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## Capacity Building Plan for local CSOs

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A Guide for local CSOs in Moldova



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The initiative is developed within PLACE project, Consortium of Acted Moldova, REACH initiative, People in Need Moldova and NRC - Norwegian Refugee Council thanks to the support of the EU Civil Protection & Humanitarian Aid.

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2024

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## 1. Introduction

When we speak about capacities, we refer to either the capacities of an individual or of an institution. In some cases, the individual capacities may not be fully deployed if the organization or institution does not have well defined structure or internal procedures. Civil Society Organizations (CSOs), which include non-governmental organizations (NGOs), foundations other, non-profits, and advocacy groups, play a vital role in promoting social change, providing services, and supporting vulnerable populations. The Moldovan Civil Society Organizations (CSOs) plays a significant role in the modern society having a prominent feature in the policy landscape, human rights promoting democracy, supporting grassroots beneficiaries and being engaged in peacebuilding processes.

At the same time the Moldovan CSOs face a lot of challenges and are affected by emigration, lack of funding and human resources, these subsequently could lead to lower organizational capacities and a lower level of towards improving the organizational standards for CSOs. The Capacity Building Plan (CBP) represents a strategic mechanism that aims to offer support to CSOs for a better development and serves as base study for other stakeholders that are interested into supporting the civil society sector in Moldova.

Organizational development<sup>1</sup> has been a significant area of studies for the last decades, still when we speak of NGOs not enough attention has been given to their organization and management<sup>2</sup>. Nonetheless there is some more recent studies and analyses on organizational development for CSOs that are reflected in this document.

The CBP includes the findings from 15 round tables - that took place in Moldova in August and September 2024 in the context of the CSO Compass Moldova initiative implemented by People in Need. The round tables were joined by CSO representatives from North, South, Central regions from Moldova and organization with various levels of development, activity and interests. The overall aim of the initiative was to produce recommendations, in a collaborative environment, that are to be implemented by the International and Local partners and Donors and by the CSOs themselves. All the ideas that were generated by CSO representatives were structured and processed to create the interventions suggested in this plan.

The Capacity Building Plan (CBP) for Civil Society Organizations (CSOs) aims to strengthen the internal capacity, effectiveness, and sustainability of organizations dedicated to social change. Given the dynamic and evolving socio-political landscape, CSOs are increasingly expected to

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<sup>1</sup> Müller, E., Appleton, M. R., Ricci, G., Valverde, A., & Reynolds, D. W. (2015). CAPACITY DEVELOPMENT. In G. L. Worboys, M. Lockwood, A. Kothari, S. Feary, & I. Pulsford (Eds.), *Protected Area Governance and Management* (pp. 251–290). ANU Press. <http://www.jstor.org/stable/j.ctt1657v5d.16>

<sup>2</sup> Lewis, D. (2003). Theorizing the organization and management of non-governmental development organizations: Towards a composite approach. *Public Management Review*, 5(3), 325–344. <https://doi.org/10.1080/1471903032000146937>



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adapt to new challenges, strengthen their governance structures, enhance their advocacy roles, and improve their operational efficiency.

This plan serves as a strategic framework to guide the continuous development and institutional growth of the organization. It aligns organizational goals with the mission and vision, while also ensuring resilience, adaptability, and sustainability. The plan takes into account the importance of collaboration between various CSOs, accountability, and innovation in achieving long-term impact in the communities served.

An additional chapter of the CBP refers to the CSO sector development, policy interventions and structural changes that have to be implemented either by a group of CSOs, by the authorities or by other stakeholders. Just like in the case of internal interventions the actions proposed are exclusively a product of the work from CSOs representatives during the round tables, but these interventions need a systemic approach. Moldovan CSOs still are in a dire need of external assistance both financial, technical and technological, and their development and successful impact is dependent on the action of third parties.

Subsequently the CBP contains at the end a model organizational development plan, that describes the structure that can be used by any interested party in their efforts for an efficient and sustainable institutional development.

## 2. Methodology

The CBP was developed based on 2 main exercises: (i) 15 local round tables with CSO representatives from Moldova and (ii) one holistic study focused on organizational needs for CSOs in Moldova.

For the round tables the World Café method was used combined with Dialogic Design Science (DDS) theory. The 'World Café' can be defined as a method of explorative data collection as part of a qualitative research approach, gathering experts in a workshop, which share their knowledge by rotating between several discussion tables, which each are focusing on a particular aspect of the overall topic<sup>3</sup>. The methodology is a structured conversational process used to facilitate open and creative discussions in large groups. Participants sit at small tables, typically in groups of four or five, and engage in rounds of dialogue on a specific topic or question. After a set period, participants switch tables, taking their ideas and insights with them to new groups. This process fosters cross-pollination of ideas as participants build on each other's thoughts. At the end of several rounds, the key ideas and themes that have emerged are shared with the larger group.

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<sup>3</sup> Holger Schiele, Stefan Krummacker, Petra Hoffmann, Rita Kowalski, The "research world café" as method of scientific enquiry: Combining rigor with relevance and speed, *Journal of Business Research*, Volume 140, 2022, Pages 280-296, ISSN 0148-2963, <https://doi.org/10.1016/j.jbusres.2021.10.075>  
<https://www.sciencedirect.com/science/article/pii/S014829632100802X>

The methodology encourages collaborative dialogue, shared understanding, and collective intelligence.

To make sure that all ideas will be collected and discussed by the group an additional session was added in the agenda based on DDS. During this session the participants worked individually and generated additional ideas, that were afterwards discussed with other participants.

The DDS is specifically designed to assist inhomogeneous groups to deal with complex issues in a reasonably limited amount of time. It enables the integration of contributions from individuals with diverse views, backgrounds and perspectives through a process that is participatory, structured, inclusive and collaborative. The dialogue process in the workshop was designed to respect the 7 laws of DDS <sup>4</sup>to make sure that the results obtained are both relevant and useful for future commitments and interventions.

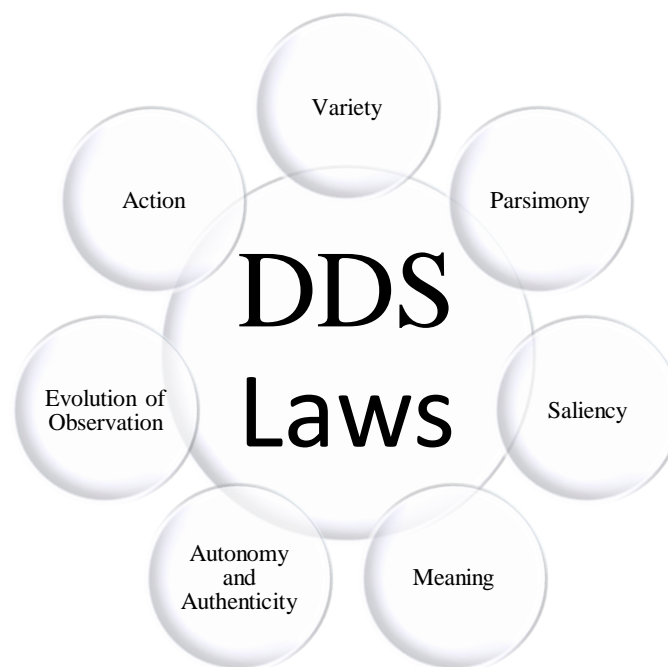


Figure 1. Laws of Dialogic Design Science

During the exercise in those 15 round tables with nearly 200 participants, they generated more than 600 ideas (that could be divided into challenges, needs, priorities, sectorial interventions and

<sup>4</sup> [https://futureworlds.eu/wiki/Dialogic\\_Design\\_Science](https://futureworlds.eu/wiki/Dialogic_Design_Science), accessed on October 10, 2024

organizational interventions). The 15 round tables have targeted the following topics in chronological order:

No	Workshop topic	Locality
1	Financial sustainability of CSOs in Moldova	Comrat
2	Regional differences between CSOs	Comrat
3	CSOs activity and beneficiaries needs	Comrat
4	Main challenges for Civil Society. Legislative and Policy changes	Chisinau
5	CSO reactions & responses to crises	Chisinau
6	Capacities and limitations of local NGOs	Chisinau
7	CSO consolidation and participation in decision-making	Chisinau
8	The role of women in CSOs, the existing differences and inequalities	Chisinau
9	Internal capacities of CSOs (Human Resources, budget, communication etc)	Chisinau
10	Profile and programmatic portfolio for CSOs	Cahul
11	The cooperation with international NGOs and UN agencies	Cahul
12	The cooperation with local public authorities	Cahul
13	Financial perspectives for Moldova CSOs	Bălți
14	Internal capacities of CSOs	Bălți
15	CSOs capacity to engage in policy-making processes and partnership building	Bălți

### 3. Purpose and Objectives

When speaking about institutional development many CSOs will fall into several traps<sup>5</sup>:

1. do almost nothing – paralysed by the inherent difficulties and costs
2. set up something mechanical and misleading – many tool-led approaches favoured by some smaller organizations
3. set up something so complex and burdensome on the NGO that it removes ownership and can undermine the capacity building programme itself, that can be seen in bigger organizations that became extensively bureaucratic.

In this context for each CSO it is important to be very realistic and clear with their development ambitions and that the objectives are shared by all members and interested parties. Any organizational or institutional development plan has to be tailored to the needs of the organization at specific moment in time and to reflect the ambitions and goals of the organization. Taking this into **account the CBP aims to serve as a guide and source of information**

<sup>5</sup> Hailey, John & James, Rick. (2003). NGO Capacity Building: The Challenge of Impact Assessment.

**for CSOs in their institutional development strives and for other stakeholders in their efforts for creating a healthy and efficient civil society sector.**

**Objectives:**

- *Achieve dissemination and visibility of the CBP as a new and tailored tool designed specifically for Moldovan CSOs.*
- *Foster greater understanding around the organizational needs of Moldova CSOs.*
- *Provide guidance for Moldovan CSOs for their institutional development goals.*
- *Support programming and policy making of key national, international and civil society actors via tailored interventions to national and local CSOs needs.*

#### **4. Institutional Development Plan priorities**

The organizational dynamics of non-governmental organizations (NGOs) have become increasingly complex<sup>6</sup>, Moldovan NGOs are not different and they find themselves playing a distinct important role in community development, policy and reforms, environment and human rights. The CSOs interact with a vast number of actors at all levels and are usually engaged in a lot of decision-making processes. At the same time, we cannot say that there is a common framework on how a CSO should look with each organization being able to develop their own organizational structure and create their own processes.

We should not separate institutional development from the performance of a specific CSO in communities<sup>7</sup>. **The capacity building must help the NGO achieve its mission.** The priorities and the objectives should emerge from evidence in programme evaluations, self-assessment or external assessment, and should not create significant bureaucracy in an organization without a visible impact on the efficiency.

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<sup>6</sup> Ebrahim, Alnoor. (2003). NGOs and Organizational Change: Discourse, Reporting, and Learning. 10.1017/CBO9780511488566.

<sup>7</sup> Hailey, John & James, Rick. (2003). NGO Capacity Building: The Challenge of Impact Assessment.



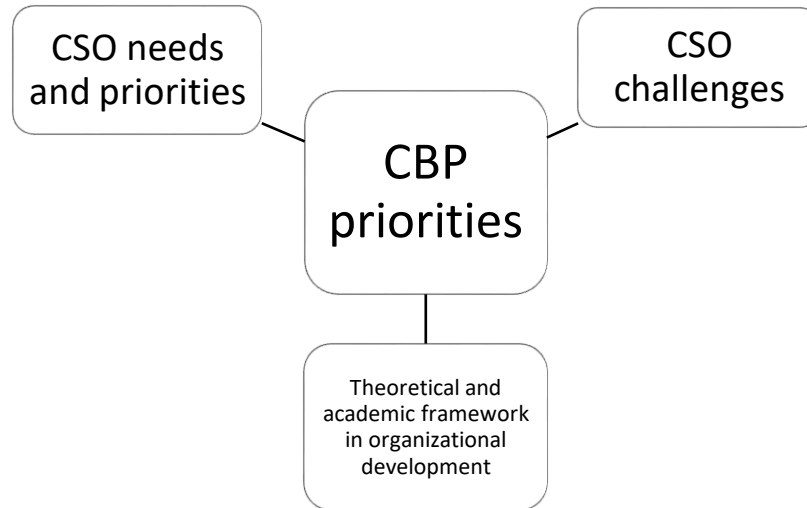


Figure 2. How the priorities were developed

The following priorities were identified for the CBP: **(i) Strategic Planning and Vision Alignment, (ii) Governance and Leadership Strengthening, (iii) Financial Stability and Resource Mobilization, (iv) Human Resource Development and Capacity Building, (v) Advocacy and Community Engagement, (vi) Networking (vii) Technology and Innovation Integration.**

#### 4.1 Strategic Planning and Vision Alignment

Strategic planning and vision alignment are crucial for civil society organizations (CSOs) to ensure they effectively address social challenges. By developing a clear strategy, CSOs can prioritize resources, set measurable goals, and maximize their impact. Vision alignment ensures that all stakeholders, including staff, volunteers, and partners, work toward common objectives, creating cohesion and minimizing conflicts. This unified approach enhances efficiency, strengthens organizational identity, and fosters sustainability, enabling CSOs to make a more meaningful and lasting difference in the communities they serve.

##### *Developing strategic documents*



No	Intervention	Description	Sources for indicators
1	Defining the mission statement, the vision and the values	The mission statement explains why the organization exists; the vision describes will be different if the organization succeeds in its work – the ideal result for the CSO.	The mission statement, the vision and the values are approved by the members (General Assembly of the CSO)
2	Organizational self-assessment / external assessment.	Facilitate self-assessment analysis sessions with internal staff, members, the board and external stakeholders, including beneficiaries. This analysis will identify the organization’s positioning and guide strategic priorities. The organization can use existing online and offline tools, develop their own methodology or use an external assessment from a specialized body.	The institutional evaluation report
3	Developing an organizational strategy	An organizational strategy is a medium or long-term plan (usually 3-5 years) that defines an organization's direction and goals. It aligns resources, operations, and activities to achieve, drive growth, and meet objectives. This strategy guides decision-making, ensuring consistency across CSO structure while adapting to societal changes and internal strengths or weaknesses.	The document is developed and approved by the Decision-making body
4	Developing internal policies and management documents.	Each CSO needs to have a set of documents and policies in place that will regulate the internal processes and the decision making within the organization. Potential policies that an organization could develop based on their needs: Procurement Policy, Code of Conduct, and other policies presented in Annex B.	The documents are approved by the Decision-making body
5	Annual Operational Plan and Budget	An internal document that outlines the organization’s planned activities and budget for the upcoming year.	The plan is approved by the Decision-making body The annual report is approved and published



## Evaluation/Performance Measurement

*How do we know an organization is successful?*

No	Intervention	Description	Sources for indicators
1	Baseline and Endline Assessments	Internal assessment based on activities, organizational goals and	The assessment report
2	Beneficiary Feedback Surveys and Focus Groups	Events organised with beneficiaries/ partners to evaluate the CSO impact. Gather qualitative and quantitative feedback from beneficiaries through surveys and focus groups to gauge their satisfaction and perceived impact.	No of activities conducted The feedback report
3	Audit Reports (yearly/ project based/ at need)	It is a report prepared by an independent auditor that provides an opinion on the fairness and accuracy of the organization's financial statements either in general or within a project framework.	The audit report

## Risk management in case of emergencies

No	Intervention	Description	Sources for indicators
1	Risk Management Plan	An operational document that outlines the organization's steps for identifying, assessing, and managing risks that may affect its operations or mission. Assign clear roles, communication protocols, and action steps for different scenarios. This plan provides a structured response during crises, ensuring quick and effective action.	The document is developed and approved by the Decision-making body
2	Emergency guidelines	A set of steps to be taken by the organization in case an emergency appears. It should contain: (i) The line of decision-making processes in case of an emergency, (ii) minimum preparedness actions (mpas), (iii) advanced preparedness actions (apas).	The document is developed and approved by the Decision-making body



3	A Volunteer Mobilization Plan	The document should contain conclusive steps to be taken in which an emergency may appear and volunteer work may be required (natural disaster, COVID-19 pandemic etc). It should contain the information on how the volunteers are recruited, coordinated and protected from the risks.	The document is developed and approved by the Decision-making body
4	Create an emergency budget and rules on how and when to use it	The organization should create an additional budget (preferably on a separate bank account) that would cover the operational needs for the organization for a period of 3 to 6 months and resources to tackle any possible emergencies.	The separate bank account used only in emergency situations Set of rules on when and how to use the budget

#### 4.2 Governance and Leadership Strengthening

Governance and leadership strengthening are vital for civil society organizations (CSOs) to ensure accountability, transparency, and effectiveness. Strong governance provides a clear framework for decision-making, risk management, and compliance with legal and ethical standards. Effective leadership fosters a culture of collaboration, innovation, and inclusivity, empowering teams to fulfil their mission. Strengthening both governance and leadership builds trust with stakeholders, enhances organizational credibility, and ensures sustainable growth. It also enables CSOs to adapt to changing environments, improve their impact, and achieve long-term success in their social mission

#### Governance Policies and Organizational Framework

No	Intervention	Description	Sources for indicators
1	Develop clear policies and decision making-processes	The regulations may be part of the statute or an independent document. Implement a conflict-of-interest policy that requires board and staff to disclose any potential conflicts, promoting transparency and trust. An ethics policy can further address expected behaviour, ethical standards, and anti-corruption measures.	The document is developed and approved by the Decision-making body
2	Update the statutes	The statutory document is the most important legal-binding document for a CSO.	The document is adopted and



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			registered by the authorities
3	Clear criteria for electing a new board and appointing a new executive director	To ensure a good governance the organization needs to have clear procedures of selecting the new leadership and appointing the executive branch.	The criteria are present in the statutory documents or some derivative sources

### *Leadership Capacity Building*

No	Intervention	Description	Sources for indicators
1	Board Member Training and Orientation	Provide new and existing board members with regular training on governance best practices, ethical standards, and compliance requirements. Training ensures informed decision-making and adherence to the NGO's mission.	No of trainings conducted Agendas, Training reports
2	Budgeting for external growth opportunities	Create a small budget with the goal to support people from leadership positions to join external capacity-building events.	No of external trainings attended by the CSO leadership Training reports from participants upon their arrival back
3	Feedback and 360-Degree Assessment	Implement 360-degree feedback for leaders to receive constructive feedback from peers, subordinates, and supervisors. This holistic evaluation provides insights into strengths and areas for improvement, guiding personal growth.	Feedback report



### 4.3 Financial Sustainability and Resource Mobilization

Financial sustainability and resource mobilization are critical for the long-term success of civil society organizations (CSOs). Financial sustainability ensures that an organization can continue its operations and achieve its mission without depending solely on short-term or unpredictable funding sources. Resource mobilization involves diversifying income streams—through grants, donations, partnerships, and social enterprises—to reduce vulnerability to financial instability. A well-thought-out financial strategy enables CSOs to invest in their core programs, build reserves, and scale their impact. Effective resource mobilization also strengthens relationships with donors and partners, fostering mutual trust and long-term support

#### *Sustainable Finance and Funding*

No	Intervention	Description	Sources for indicators
1	Establish a financial management (operational) unit	A specialized section of the organizational structure responsible with all the financial aspects of the organization.	The structures are established and active
2	Develop and adopt a fundraising strategy	A strategic document that involves planning diverse revenue sources, such as grants, donations, partnerships, and events, to ensure financial sustainability, engage supporters, and align funding with the organization’s mission and goals. The document could also include rules on how funds are used, including overheads, salary coefficients, administrative costs etc.	The document is developed and approved by the Decision-making body
3	Develop bilateral / multilateral partnerships with other CSOs to write common proposals	Developing bilateral or multilateral partnerships with other CSOs to write common proposals strengthens collective impact, leverages shared resources, and improves funding success by aligning expertise, reaching broader communities, and addressing complex issues collaboratively.	No of partnerships development No of common proposals financed
4	Publishing financial and activity reports	Publishing financial and activity reports in a CSO enhances transparency and accountability, showcasing how funds are allocated, the impact of activities, and progress toward goals, fostering trust with donors and stakeholders.	The financial and activity reports are approved by the Decision-making body and are available on the website
5	Donor Mapping and Engagement	Create a map/list of the most important donors that support initiatives in your field,	The donor map



No	Intervention	Description	Sources for indicators
		mentioning what are their priorities – and the sources (strategies, plans etc.), contact	
6	Develop capacities in report development (including for activities and for spendings)	Training staff on data collection, analysis, and presentation techniques to create comprehensive activity and financial reports, ensuring accurate documentation, effective communication of results, and enhanced accountability.	No of capacity building activities organised for staff

### *Revenue Diversification and fundraising*

No	Intervention	Description	Sources for indicators
1	Local fundraising activities	Engage the community through events like charity runs, bake sales, and auctions. Or crowd fund for specific needs within the community. They foster relationships, raise awareness of the organization’s mission, and generate essential funds while building local support networks.	No of local fundraising activities organized
2	Partnership building with LPA	Partnership building with Local Public Authorities (LPA) involves establishing collaborative relationships to align goals, share resources, and enhance community development. This partnership can facilitate access to funding, increase project visibility, and improve service delivery through joint initiatives. The LPA can be a good partner and can contribute financially to initiatives that target the locality.	The CSO-LPA MoU No of initiatives financed by the LPA
3	Partnership building with local businesses	Create mutually beneficial relationships that leverage resources, expertise, and networks with local business that are interested in seeing their community grow. This collaboration can enhance community engagement, provide financial support, and increase visibility for both the NGO and the businesses, fostering social responsibility.	The partnership agreement with local businesses



No	Intervention	Description	Sources for indicators
4	Promoting the 2% mechanism	The organization has to be eligible for this mechanism. Prepare a campaign that will attract your followers and supporters to redirect 2% of their taxes for profit to your organization.	The organization is registered as a beneficiary Financial documents

### *Financial Planning, Budgeting, and Monitoring*

No	Intervention	Description	Sources for indicators
1	Annual budget is approved	A CSO should look to create a comprehensive annual budget that will include all their resources and plans from various initiatives (including combining different ongoing and future projects).	The document is developed and approved by the Decision-making body
2	Establishing a 3-7% overhead for implemented projects	Analyse and clearly define overhead costs in proposal writing. Provide justification for these costs, explaining their necessity for project implementation and organizational sustainability, to ensure funders understand their importance.	The number of implemented projects with overheads included
3	Develop a monitoring system	Create a clear procedure on how you evaluate your budget at intermediary and final levels.	The financial statement

### **4.4 Human Resource Development and Capacity Building**

Human resource development and capacity building are essential for enhancing the effectiveness of civil society organizations (CSOs). By investing in human resource development, organizations equip their staff and volunteers with the skills, knowledge, and competencies needed to meet their goals and respond to emerging challenges. Capacity building strengthens the organization's ability to deliver programs, manage operations, and innovate. It fosters a culture of continuous learning and growth, which boosts morale, productivity, and retention. Ultimately, a well-developed workforce enables CSOs to improve their impact, adapt to change, and achieve sustainable growth in their social missions.

#### **Recruitment**

No	Intervention	Description	Sources for indicators
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1	Develop HR policies / Employee Handbook	The Employee Handbook is a document that outlines the organization's policies and procedures related to recruitment process, employment, including expectations for conduct, benefits, and other important matters. As a complex document it could contain various policies within the HR field.	The document is developed and approved by the Decision-making body
2	Create an Induction/ onboarding procedure	Induction in an NGO is the onboarding process that familiarizes new employees or volunteers with the organization's mission, policies, culture, roles, and expectations to ensure effective integration and engagement. It can include trainings, meetings with the CSO departments, evaluations, planning etc.	The process is approved The number of new employees that were part of the induction process.
3	Job Description Standardization	Standardize job descriptions across the organization to ensure consistency in expectations, qualifications, and responsibilities. Clear and detailed descriptions help attract suitable candidates and reduce ambiguity.	The document is developed and approved by the Decision-making body

### Talent Management

No	Intervention	Description	Sources for indicators
1	Professional competencies development plan	Evaluate individual and collective performance, skills development, and goal achievement. This process provides feedback, identifies training needs, and supports career growth, ensuring alignment with organizational objectives. Use the gathered information and the needs to plan a series of capacity building interventions for your organization.	Plan is developed and approved by the Decision-making body
2	Individual Development plans for employees	Work individually with each employee/member to understand their needs and career goals. Based on these steps create together with the employee a development plan and target the necessary resources.	Individual development plan agreed with the employee



2	Monitoring (every six months or yearly) the professional progress of the members	Regularly assess employees' skills, competencies, satisfaction and career progression through performance reviews, feedback sessions, and using the existing development plan. This process fosters growth, identifies training needs, and aligns individual goals with organizational objectives.	Appraisal and professional development form
3	Training and Development Programs	Implement ongoing training and professional development programs to enhance employee skills and competencies. This may include workshops, online courses, and mentorship opportunities, fostering a culture of continuous learning.	No of internal trainings and capacity building opportunities
4	Retention initiatives	Create initiatives to enhance employee engagement, such as regular feedback surveys, team-building activities, and recognition programs. Understanding employee needs and concerns fosters a positive work environment and improves retention.	Retention rate

#### 4.5 Advocacy and Community Engagement

Advocacy and community engagement are pivotal for civil society organizations (CSOs) to drive social change and influence policy. Advocacy involves raising awareness, shaping public opinion, and lobbying for legislative or policy reforms that align with the organization's mission. Through community engagement, CSOs build strong, trust-based relationships with the populations they serve, ensuring their programs are responsive to real needs and inclusive of diverse voices. Effective advocacy amplifies marginalized voices, while active community participation fosters empowerment and shared ownership of solutions. Together, they create a powerful mechanism for advancing social justice and fostering long-term, positive impact.

##### *Building trust*

No	Intervention	Description	Sources for indicators
1	Engaging beneficiaries in working groups	Engaging beneficiaries in working groups when developing proposals ensures that their voices and needs are incorporated,	No of events organized



No	Intervention	Description	Sources for indicators
	when developing proposals	leading to more relevant and impactful programs. This collaborative approach fosters ownership, enhances project design, and strengthens community trust and support.	
2	Publishing success stories on social media or website	Publishing success stories on social media or a website showcases the impact of an organization's work, highlights beneficiaries' experiences, and fosters community engagement. These narratives build trust, attract supporters, and demonstrate accountability, enhancing the organization's reputation and outreach.	Social media impact indicators
3	Enhance organizational transparency	Share progress, challenges, and financial information with the community. Regular updates can enhance accountability and foster trust in the NGO's operations. It can be achieved through newsletters, publishing and sharing activity reports, maintaining active presence on social media, doo to door activities etc.	No of reports published The reach impact
4	Trust-Building Events	Host informal gatherings, such as community picnics or cultural events, to foster social connections. Building personal relationships creates a supportive atmosphere and enhances trust between the CSO and community members.	No of events organized
5	Community meetings	Organize regular community meetings to discuss local issues, allowing residents to voice concerns and suggestions. This fosters transparency and strengthens relationships between the NGO and the community.	No of events organized

### Enhancing Visibility and Public engagement

No	Intervention	Description	Sources for indicators
1	Strategic Communication	Create a comprehensive communication plan that outlines key messages, target	The document is developed and



No	Intervention	Description	Sources for indicators
	Plan Development	audiences, and communication channels. This plan should ensure consistent and effective messaging across all platforms, enhancing the organization's visibility.	approved by the Decision-making body
2	To develop and maintain the organizational site	A well-designed website is essential for showcasing an CSO's impact, providing information about the organization, building trust and a platform where the organization can publish their reports and work.	The site impact data
3	Yearly online survey on beneficiaries needs	Gather valuable feedback to assess their current challenges, preferences, and expectations. This data informs program development, enhances service delivery, and ensures the organization remains responsive to the community's evolving requirements.	Number of respondents Social media impact indicators
4	Maintain active social media	Maintaining an active social media presence involves regularly posting engaging content, interacting with followers, sharing updates, and responding to comments. This strategy fosters community engagement, raises awareness about the organization's mission, and attracts supporters while building a strong online community.	Social media impact indicators
5	Develop the organizational Brandbook	Developing an organizational brand book involves creating a comprehensive guide that defines the CSO identity, including its mission, vision, values, visual elements (logo, colours, typography), tone of voice, and messaging. This resource ensures consistent branding across all communications and materials, enhancing recognition and trust among stakeholders.	The document is developed and approved by the Decision-making body
6	Develop a beneficiaries data base	Create a structured system to collect, store, and manage information about individuals or groups served by the organization. This database should include demographic details, needs assessments, service history, and feedback, facilitating targeted	The database is functional



No	Intervention	Description	Sources for indicators
		outreach, program evaluation, and improved service delivery while ensuring data privacy and security.	
7	Content Creation and Storytelling	Invest in creating compelling content that highlights the NGO's impact, including case studies, testimonials, and success stories. Storytelling can emotionally engage the audience and illustrate the organization's mission and achievements.	Social media indicators

### *Effective Advocacy and Policy interventions at national and local levels*

No	Intervention	Description	Sources for indicators
1	Advocacy strategy development	Advocacy strategy development involves identifying key issues, setting clear objectives, and determining target audiences. It includes crafting compelling messages, selecting appropriate channels, and engaging stakeholders to influence policy changes and raise awareness, ultimately driving meaningful impact aligned with the organization's mission.	The document is developed and approved by the Decision-making body
2	A beneficiary needs analysis/ report for advocacy purposes	A beneficiary needs analysis/report for advocacy purposes assesses the specific challenges, needs, and aspirations of the target population. It includes data collection methods (surveys, interviews), key findings, and analysis of trends. This report highlights gaps in services, presents beneficiaries' voices, and provides evidence to support policy changes or resource allocation, ultimately strengthening the organization's advocacy efforts.	Needs assessment report
3	Create a specialized advocacy / policy unit within the organization	Creating a specialized advocacy/policy unit within the organization involves establishing a dedicated team focused on research, strategy development, and outreach. This unit should be tasked with	The structures are established and active



No	Intervention	Description	Sources for indicators
		analysing policy issues, engaging stakeholders, crafting advocacy messages, and mobilizing resources to influence decision-makers. It will enhance the organization’s capacity to drive systemic change, align programs with policy objectives, and amplify the voices of beneficiaries in the policy-making process.	

#### 4.6 Networking & Alliances

Networking within civil society organizations (CSOs) is crucial for fostering collaboration, sharing resources, and amplifying collective impact. By building strong networks, CSOs can exchange knowledge, best practices, and innovations, enhancing their ability to address complex social challenges. Collaboration through networks allows organizations to pool resources, avoid duplication of efforts, and scale initiatives more efficiently. Networking also opens opportunities for partnerships, advocacy efforts, and joint fundraising, while fostering solidarity within the sector. Ultimately, it strengthens the overall capacity of CSOs to create lasting change and achieve shared goals more effectively.

#### *Building Strategic National and Regional Alliances*

No	Intervention	Description	Sources for indicators
1	Stakeholder mapping	Identify all relevant stakeholders, including government agencies, community organizations, donors, beneficiaries, private sector entities, and media. This initial identification provides a comprehensive view of individuals and groups that influence or are influenced by the NGO’s mission. Include all the obtained data in a digital tool for better visualization.	The list of stakeholders is created and cacheable for members
2	Regular Networking Events and Workshops	Organize/ Participate in networking events, workshops, or forums that bring together diverse stakeholders to discuss relevant issues, share best practices, and explore opportunities for collaboration. These events can strengthen relationships and enhance mutual understanding.	No of events attended by your members and



No	Intervention	Description	Sources for indicators
3	Memoranda of Understanding (MoUs) and Agreements	Formalize partnerships through MOUs or collaboration agreements that outline shared objectives, roles, responsibilities, and resource commitments. Clear agreements help establish accountability and ensure commitment from all parties involved.	No of MoUs signed with other NGOs, LPAs, private entities and other stakeholders
4	Joint Advocacy and Policy Engagement	Collaborate with partners on advocacy initiatives to influence policy changes or promote social issues relevant to the NGO's mission. A united front can amplify the message and increase the likelihood of achieving desired outcomes.	
5	Support the secretariat to an umbrella organization	If the organization has the capacity, it should cover the secretariat of an umbrella structure either at the local or national level based on the existing priorities.	

#### 4.7 Technology and Innovation Integration

Technology and innovation integration are essential for enhancing the effectiveness and efficiency of civil society organizations (CSOs). Leveraging technology streamlines operations, improves communication, and increases the reach of programs and services. Innovative solutions, such as data analytics, digital platforms, and social media, enable CSOs to engage wider audiences, monitor progress, and deliver impact more efficiently. Technology also fosters transparency, accountability, and better resource management. By embracing innovation, CSOs can adapt to changing environments, address complex challenges, and improve their capacity to advocate, mobilize resources, and create sustainable social change.

#### Digital Engagement and Communication

No	Intervention	Description	Sources for indicators
1	Improve your communication and visuals by integrating tools accessible for NGOs	Integrate communication tools like Hotjar and Canva to improve the visuals created by your organization.	The tools are in active use of the organization



2	Maintain active social media presence	Develop an active presence on various social media platforms based on your needs. Designate a specialized person to be responsible with enhancing your presence in social media. It can be designed to be : Informational; Promoting action; Focused on changing attitudes; Or transformation of beliefs.	The social media reach and impact
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### Building Technological Capacity

No	Intervention	Description	Indicators
1	Integrate collaboration tools in your work	Integrate one or more tools in your organization for better task management and organization (Firmbee, Slack), better HR processes (Bamboo Hr) and others task within organization.	The tools are used efficiently by the organization
2	Integrate Microsoft suite or G4NP suite	Use in your activity MS Office suite or Google Suite for non-profit organizations (G4NP) including Email, Word/ Documents, Excell/ Spreadsheets, Presentations, and Calendar – G4NP can be available to NGOs free of charge (regardless of the number of users).	The suite is used by all members of the organization

## 5. Civil Society Sector Development

Having a healthy Civil Society sector is necessary for ensuring a democratic system is in place, and the participation of CSOs in decision making processes is just another characteristic of a democracy. Even the CSOs that are not active in advocacy or policy matters, play an important role in building the social trust and shared values in a society <sup>8</sup>that are necessary for the rule of

<sup>8</sup> Robert D. Putnam, Robert Leonardi, Raffaella Y. Nanetti; Robert Leonardi; Raffaella Y. Nanetti (1994). [Making Democracy Work: Civic Traditions in Modern Italy](#). Princeton University Press. ISBN 0-691-07889-0.



law and for fostering democracy. In this context Moldova looks towards having a healthy and sustainable Civil Society Sector, and this goal has to be achieved with efforts coming from CSOs, Central and Local authorities but also the international community.

In the tables below is a list of interventions suggested by the participants of the 15 round tables, that are the basis of the present CBP. The main target of these recommendations are The governmental institutions, the development agencies, International NGOs and other interested parties. The following interventions were suggested by participants:

	Mixed Interventions CSOs – Donors – Authorities		Donor interventions		National and local authorities intervention		Mixed intervention Donors - Authorities
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### High priority interventions

1	Regional & periodical CSOs conferences/ meetings with stakeholders	2	Core grants, and institutional development grants for local and national CSOS and more funding opportunities that offer overheads possibility for small CSOs	3	Reforming the national umbrella structures
4	Support for regional exchanges and fellowships for CSOs for early and mid-professionals.	5	Support for CSOs in attracting funds from alternative sources	6	Common meetings between donors and beneficiaries
7	A <b>resilience fund</b> to compensate the loses for renting for various CSOs during COVID-19 pandemic and other emergencies	8	Grants targeting specifically (finding) the needs of communities	9	More support to youth organizations for peace-building processes on both banks of the Dniester River.
10	Create informal horizontal peer-to-peer mentoring networks of senior CSO management	11	Promoting social entrepreneurship for small CSOs	12	Support for every CSO to develop internal and strategic documents

### Equal access to funding and opportunities

1	A training program on proposal writing compliance with donor regulations, reporting	2	More stable funding patterns and an extended period (1 to 3 years) for project implementation even if they are not significant	3	CSOs to be seen as potential service providers for state and international organizations
4	More funds to support NGOs from the Government (including the LPAs)	5	More medium grants to national and local NGOs without intermediaries	6	Foster partnerships for proposal writing
7	Support for national and local foundations/ organizations that will collect funds and organize small grants competitions	8	Co-facilitation in fundraising events (local NGOs and International partners)	9	Organize funding forums



### Policy and legislation

1	Update and improve the 2% law	2	A state platform for CSOs grants (e-AO)	3	To change and improve the law on philanthropy
4	Tax breaks for NGOs that import products needed for social activity	5	Improve the existing legislation that regulates the access to spaces from LPA and Central authorities for CSOS	6	Adopt and update the national legislation about CSOs and the national policies (including the national program to support the CSOs 2027)

### Umbrella organizations and CSOs cooperation

1	Support the creation of raional and municipal umbrella organizations	2	Reform the national NGO council and the Eastern Partnership Platform	3	To promote partnerships between organizations from South-Centre and North of Moldova
4	Organize big CSOs forums / Thematic forums	5	More activities with CSO participation (CUC, Debates, Fairs, Conferences) organized in different regions	6	Cross-Organizational Collaboration in proposal writing and project implementation

### Institutional support for CSOs

1	Mentorship and support in developing internal policies and strategic documents	2	Medium-term institutional development grants	3	More regional statistics and data analysis for better understanding of needs
4	Organize a CSO academy	5	Fellowships on institutional development for CSOs	6	Create self-instruction materials and tools for CSOs
7	Mentorship program for CSOs in digital development	8	Access to experts and facilitators in institutional development	9	CSO policy and procedure templates available for all interested parties

### Building trust in CSOs (and in international partners and donors)

1	Support for a CSO campaign on rising trust in CSOs	2	Facilitating the meetings between public authorities and CSOs (specifically for international organizations)	3	Regular 3 <sup>rd</sup> part audits for NGOS
4	National Public- CSO Forum / Regional Forums	5	Support for Door-to-Door activities that promote CSOs	6	A study (+ dissemination) of the positive impact of CSOs on the Moldova society

## Annex A

### Institutional Development plan framework <sup>9</sup>

Strategic Priority	Financial stability and resource mobilization					
Objective	Financial stability and Resource Mobilization					
Specific Objectives	1. Develop internal procedures for proposal writing 2. Attract 3 new donors					
Activity	Intervention logic	Indicators	Means of verification	Assumptions	Timeline	Risks and mitigations
Bilateral meetings with Donors on our priorities	Improved funding opportunities	Funding agreements signed (3)	Signed agreements	Donors will be interested to hear from the CSO about their priorities and activity	May – September 2024	The donors do not have any similar priorities – Before arranging the meetings we will study and analyse the priorities of each donor to make sure there are clear compatibilities.
	Donors may invite the CSO to submit a concept note	Number of meetings organized (6) Number of concept notes sent to Donors (8)	Concept notes Meeting agendas			
Develop an internal guide on proposal writing	The writing process will take less time and will be more efficient	Number of concept notes sent to Donors (8) Funding agreements signed (3)	The guide is adopted by the board	The members will use the guide for better proposal writing and the rate of success will grow	June – May 2024	The guide is not used by the members and employees – Using the guide will be included in our policies and will be mandatory
Objective	Revenue Diversification and fundraising					
Specific Objectives	1. Develop internal procedures for proposal writing 2. Attract X new donors					
Activity	Intervention logic	Indicators	Means of verification	Assumptions	Timeline	Risks and mitigations
Promote the 2% initiative with our	It will attract additional resources in the organization	The NGO will collect 10 000 mdl with the 2% mechanism	The financial statement	The community will be more interested in the organization, and	January – March 2024	People will not be interested and the process will be too complicated for them – The

<sup>9</sup> This is just a model based on some imaginary needs, containing some of the activities proposed during the 15 co-laboratories. The framework can be used by any interested party tailoring it to their organizational needs and adding the priorities and activities relevant for them.



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community and beneficiaries	The community will feel more engaged in the organization and will contribute to building trust	Our campaign will reach 30 000 people	The social media impact report	some of them may even redirect 2% of their profit taxes to the NGO		campaign will contain a detailed description on how to redirect the 2%, also creating visuals.
<b>Strategic Priority</b>	<b>Strategic Planning and Vision Alignment</b>					
<b>Objective</b>	Develop strategic documents					
<b>Specific Objectives</b>	<ol style="list-style-type: none"> <li>1. Develop new internal documents (code of conduct)</li> <li>2. Have one institutional assessment of the organization</li> </ol>					
<b>Activity</b>	<b>Intervention logic</b>	<b>Indicators</b>	<b>Means of verification</b>	<b>Assumptions</b>	<b>Timeline</b>	<b>Risks and mitigations</b>
Developing a new Code of Conduct	The Code of Conduct will contribute to the prevention of internal conflicts or any divergent behaviour within the NGO	The Code of Conduct is approved Improvement in satisfaction withing the organization	Board minutes	The new Code of Conduct will contribute to better internal processes within the organization	January – June 2024	-
An institutional development evaluation (conducted by an external party)	An evaluation report that will highlight the institutional challenges and problems of the organization	The documents are approved by the Board	The report from an external party	The evaluation will identify new areas of intervention for the next year, that can be targeted in the new plan. The partners will be more open to support us if we have an institutional evaluation first	January – March 2024	Not enough resources for an external evaluator – The organization will budget at least some of the resources from each proposal to cover the evaluation. If unsuccessful the organization will use reserve funds or from alternative sources (the 2%mechanism)
	It will contribute to the new institutional development plan for 2025		A new institutional development plan Board minutes			
<b>Strategic Priority</b>	<b>Human Resource Development and Capacity Building</b>					
<b>Objective</b>	Effective talent management					
<b>Specific Objectives</b>	<ol style="list-style-type: none"> <li>1. Employees needs assessment and goal setting</li> <li>2. Internal capacity building program</li> <li>3. Support for employees to join external capacity building activities</li> </ol>					

Activity	Intervention logic	Indicators	Means of verification	Assumptions	Timeline	Risks and mitigations
Goal setting for each employee	The goal setting will contribute to an efficient tracking of progress for employees and will contribute to their growth in the areas they are interested in.	No of individual development plans Self-assessment and 360-degree evaluation reports	The HR report The individual development plan The assessments	The process will made employees more efficient and dedicated to their growth	January 2024 December 2024	-
2 internal capacity building activities	Based on the existing assessments and goals the organization	No of individuals who joined external events Satisfaction levels	Lists of participation Training reports Evaluation forms	These activities will substantially contribute to the professional growth	March – November 2024	
50% of employees will receive support to attend at least 1 external capacity building event	The employees that will join external events will grow professionally and will also be able to bring their new expertise in the organization	No of individuals who joined external events	Individual reports after each event	Employees joining external activities with our help will also contribute to their loyalization to us.	January – December 2024	The organization will not have the resources to support its members – We will try to seek for support from our partners and the LPA to achieve this goal
<b>Strategic Priority</b>	<b>Advocacy and Community Engagement</b>					
<b>Objective</b>	<b>Enhancing Visibility and Public engagement</b>					
<b>Specific Objectives</b>	<ol style="list-style-type: none"> <li>1. A new modern site for our organization</li> <li>2. A 25% growth in our social media impact</li> <li>3. Reaching 3000 people through in-person measures</li> </ol>					
Activity	Intervention logic	Indicators	Means of verification	Assumptions	Timeline	Risks and mitigations
To update our site	The site is the main communication tool for an NGO and is the place where the organization can publish their success stories, activity reports and financial reports.	The site is developed and working The number of people joining the site	Google analytics	The new site will be more attractive for beneficiaries and partners and will attract new viewers	March – June 2024	Insufficient funds and technical difficulties – To tackle this issue the organization plans to maintain the previous site till the new one is finished and available to everyone.

<b>Strategic Priority</b>						
<b>Governance and Leadership Strengthening</b>						
<b>Objective</b>						
Governance Policies and Organizational Framework						
<b>Specific Objectives</b>						
1. Update the statutes during the first half of the year to improve the election processes within the organization 2. Update the statute and subsidiary documents to correspond with new legal requirements						
<b>Activity</b>						
Intervention logic      Indicators      Means of verification      Assumptions      Timeline      Risks and mitigations						
Update the statutes	The change is necessary to comply with the new state regulations for non-profits	The site is developed and working The number of people joining the site	The Public Services Agency (ASP) extras	The new statutes will improve the election processes within the organization and will make sure all members are represented in decision-making process	March – June 2024	The changes will be refused by the ASP – a special designated team will work on ensuring that the new statutes meet all legal requirements
<b>Strategic Priority</b>						
<b>Building Strategic National and Regional Alliances</b>						
<b>Objective</b>						
Building Strategic National and Regional Alliances						
<b>Specific Objectives</b>						
1. Create a stakeholder map with main state and non-state actors that play a role in local development 2. Sign MoUs with 2 NGOs and 3 LPAs 3. Promote the organization to stakeholders						
<b>Activity</b>						
Intervention logic      Indicators      Means of verification      Assumptions      Timeline      Risks and mitigations						
Create a Stakeholder map	The map will serve as an internal tool used by the organization to plan their work with various stakeholders, meeting their interests and proposing viable policy interventions	The map is created and it compromise at least 15 stakeholders	Excell/ G sheet file	The map will contribute to better cooperation with stakeholders at all levels	January – February 2024	-
Sign 2 partnerships agreements with national NGOs and 3 MoU with LPAs	Based on the stakeholder map identify 2 other organization with similar	Two partnerships agreements are signed with NGOs	Building Strategic National and Regional Alliances	The agreements / MoU The table of contracts and agreements	January – October 2024	Other NGOs may feel competition from our side. We will take a longer approach with get to know



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	mission and cooperate with them in your activities					each other meetings, and coordinating our existing activities with them. After this we will propose to sign the agreements
	Identify 3 localities where you plan to have your interventions and discuss with local authorities	3 MoUs are signed with LPAs	Building Strategic National and Regional Alliances			The authorities may feel discouraged to sign an MoU with a CSO.
<b>Strategic Priority</b>	<b>Technology and Innovation Integration</b>					
<b>Objective</b>	<b>Digital technology and communication</b>					
<b>Specific Objectives</b>	<ol style="list-style-type: none"> <li>Buy a CANVA business account</li> <li>50% of our staff integrated CANVA in their research work</li> </ol>					
<b>Activity</b>	<b>Intervention logic</b>	<b>Indicators</b>	<b>Means of verification</b>	<b>Assumptions</b>	<b>Timeline</b>	<b>Risks and mitigations</b>
Buy a business CANVA account	Canva can be used to create better visuals for our reports with extensive skills	The account is active and used	Canva confirmation	Better visuals in our reports will improve our reach and will make the authorities and beneficiaries more interested in it.	February 2024	
2 local trainings on CANVA and other similar tools	To improve the skills to use CANVA within the organization	All our members have attended at least one of the trainings 50% of our members use it in their work	List of participants Feedback reports Training evaluation		March 2024	
<b>Objective</b>	<b>Building Technological Capacity</b>					
<b>Specific Objectives</b>	<ol style="list-style-type: none"> <li>The organization is registered for G4NP and is using it in their activity</li> </ol>					
<b>Activity</b>	<b>Intervention logic</b>	<b>Indicators</b>	<b>Means of verification</b>	<b>Assumptions</b>	<b>Timeline</b>	<b>Risks and mitigations</b>
Register for Google Suite for non-profit organizations	The G4NP is free or with significant discount for NGOs which will reduce the costs significantly and	The request is approved and the account is active	Google confirmation	The G4NP suite is free and will improve the working processes within the organization	February 2024	The registration may be refused

	improve the work in the organization					
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## Annex B

### List of policies and other documents for NGOs <sup>10</sup>

No	CSO policies	Status	Description
1	The statutes	Main policy	It is necessary to operate legally and for the CSO to obtain the legal entity status. It contains information about organization's mission, structure, leadership and governance, including the elections. The statutes needs to follow strictly the existing legal requirements, and all the other policies within the organization should only contribute to the enforcement of the established rules, or completing them.
2	Employment policy	Main policy	The policy includes procedures related to recruitment, compensation, benefits, performance evaluation, and conflict resolution. These policies help create a positive work environment, improve staff retention, and ensure that the organization can attract qualified individuals. It can be applied to both paid staff and volunteer members.
3	Recruitment and selection policy	Derivative policy	It outlines the rules in which a person is recruited in the organization. It should also include rules on how to measure retention and the induction steps for new personnel.
4	Office work/ home-work policy	Derivative policy	It includes the rules for employees and volunteers on how to work from the office, the office rules or alternatively it contains the rules for working from home.
5	Volunteer policy	Derivative policy	The rules on how the volunteers are recruited, managed and protected in their work. It could also include specific rules on how the volunteer work is happening in case of emergencies.
6	Code of Conduct	Main policy	Emphasizes ethical leadership, transparency, integrity, respect for human rights, responsible resource use, compliance with regulations, and fostering trust to protect the organization's mission, members, volunteers, beneficiaries and stakeholders.
7	Office policy	Derivative policy	It contains the rules on how the physical office is organized and maintained.

<sup>10</sup> This list is a suggestion, and the list of policies may be adapted to the needs of the CSO





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No	CSO policies	Status	Description
8	Data protection policy	Main policy	In the modern world protection the beneficiary information, the data about your members and volunteers and the derivative data from your projects is mandatory and indispensable. Your policy should also be updated to new legal requirements in the field.
9	Child Protection Policy	Main policy	The policy ensures the safety and well-being of children involved in your projects.
10	Brandbook	Main policy	A Brandbook for an NGO is a comprehensive document that defines the organization's visual identity and communication guidelines. It includes elements such as logos, colour palettes, typography, imagery, and tone of voice, ensuring consistent representation across all platforms.
11	Communication policy	Main policy	The goal of policy to control and reduce the communication cost in an effective way, choosing the best tools for sending your message to the public.
12	Social media policy	Derivative policy	It outlines how the organization conduct its communication on various social media platforms.
13	Financial management		The rules may include guidelines on budgeting, accounting, audit, funding sources, financial reporting, and accountability. This can include rules about fundraising, transparency in financial matters, and managing donor funds. The policy is critical for maintaining the confidence from donors and beneficiaries and ensuring sustainability.
14	Procurement policy	Derivative policy	The purchase of goods and services is necessary for all CSOs. The aim of the policy is to provide clear guidance on how the procurements are made, and how the right vendors are chosen.
15	Expense Reimbursement policy	Derivative policy	It applies when some of the expenses are covered first by members and employees, and the organization will need a reimbursement process making sure that it meets all legal requirements and ensures transparency within the organization.
16	Reporting and documentation procedures	Derivative policy	CSOs are required to submit periodic reports to donors, government authorities or to publish them to ensure transparency of their activities, financial status, and impact. Internal documentation and record-keeping policies, including templates, can be of great assistance in this process.
17	Crisis Management and Emergency Response Policy	Main policy	The policy outlines protocols for handling emergencies, ensuring rapid response, safety, and minimal disruption to operations while protecting staff, volunteers, beneficiaries, and organizational assets.
No	Strategic and Operational Documents	Type	Description
1	Organizational strategy	Strategic document	The main strategic document of the CSO. It should contain the vision and mission of the organization, and the main goals for a short, medium or long period of time.
2	Operational plan	Operational document	A yearly plan that helps to reach the strategic goals. It contains the activities to be implemented, the indicators that are to be achieved and the timeframe. It can follow closely the Strategy in its structure.
3	Budget	Financial document	A financial plan outlining expected income (e.g., donations, grants) and expenses (e.g., programs, operations).

No	CSO policies	Status	Description
4	Advocacy strategy/plan	Strategic or operational document	The document outlines the advocacy objective of the CSO. If needed the organization can develop operation plans with specific activities for each advocacy goal.

## Annex C

### Learning competencies and skills for CSOs <sup>11</sup>

Competency	Type	Methods
Programme and project planning and management	Managerial	Learning Workshops Self-instruction materials (guideline, online courses) Organizational Performance Indicators Action Learning Fellowships
Project writing	Personal	Learning Workshops Self-instruction materials (guideline, online courses) Organizational Performance Indicators Action Learning Mentoring
Event management	Managerial & Personal	Learning Workshops Self-instruction materials (guideline, online courses)

<sup>11</sup> Resulting from the local workshops

Competency	Type	Methods
Communication skills	Relational	Learning Workshops Self-instruction materials (guideline, online courses) Workplace Learning and evaluation Action Learning Mentoring
Digital skills	Personal	Learning Workshops Self-instruction materials (guideline, online courses) Action Learning
Community engagement	Leadership	Mentoring Action Learning Learning workshops Fellowships
Financial management	Managerial	Learning Workshops Self-instruction materials (guideline, online courses) Organizational Performance Indicators
Team management	Managerial	Learning Workshops Mentoring
Teamwork	Relational	Learning Workshops Action Learning
Advocacy	Leadership	Learning Workshops Advice networks Mentoring Fellowships
Fundraising	Leadership & Personal	Learning Workshops Self-instruction materials (guideline, online courses) Action Learning Organizational Performance Indicators Fellowships
Monitoring and Evaluation	Managerial	Learning Workshops Organizational Performance Indicators
Strategic thinking	Personal & Leadership	Learning Workshops Mentoring
Strategic planning	Managerial & Leadership	Learning Workshops Self-instruction materials (guideline, online courses)



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Competency	Type	Methods
		Action Learning Fellowships
Efficient management of budgets and assets	Managerial	Learning Workshops Self-instruction materials (guideline, online courses) Fellowships
Administrative management	Managerial	Learning Workshops Self-instruction materials (guideline, online courses) Fellowships
Professionalism	Personal	Workplace Learning and evaluation Action Learning Mentoring
Integrity	Personal	Workplace Learning and evaluation Action Learning
Empathy	Personal	Workplace Learning and evaluation Action Learning
Empowering others	Leadership	Learning Workshops Workplace Learning and evaluation Action Learning
Managing and sharing knowledge	Managerial & Leadership	Learning Workshops Workplace Learning and evaluation Action Learning
Policy development	Leadership & Managerial & Personal	Learning Workshops Self-instruction materials (guideline, online courses) Action Learning Mentoring
Networking	Leadership & Managerial	Action Learning Mentoring

When speaking of competencies, we understand a combination of knowledge, skills, and abilities that enable a person to perform a specific task effectively. A competency has to be learned then implemented in practice. When speaking of CSOs the competency has to go through 4 stages of understanding<sup>12</sup>, as shown below:



In a similar way a capacity building activity organized for CSO should target that one or more of these levels are achieved. To build sustainable impact a learning programme needs to make sure that the beneficiaries will be able to achieve all 4 levels, and integrate learning methods that will make sure that the beneficiaries will be able effectively use their competencies in their organizations.



<sup>12</sup> Morelli, Manuela. (2022). The Skills and Competencies that NGOs Employees should Display in the Near Future and how to Acquire or Strengthen them. International Journal of Managerial Studies and Research. 10. 30-35. 10.20431/2349-0349.1006004.