects that often in 2 weeks we must write projects. And we physically no longer manage to consult someone. The title of the proposal I would say if someone would come and teach organizations to elaborate some tools for communication with the beneficiaries throughout the project cycle. How to involve beneficiaries in involvement needs, how to involve in ongoing monitoring, how to involve in the assessment, this means also communication, and this I find very useful for the organization because we on the one hand have the capacity to do this thing and on the other hand have a sufficient plus.

**Mod: How important is the level of communication in participatory of decision-making.**

**CSO 128:** In terms of communication if we have tangent with the local public administration ... then they have no time they are in high demand and we when we come with a survey, with a questionnaire, they are required. They simply are physically unable to cope with human resources to complete a questionnaire or to speak at a round table. When it comes to communication with citizens then they must appeal to the public and not ... Or something like that and it would be welcomed that these thematic criteria to be developed further and to teach us how to further implement the problem solving.

**CSO 127:** The way we look at the beneficiaries is related to ... and durability. I do not know which is the equivalent in Romanian to ... ☺ of responsibility towards them, which actually you have started this discussion.

**Mod: What kind of support do you know now in the Republic of Moldova???**

**CSO 89:** ... in some organizations that are at this moment. Foreign investors. I do not know, it depends. A financier of ours has established some projects with some French overseas ... and it is the gift of being interested in development.

**CSO 127:** The Foundation X is...

**CSO 89:** Yes, yes

**CSO 127:** I do not know how big it is.

**CSO 128:** ... European Commission, the delegation of the European Union. ... other ministerial organizations. There are some sectors, we have a smaller sector. We have on social relationships. We rely on rural development. There are many donors but due to several factors or to the last year, the political factor, Customs Union, the European Union, it devalued donors' confidence in the Republic of Moldova. And to us it is more complicated.

**CSO 89:** Really? But we believe on the contrary the donations will increase and I do not know it seems to me on the contrary, the NGO is very important. Many organizations will be interested in supporting NGOs as an alternative to own the situation here.

**CSO 74:** We cooperate very well with one women and they are also programs that support us. It's a stop violence 16-day company in partnership with X

**CSO 128:** Why did I say this it is because I noticed the lack of funds with those who we collaborate. They are more...

**CSO 89:** Directed, yes

**CSO 128:** You must have a good presence. Often they have to come up with assistance but we often see a lack of transparency and more funds were withdrawn.

**Mod: What will be the points of support in communication with donors, adjusting in the Republic of Moldova? What should be improved?**

**CSO 74:** Yes.

**CSO 89:** Less democratic. You always wake that you must write reports...

**CSO 74:** Now we have a little problem. We had a very good psychologist who helped us solve the problems not only with the beneficiary but also with the team.

**CSO 89:** Psychological counselor.

**CSO 74:** And it's a pity she went to Moscow. If it's possible for there to be trainings that we might finance her to do even trainings for specialists because we have few psychologists in this field of domestic violence. And not so the troublemaker family as the victims of the family. We do not know women who are really the victims. They are hidden, not dramatize. In the troublemaker families are changing the roles. But there are families where the woman is quite as a mouse even the extended family doesn't know of any of these victims. And it was very good...

**CSO 89:** from the center...

**CSO 74:** Yes. He beat her. And it might make some training for specialists, psychologists. And this would be super

**Mod: If you had to choose two areas: X or Y what if you receive support or assistance what would it be?**

**CSO 89:** Organizational development and equipment.

**Mod: Equipment, copier, printer?**

**CSO 89:** Yes. Room, VCR advanced equipment. If we would be given ... by the beneficiaries, it would give us the opportunity to ... to provide quality services and maintain the organization.

**CSO 74:** We need development in communication. But most important would be the assistance but it would also be the territorial security. We have now a contract with an NGO. But until 2 years ago we had guards from the Ministry of Internal Affairs. But something changed there and the guard was pulled out there and we have no guard. We are not guarded.

**Mod: the field in which you operate...**

**CSO 74:** People are hidden from ... but anyway the republic is very small and the abuser doesn't know where. But it would be a security

**CSO 127:** It would be the donor support and to take a theme for many years and to modify its approach and work not from the perspective of needs but from the perspective of rights. And I'm interested what would it come from it because it would come out a certain repositioning of the organization. Another necessity it seems to me the capacity to ... NGOs should not substitute the state. And I'm sorry for the donors who have invested years and decades in consolidation of the capacity of the civil society organization now. And we got in the situation where we have some projects in partnership with the state and that today you're in a partnership and depend on it and it doesn't allow you to say something against the partner. You can discuss with them in partnership and you cannot make it public. But this is very important and the way it was required this component of ... because it is related with the fact if the state would go or take certain developed services and designed programs and so on. So that's it. The capacity for dialogue should be normally developed in a civil society organization.

**CSO 128:** I would put accept on personal development mechanism of the experts working within the institution and the same rigor lack of time and there is a need to professionally advance. That would be the first. The second – it would be durability as in the international platforms that we take part but as if it works as if it doesn't work. The results we participate in are not seen and we request our needs to be met in the respect of the organization and partnerships we benefit with our partners, but it would be the case for it to be a strategy between donors and this strategy to be in partnership with civil society organization. A closer collaboration between donors and civil societies, representatives of civil societies.