

**RESOURCE CENTER OF MOLDOVAN
HUMAN RIGHTS ORGANIZATIONS (CR_eDO)**

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*CR_eDO BOARD MEMBERS AND STAFF.
(Some Parts are open document)*

**CR_eDO STRATEGIC PLAN
2003-2006**

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I. INTRODUCTION

The Meaning of CReDO's Strategy

CReDO is a social needs oriented organization accountable to its constituencies (beneficiaries, supporters, community and ultimately to the societal needs) thru the perspective of organization mission and other statements as established by CReDO founders. Clearly and narrowly framed mission defines the organization competence and intervention capacity based on CReDO periodic and systematic evaluation and assessment of the changing needs. As the development of accountable, democratic, responsible, professional and capable civil society sector is one of the most essential elements of democratic sustainable and responsible society, CReDO mission stands alongside this important path of Moldovan society.

CReDO intervention strategy has primarily *social development orientation* aiming at enabling the civil society sector with means, skills, knowledge, and practices to serve the needs of those who civil society actors are accountable to. Even though CReDO policies and programs are not directly oriented towards the people and different groups, its activities targeting civil society actors are always assessed against the needs of the people, the beneficiary organizations serve. CReDO perception of civil society as an important and indispensable constituent and the primary carrier of societal needs and concerns as well as the ultimate voice of the society are at the core of the CReDO mission understanding.

Participatory Elaboration Process

Strategic Plan and Strategic Plan process has been initiated in the course of 2001 and carried out in the course of 2002 as a step for improving CReDO capacity to long-standing sustainable development. Prior to the process, CReDO relied on its personnel and Board vision of the environment CReDO functions, its unwritten strategies. As an overall process of restructuring and improving of CReDO management, a decision to proceed with elaboration of Strategic plan was taken. The decision has come as an internal consideration to make the organization more sustainable in its development, help better understanding by CReDO of its particular role in the Moldovan society and at the same time as the manifestation and standard setting role CReDO has the mission to and been playing role for other ngos – beneficiaries of CReDO services.

CReDO has started with comprehensive evaluation process of the strategic environments it is surrounded that finalized with the paper titled *CReDO Strategic Planning Process Evaluation of Organization Strategic Environments and Organization Capacities* produced in May 2002 that has been followed actually by the Elaboration of the Strategic Plan in October-December 2002. Both documents have been elaborated largely by CReDO executive with participation of CReDO Board and a number of different organization constituencies. It combined the desk research, visits and discussions with variety of stakeholders, undertaking Marketing research and evaluation activities, analysis of trends and the factors of political, economic and social contexts relevant to CReDO activities.

Technical Structure of Strategic Plan

The Strategic Plan document is structured into several chapters starting with the General Strategy based on the evaluation of Existing Needs and CReDO's distinguished role, followed by CReDO intervention strategy. As CReDO strategy is centered on its successful programs and services, each program strategy is laid down in a separate consecutive chapters starting from *Informational Center Program, NGO Development Program, Partnership Building Program and Action and Advocacy Capacity Program*. Each program chapter presents the program prior approach, the program specific needs, its strategy and the resources needed for its implementation and as well as the results and outcomes with their objective evaluation indicators.

What is not contained in the CReDO 2003-2006 Strategic Plan?

CReDO 2003-2006 Strategic Plan is a major document for the organization. In short period of time that will follow a number of other documents will be elaborated to give the full implementation of the Strategic Plan. Program based *Actions Plans* for 2003 and lately for subsequent years as term arrives close will be elaborated. Action Plan for each program will comprise the practical information of the activities to be organized: sequence, time and location of program events, etc. Another piece of documents that will follow are the Marketing and Promotion plans for some services and products that require so as they are being introduced. Finally, a number of small policy papers related to new services will be elaborated (involving extensive prior research of the needs) to have the process of consultation with relevant constituencies carried out. These documents have more operational meaning and more exclusive use of CReDO staff.

II. CReDO OVERALL STRATEGY

Statements update carried out in September-October 2002 provide valuable reference point in understanding CReDO strategy for the period of 2003-2006.

1. Mission & Vision & Values Statements

Mission:

CReDO aim is to consolidate and improve management and action capacity of the Moldovan civil society actors who are actively engaged in the promotion of human rights, carrying out civic, public interest and social initiatives. CReDO offers professional, innovative, and individual outcome oriented assistance for the organizations to provide the best in their serving the societal needs.

Mission reading:

CReDO programs are developed and tailored based on the identified existing needs of the socially active ngo community to improve their skills, knowledge of the professional, efficient and effective management of the non-profit initiatives. Programs involve and are designed specifically for those actors from ngo community who adopt and undertake an active position in the society and act to promote values of social responsibility, non-discrimination and human rights. These organizations come from variety of fields: human rights, legal rights, professional associations, organizations and initiatives standing for the rights of the societal underrepresented groups and persons, various advocacy and lobby groups, etc. Services are developed to meet the needs of particularly those organizations who have been demonstrated its commitment to the needed, have shown its experience and results in work and indigenously uphold the interests they serve.

Services offered so that they are judged based on the outcome they want to achieve, meaning how the beneficiaries used in practice skills, patterns and knowledge. It is intended that the know-how and innovation as well as systems advised are very much individually oriented towards the needs, subsequently there are provided and follow-upped guidance and their implementation in practice as the corn-stone of the services and products. All services are based on CReDO unique developed based on international and best national practices built informational know-how.

CReDO develops programs that complement each other and combine management oriented services and action oriented services. Management programs deemed to improve the organizations capacity to carry out the activities and their overall organization, including strategic management of the programs, identification of the needs of communities they serve. Action capacity program deemed to empower groups with action know-how, knowledge and skills how and when to use, master some actions that are most relevant and achieve the best results in a certain situation. These also deemed to help better analysis of the situation prior of the intervention.

Vision:

- *Standard education provider in non-profit management and action capacity;*

- *Leader in building of coalitions and partnerships in fighting major human rights concerns;*

Vision reading:

CReDO wants to consolidate its position in the field of providing non-profit education regarding the ngo management and ngo action and advocacy. Currently its ngo management education programs are among the most competitive and attractive in Moldova providing the full range of basic and master degree level. CReDO intends to establish the standards of ngo education in Moldova, raising it on the respective professional level providing educational textbooks, teaching support materials and ideally multimedia related educational products. Individual assistance in development of the organization service is individually tailored one based on the experience. CReDO seeks to achieve excellence in its management education program and seeks to establish its advocacy education program composed of the similar range of services as the former one. The advocacy education program is non-existent not only in Moldova but also in the region.

CReDO partnership and coalition building program has proven to be unique as its methodology is concerned as it fits to the current needs of the Moldovan ngos and as its results are evaluated. The program approach was to combine different competences of the Moldovan human rights ngos in separate initiatives, strengthening their separate competences but also stimulating common initiatives and cooperation. The unique approach proved to be very successful that helped avoiding conflict of interests between organizations and improved cooperation and their mutual understanding. CReDO wants to diversify its themes approach, adding at least one theme per year and bringing more organizations in cooperation and collaboration efforts to fight major human rights concerns.

Organization's Values:

- *commitment to the organization's social responsibility before the beneficiaries;*
- *strong responsibility for the results of the work performed and ultimate quality of services with highest possible professionalism for the value paid;*
- *team-oriented, mutual help, share of experience environment and participatory decision-making approach of management;*
- *personal growth, development and satisfaction aimed at commitment to the organization objectives;*

Values reading:

CReDO shares the value of social responsibility for its results and quality of services as well as the result of the services before the beneficiaries. It chooses its objectives based on the real existing needs of the society, its priority and resources available measured intervention. The priorities are chosen and accountable for the process of consultation with the would-be beneficiaries and the constituencies of the process.

The services are given at the best of CReDO's knowledge to provide the best value for the means put behind and provided for. CReDO beneficiaries will be given the follow-up and on-going monitoring of the services implicitly. CReDO will bear the great sense of the responsibility in this respect. The services provided will be of highest relevant professionalism based on the best available know-how. CReDO will continuously seek to improve its service approach and quality.

CReDO staff and board members involve the participatory decision-making process at each level. Within the organization, policy for the exchange of skills and knowledge is adopted,

reciprocal help and assistance. The policy for synergy between the programs is transliterated at personnel level where exchange is encouraged.

CReDO tries to create the conditions where personal growth is supported and viewed as a part of growth and legitimate aim in organizational growing. Promotion based on results and professionalism, encouragement of creativity and healthy competition are the elements of the organization environment as long as it is aligned with the overall organization aim and mission.

2. Moldovan Society Needs, Shortcomings & CReDO's Continuous Role

Based on CReDO's up-dated statements the Moldovan society needs are located within the role of CReDO to develop, strengthen and improve management and action capacity of the socially active civil society sector of Moldova. As with this scope, principal beneficiaries of CReDO are the initiative groups and ngos. Exercise of the assessment of strategic environments and societal context (see *CReDO STRATEGIC PLANNING PROCESS EVALUATION OF ORGANIZATION STRATEGIC ENVIRONMENTS AND ORGANIZATION CAPACITIES*, 80 pages) highlighted continues and inherited problems in the development of the civil society sector of Moldova that mandate the intervention and the role of CReDO mission.

Main trends and problems in the development of the civil society sector of Moldova pertinent to CReDO mission are:

- unfavorable legislative framework for consolidating of non-profit sector development and funding dependence from external sources and incipient democratic and accountable functioning of the sector actors;
- related lack of understanding and awareness of civil society actors role and would-to-be favorable legislative framework for ngo functioning and accountability before their constituencies;
- few "privileged" nation-wide socially active organizations that are going thru the process of professionalisation and turning into professional organizations as well as their inferior level of cooperation and mutual support in achieving common aims;
- relevant regional and nation-wide organizations unprofessionalism in management of non-profit initiatives and related inexistence of professional standards for ngo functioning and accountability;
- low and insufficient capacity to undertake and carry out social interventions;
- lack of cross-sector cooperation between ngos and exchange of know-how and skills, knowledge;
- high dependence on external fundings and funded-driven agenda of Moldovan ngos sector around main funding lines: Soros Foundation, World Bank, UNDP, USA funds; to this are related the lack for strategic vision and orientation of Moldovan ngos;

Main trends and concerns of political, social and economic context of Moldovan society relevant to CReDO mission are:

- Serious concerns for functioning of democratic institutions since March 2001, including political institutions, public and local administration, judiciary, etc;
- Serious concerns with regard to higher administrative and autocratic controls of individual liberties: civil and political and lack of progress in economic, social and cultural rights;
- Incapacity and in many cases unwillingness (or substitution of party interests) to proceed with reforms and people oriented accountable agendas of the government;

- Incipient accountability of the political and public bodies towards the people;
- High economic, political and military dependence of Moldova on external forces and powers;

Given those trends and concerns highlighted CReDO based on its standing, resources and capacity developed a vision for its role and intervention. The vision is based on the clearly established presence of CReDO as an organization of resource type (and not action type), among few in Moldova, to consolidate its position by more efficient services, extending its role in some sectors and initiating complementary related services and programs to maximize the use of the existing resources. As CReDO refrains from direct interventions to particular situations of human rights concerns (bared by its mission and vision), the organization wants to rather act based on bringing together and acting thru the already built resources and capacities of other civil society actors.

The clear lack of the organization that will provide in the needs for resources and know how in acting to improve and challenge the outlined trends represents the CReDO niche for the intervention. This niche is of strategic importance for the democratic and accountable development of the civil society sector and significant for the strengthening the role of people thru non-profit initiatives to help bringing positive changes.

CReDO 2000-2002 External Strategy Overview

CReDO strategy for the period of 2000-2002 has proved to be efficient in establishing the organization role in Moldovan society to serve the existing pressing needs. Programs described became among if not the leading programs in their domains and clearly distinguish themselves among other organization's programs and services. The strategy attracted society attention; CReDO gained credibility and enjoys good reputation not only among the ngos who benefited from CReDO programs but also among other relevant constituencies.

Following CReDO set up in early 2000, it elaborated its mission and vision for the period of three year. Its focused mission established clearly that is still valid in the current reading of the mission to develop management and action capacity of Moldovan ngos. The beneficiaries though were formulated narrowly focusing on the human rights organizations in a rather narrow sense that represented organizations with experience and promises for viability. Over 2000 and first half of 2001 two programs described in the project agreement had been developed: Informational Center and NGO Management course (later identified as non-profit micro-MBA program). In the second part of 2001 (Partnership method tried) and in the course of 2002 several Partnership initiatives were established. At the end of 2002, Advocacy program has been already under the elaboration.

CReDO adopted a two fold vision: to serve the existing needs to establish the professional attitudes and abilities to ngo management and occupy a specific niche of ngo with experience to develop and advance their performance and to consolidate in practice the cooperation and consolidation of human rights ngos. This role has been never filled in by any organization in Moldova.

Information Center program focused on professional human rights entries and non-profit management literature. Both sources were supposed to be tailored for ngo actors. At the time of program establishment and at the moment of current assessment the Informational Center by far remains the unique center possessing the unique source of information not in Moldova but also in the region. Management entries have not been found elsewhere and served exceptionally the non-profit micro-MBA program and lately NGO Development program.

Human Rights entries have served continuously the needs of Partnerships and have been largely consulted by Moldovan human rights ngos.

Non-profit micro-MBA program, individual assistance in development has been established as unique program in the sense that it offered a comprehensive system based on knowledge. There did not exist in Moldovan market. At the moment of their practice and introduction, there existed only several basically three-four themes (grant proposal writing, ngo registration, human resource-volunteers, etc) for the period since 1995 on. These courses are two-to-three days deemed for the beginners. The clear need to serve the needs for more experienced ngos and especially those who actively involve in human rights work drove to the establishment of the program. CReDO entered the specific niche having developed human and training capacities. Over the period of 2000-2002 Program evolved and is effectively recognized as the unique and very valuable program, receiving the support from other donors. Individual assistance in development services proved to be promising. At the moment none of other organizations neither have the capacity nor deliver these services in Moldova. The program has managed to institutionalize as a standard University program in cooperation with the Academy of Public Administration.

Partnership program emerged in 2001 with Consortium for the Prevention of Torture that has been operationally supported by European Commission, followed other initiatives. Similarly, the program has unique approaches to consolidate the civil society thru common initiatives. The approach has proved to be efficient and valued by participating organizations and other constituencies.

3. CReDO 2003-2006 Overall Strategy

CReDO has developed its strategy for the period of 2003-2006, based on the assessment of the existing situation, the previous strategy of CReDO for the period of 2000-2002 and based on the opportunities and resources of the organization.

CReDO strategy can be formulated in few separate dimensions: (1) *theme/concerns based* (main problems and needs addressed); (2) *organization strategic environment* (collection of ngos and non-profit actors) (3) *inner-organization approach* (emphasizing different elements of CReDO development) and is expressed thru strategy elements.

First CReDO dimension is reflected in each program focuses, be it NGO development program and preferences for the organizations who are served; be it Informational Center program with particular beneficiaries served; be it Partnership program focusing on partnership's themes, etc. Second dimension is reflected in particular formulation of CReDO strategy as it is placed in the context of competing for the opportunities to address concerns and respectfully in competition for the approaches promoted and adopted by CReDO compared with other actors. Third dimension also written into the formulation of the strategy and reflects the organization priorities and values in developing.

A distinct element of CReDO strategy is the advocacy of the themes/concerns as well as programs achievements and results at non-governmental and governmental agendas.

CReDO strategy formulated with respect to concerns and problems faced:

Professional Management Development and Education and Action Capacity Education; Consolidation of Civil Society thru building common initiatives aimed at major human rights concerns and their Promotion at non-governmental and governmental agendas.

Strategy dimension elements:

- Professional Management Development and Education and Action Capacity Education;
- Consolidating Civil Society thru Partnership Building;
- Promotion of themes/concerns and outcomes at various non-governmental and governmental agendas;

Professional Management and Action Education.

CReDO considers that two pillars of ngo education are very important in the current context. Professional management education where all essential elements beginning with accountable and democratic structure, marketing, strategic planning, social entrepreneurship, etc should be fully established and present. This should be present thru standard master program, individual and tailor-made assistance as well as intensive basic course. Second pillar centers around professional education on action and advocacy capacity among active civil society actors. This is not existent not only in Moldova but in the region, however, is very much needed. Regarding professional education, currently there is another organization that provides very basic and limited management education as well as some other organizations but with significantly less capacity to perform it. Advocacy and Action capacity education is a pressing need for Moldovan society.

Consolidating civil society thru Partnership building.

CReDO considers partnership building if one of the most successful approach, where the organizations learn to work and act commonly in attaining an objective. The partnership action is characterized with intense exchange of information, skills, knowledge, information, skills, knowledge, experience and personal understanding. It creates excellent environment for overall strengthening of the civil society sector. CReDO considers expanding themes orientation and major concerns targeting within partnership building approach.

Promotion of themes/concerns and outcomes at various non-governmental and governmental agendas.

CReDO will be advocating and promoting at various non-governmental (NGO Council, relevant sectors, etc) and non-governmental (on-going communication of NGO Council with the Government, Ministries, etc) the achievements and results to foster civil society consolidation and creation of the conditions for its development. Favorable framework for ngo functioning is among the principle elements of CReDO overall advocacy policy, specifically ngo functioning fiscal regulations and non-commercial civil regulations, role of the sector in public decision-making process.

CReDO strategy formulated with respect to organization environment and internal development:

Programs Conglomerate Diversification and Synergy, Program Products Concentric Diversification, Internal Personnel Growth.

Strategy dimension elements:

- Programs Conglomerate Diversification
- Program Products Concentric Diversification
- Synergy among the Programs
- Internal personnel Growth

Programs Conglomerate Diversification:

Programs are intended to develop into fully independent management business units over the period of 2003-2004. Altogether, however, the programs fall inside the core up-dated mission

of the organization. Programs are: Informational Center, NGO Development, Advocacy and Action Development and Partnership Building.

Program Products Concentric Diversification:

Adding products/services to each program portfolio that are fundamentally related to its program current portfolio. It is based on the acquired skills, resources and competitive advantages applied to NGO Development program, Informational Center, Partnership Building. The emphasis is on the attaining the synergy among the existing each program product portfolio to the new elaborated products. Within each program a set of products, related and complementing especially with regard to NGO development and Partnership Building as well as Informational Center.

Synergy among the Programs:

Although programs tend to have distinct working and operational approaches they should be mutually supporting and achieving more together than each one separately.

Internal Growth:

Enlarging the capacity of the organization to perform the services, by investing in human resources, their competence, knowledge and skills.

Per Program Strategies:

Partnership Building Program

Themes **Diversification**

Program will pursue new concerns/themes where major problems will be identified and opportunities exist. Major concerns seem to lie within the trends outlined and opportunities related to European Commission (operational costs) funding opportunities, however other could be considered as well. Other forms of Partnership building will be encouraged outside CReDO programs. Core funding will be asked from institutional funder - CordAid.

NGO Development Program

Structural Growing + New Product/Service Development + Program Products Integration (Concentric Diversification)

Program will pursue further institutionalization, elaboration and publishing of whole series educational materials. All products will be integrated and linked one to another one to provide a line of products/services. New products, related to the existing line, will be developed as well as new elements of education as entrepreneurship and commercialization of services, etc. Core funding, at least, will be sought from CordAid as well as intensive basic trainings. Standard master degree course sources will be approached from American or other sources, whereas individual assistance and tailor-made activities sources will be raised as income based.

Informational Center Program:

Beneficiary Type **Diversification Growing + Improving/Maintaining service Complexity** (Concentric Diversification)

Beneficiary type will be expanded to professional organizations and other type of active organizations. The program will be continuously working to perfect and effeciantize the

existing services maintaining the quality of the current ones. Sources will be sought primarily from CordAid.

Action and Advocacy Capacity Program:

Establishment of an ngo action program focusing on ngo action tools and substantive matters

This program will be established thru pilot project in 2002-2003 and will be developed into a standard educational course. Pilot project and development sources will be asked from CordAid and subsequently only core funding will be relied on CordAid with established program run on income from other private sources as regional OSI network, etc.

Internal Organization Strategy

Organization Capacity Growth Strategy:

Personnel Development Investment + Improving organization
coherence/efficiency/strategic orientation + Organization/Programs **Image Promotion**

CReDO further will pursue the policy for program based run organization, where each program will represent a separate business unit with promotion of synergy between programs. Each program will develop capacity for financial, strategic and marketing planning and orientation. A main approach in the investment in personnel development will be continued. These needs sources will be sought from CordAid and income generation activities.

4. Board and Human Resources

CReDO will focus consistently on development of its Board. With its current permanent members coming from SIEDO, LADOM and Moldovan Helsinki Committee, there will be needed certain other expertise related to CReDO programs. Special expertise will be is needed with regard to NGO Development program and probably Advocacy and Action program. Therefore, additional Board members (at least two-to-three) will be proposed by staff on the basis of the relevant and needed expertise assessment and preselection of candidates. This will be done in the course of 2003-2004.

Informational Center program – Maria Badan (coordination and development), a technical assistant will be helping the run of the program. NGO development program – Lilia Bulat (coordination and development), Gheorghe Caraseni (expertise and consultancy) and Vlad Panico (financial management), Serghei Ostaf (strategic planning) as well as other trainers on part-time basis. Partnership Building program – Serghei Ostaf (building partnerships), need for the person for partnerships administration as number of partnership will eventually increase. Action and Advocacy Program – Maria Badan (coordination and development, part-time initially and later more), Serghei Ostaf (development and expertise), as well as other expertise needed particularly one staff member.

5. Financial Needs and Opportunities

The consolidated budget of CReDO for the period of August 2003-August 2006 constitutes ... Euro, with break-downs per program as follows: Informational Center – ... Euro (14,7%), NGO Development – ... Euro (29%), Partnership Building – ... Euro (10,8%), Action and

Advocacy Capacity – ... Euro (25,4%); CReDO Overall Advocating Policy – ... Euro (9%) and CReDO overheads – ... (9%).

CReDO relies in its funding opportunities on institutional grant from CordAid to support its core costs as well as the costs of the main programs and development of new services, particularly Informational Center (all costs), NGO Development and Advocacy programs (core and main services). For some programs as NGO Development, a support from other sources and income generation will be sought and Advocacy program will seek support from other private donors. The last two programs will be raising funds from the Council of Europe small grants as well. Traditionally Partnership program will rely on European Commission funds and probably for the funds from FCO Human Rights Fund.

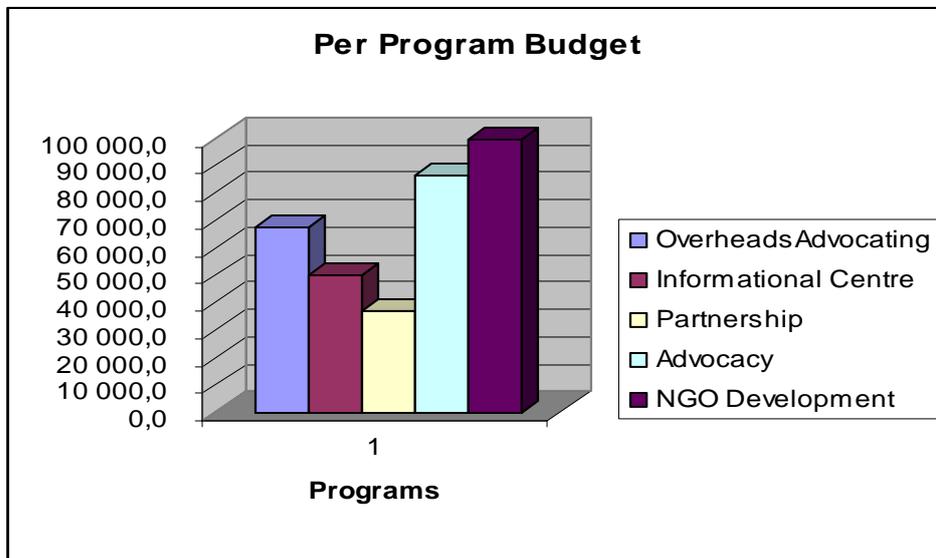
The financial needs are proportionally distributed over each program year.

Total CReDO Consolidated Budget: 2003-2006, EURO

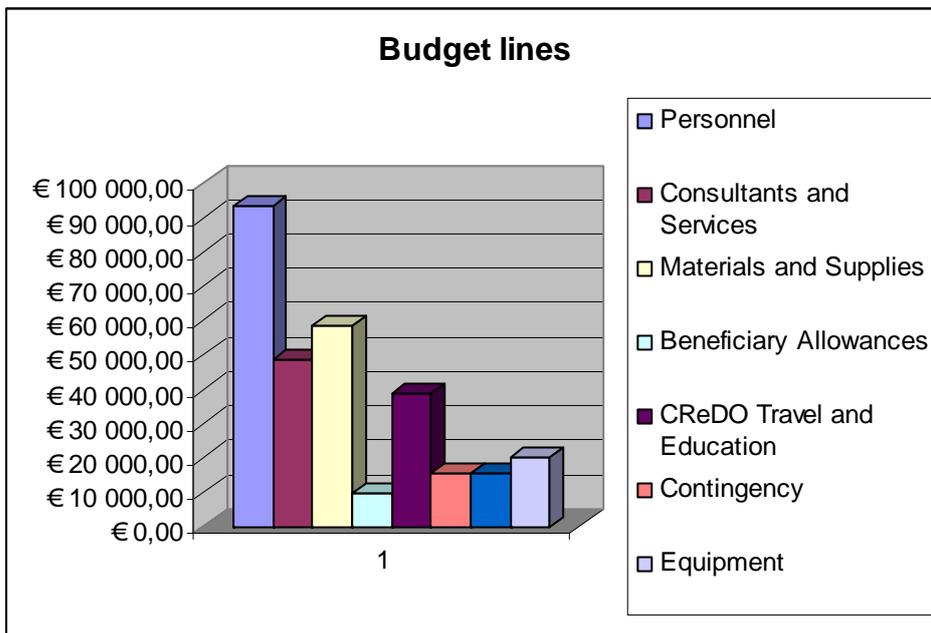
Budget Category	Overheads/ Advocating	Informational Centre Program	Partnership Program	Advocacy Program	NGO Developme nt Program	Total
	1	2	3	4	5	6=1+2+3+4+5
A Personnel						
B Consultants and Services						
C Materials and Supplies						
D Facilities						
E Beneficiary Allowances						
F CReDO Travel and Education						
G Contingency						
H Total Operating Costs						
I Equipment						
J Total						

Short explanation of the budget and detailed breakdown in the Annex.

CReDO Program Budget



CReDO Per Budget Line Budget:



Detailed three year budget is provided in *Annex 2003-2006 CReDO Budget* that shows the distribution of the financial needs over the period of three years.

III. INFORMATIONAL CENTER PROGRAM

With the establishment of the Informational Center Program in the course of 2000-2002, the program has emerged as a unique informational resource center in the field of management and human rights and developed a number of essential services as providing for consultation entries in Ro, Ru, En and Fr for human rights and civic organizations and seeking to satisfy their informational needs. In the proposed period of 2003-2006, the Program will work primarily on improving the quality of its services, serving the needs of socially active ngos and supporting informationally other programs.

1. Overview of Needs

Information remains the key element in challenging and the premises for changes and there is the role of the Informational Center to provide information on human rights and related issues needed for human rights ngos to act in the interest of their constituencies, alike is the need for the professional information on civil society development and management. At the moment information on human rights related to sustainable development, second generation rights (economic, social and cultural), participatory rights remain uncovered and lack in Moldova as none of the informational centers professionally cover this area. The new developing area of information on action and advocacy capacity of socially active ngos is totally lacking from Moldova, the experience and skills generated internationally and regionally is absent from Moldova that impedes the respective development of the sector actors.

At the same time a number of sector actors accumulated information and sources relevant to their activities that, however, remain unknown for other organizations and frequently therefore unused. Nowadays, particular expertise and relevant knowledge in Moldova is accumulated in variety of civil society actors that due to some other reasons communicate less between themselves or the communication is not triggered due to less institutionalized character of the organizations, even though informational and other resources are being accumulated. To help the localization of informational resources there is a need for an exchange of information integrated in an electronic data base that can be circulated by e-mail and updated easily.

The already collected informational sources have been continuously requested and as a number of CReDO program beneficiaries raise the number of request is expected to grow significantly over the period starting with 2003 on.

2. Program Mission

Informational Centre offers informational services in fields of human rights and non-profit management for socially active ngos and non-profit initiatives representing interest of disadvantaged groups, organizations acting in public interest, professional associations. The Informational Center achieves spreading the information using specific methods as virtual NGO network, informational support for other CReDO programs, providing existing information upon request, searching, identifying and preparation of requested information, new entries news-flyer to suit the target groups requirements for achieve purpose in their organizations.

3. Program Strategy

Program adopts the strategy for growing by diversification of beneficiaries type, maintaining service complexity, extending number of Romanian and/or Russian language entries.

Elements:

*Beneficiary Type **Diversification Growing** + **Improving/Maintaining service Complexity** + **Extending Romanian/Russian Entries***

Beneficiary Type Diversification Growing is the part of the strategy, the necessity in which we found out after environmental scan in process of developing strategic plan. The number of beneficiaries is grown in last 6 months and it seems that the diversification of type of beneficiaries is necessary for responding to different requests.

Improving/Maintaining service complexity supposes the chain of services, which were provided by the Informational Centre during the period of 2 years. Services Complexity is implemented according to beneficiary's needs and mission statement.

Extending Romanian/Russian Entries is necessary for the most part of beneficiaries, who are not able to understand English better than Romanian or Russian. It is important to estimate the necessities of organizations, because we need to propose services, which they expected from Informational Centre.

4. Program Strategic Environments

Strategic environments shows apart from the dimension of the existing needs, organizations/institutions with similar programs, perspective beneficiaries, opportunities for program support. For detailed information see CReDO Strategic Planning Process Evaluation of Organization Strategic Environments and organization capacities, May 2002.

Organizations/institutions with similar services

Few organizations have similar capacity, focus and programs in Moldova. Most relevant, however, ngo similar programs as Contact Center, ProDidactica Center, Moldovan Helsinki Committee, SIEDO, ADEPT, LADOM, and others and public institutions as Public Law library. Contact Center that provide information services basically on funding opportunities and some other information on management. The services limited to giving out the information and directing in finding it elsewhere. The level of service complexity however decreased over the last 4 years. All type of beneficiaries are served. ProDidactica is the organization that collects information on education management specifically and give no information for other organizations. Libraries of Moldovan Helsinki Committee, SIEDO, ADEPT, LADOM, etc offer narrow but very specific entries and sources on human rights for their functioning needs and other ngos. ADEPT library has also entries of ngo management and give services for beginning community organizations. Public Law Library - a publicly funded institution contains mainly legal entries and texts, including in some extend human rights entries of general character. The complexity of services are traditional to one of the public library, including borrowing.

Informational Center perspective beneficiaries:

The overall number of perspective beneficiaries amounts to about 300-400 organizations that constitutes those most active actors in the civil society at the moment, namely:

- a) Organizations and representatives of ngos for human rights, including variety of fields;

- b) Organizations and ngo representatives that adopt public and socially active position in the society representing the interest of the disadvantaged groups and strata;
- c) Professional organizations and associations of professionals of legal and economic character;

Opportunities for support:

There are no separate funding opportunities for libraries of informational center unless a part of the larger institutional initiative, as for instance Soros Foundation-library program serving basically only public or University libraries, SIDA initiative to support child rights center, USAID initiative on enterprise sources. In these conditions the main support can be reasonably envisaged from CordAid and some other small-scale support from programs that will request development of active services from Informational Center. One can also think of reliance on library supplementing with entries from other sources as CoE, etc.

5. Human Resource Management

Maria Badan, program coordinator, seconded by an assistant who will perform the basic technical responsibilities related to books borrowing, arrangement, systematization, etc.

6. Service & Product Portfolio

Informational center seeks to offer the following services:

- A. Virtual ngo informational network;*
- B. Providing information upon request and information to other CReDO programs;*
- C. Searching, locating and providing comprehensive information upon request;*
- D. By-monthly bulletin on new entries.*

A. Creation of virtual ngo network informational entry library

At the present CReDO operates with the data base CDS/ISIS with HURIDOCS format. This program gives the possibility in setting up the network among organizations with whom we are working. The network offers the possibility to exchange the information according to organizations needs and preferences. This network will allow the dissemination of information in specific fields and themes for organizations, which have libraries or some stocks of books. In case when this network will work the main goal will become putting information concerning in these libraries on the web. It could change the opinion of the organization and gives the opportunity in free consulting of information. Alternatively, CDS/ISIS data base (already installed on computers of more than 5 organizations as a try exercise) can be installed on the computers of participating in the informational exchange network ngos with regular update to be done in each organization by a responsible person with CReDO to integrate the latest updates in one file that is to be send out to all participating organizations. The network will be created composed from the key sub-sectors organizations (see *CReDO Report on the Evaluation of sub-sectors of Civil Society of Moldova*) that is currently estimated to 10-15 different sub-sectors who actively involved in social and public representation of the disadvantaged groups. The key organization will subsequently be serving as the organization of resource for other sub-sector organizations. The network will be contributing to creating of the informational consolidation effect of sub-sectors and civil society altogether.

B. Providing existing information upon request, informational support for other CReDO programs

Basic service of the Informational Centre is providing information upon request. This service is requested of organizations in case when they need some information. It is requested through e-mail, telephone call and paper request, borrowing books, consultation of books at CReDO office, etc. (Partnership building, NGO Development, etc) (books, data bases like “Juristul”, Internet info which is needed in organization activity, telephone calls and requests, paper requests, multimedia collection, (using books, information which is stocked at Info Centre, Borrowing books (take books for a period of 2 weeks).

C. Searching, identifying and preparation of requested information

It is very important for modern Informational Centre to provide information which Centre contains through different methods and is very important for the Centre not provide only materials, which are at the Center but in the same time to search, identifying and prepare requested information for the beneficiaries. This work is done by coordinator of Informational Centre, who have to give this information to members from different organization and persons who directly interested in such information of course some professional group who represents a part of our beneficiaries.

D. Bimonthly news-flyer about new entries to Informational center.

This news-flyer will allow the sharing of information, which is new at the Informational Centre and will provide the existence information. This will be the essentials of a book, which we bought or received, needs this for promotion of Informational Centre.

7. Expected Program Results and Outcomes

The expected outcomes and results can be assessed as follows: Improving the informational exchange as a volume and number (at least 10-15 key organizations from variety of sub-sectors), raising the informational capacity of sub-sectors and participating organizations; improving and streamlining the quality of services and more organizations to use the unique library sources of CReDO.

Specifically:

- Creation of a network of key sub-sectors participating organizations in the informational exchange covering about 10-15 organizations coming from variety of target areas and sub-sectors. The network will improve the exchange of information and will raise interaction between the organizations as well as increase the informational capacity of the network organizations and ultimately the participating sub-sectors organizations. CReDO informational resources comprising about 2000 entries will be easier to access and use, so as the sources of other ngos.
- Maintaining the complexity and quality of the services with improving their efficiency and quality on the providing of informational Center sources and diversifying the reach of the service to other type of socially and publicly active organizations, including those from professional associations; providing of information will reach at least two-three times more beneficiaries who directly address the Informational Center, the beneficiaries type will be extended qualitatively.
- Bimonthly flyer will provide insight in the informational sources of CReDO and other organizations relevant to specific sub-sector themes that will be send out to interested organizations helping them in directing in variety speeded out informational resources and in location of them. The flyer will activate the informational sources and give them active value with relevant and interested organizations.

8. Quality and Quantity Performance Indicators

Regarding service A:

- Informational exchange network from 10-15 key organizations from socially active sub-sectors of the Moldovan civil society sector;
- Improved informational and communication between organizations within the sub-sectors and cross sectors;
- Informational consolidation of socially and publicly active actors of Moldovan civil society;
- Boosting the efficient use of the available and already accumulated informational and human resources in the civil society sector of Moldova;

Regarding services B and C:

- Currently, there are about 25 organizations annually benefit from services of the center with more than 50 persons affiliated to these organizations; of these 5-6 address directly and use in-house services per week, 3-4 telephone calls, 2-3 requests for in-depth research for some information; about 8-10 books are borrowed weekly and about 50 copies made per week. The predicted volume of services will raise at least two times more reaching even more types of organizations. Rough and approximate estimations show that with 120 different beneficiaries per month and about 1500 different services given on yearly basis this will raise at least twice bringing averagely the cost of the one generic service to 5 Euro.
- The informational services are substantially essential in professional organization and running the activities and the unique informational sources of CReDO will be more used by the organizations from variety of sub-sectors of Moldova.

Regarding service D:

- The flyer will have about 18 editions over the planned period with comprehensive review of the informational sources available in each sub-sector theme available from CReDO library but also from other network participating organizations;
- The flyer will cover at least 10-15 different sub-sector themes over the plan period; it will be reviewing averagely around 50 main sources in each flyer and will be send out to around 50-70 recipients and will be available on-line.
- The flyer insight in specific theme approach will boost the use of the available sources and improve the informational capacity in each specific theme and sub-sector.

9. Program Budget

Informational Centre Program budget, 2003-2006, (EUR)

Budget Category	2003-04	2004-05	2005-06	Total
1	2	3	4	5=(2+3+4)

- A Personnel
- B Consultants and Services
- C Materials and Supplies
- D Facilities
- F CReDO Travel and Education
- G Contingency

H Total Operating Costs
I Equipment
J Total

The detailed year based budget is found in *Annex Informational Center 3-year budget*.

IV. NGO DEVELOPMENT PROGRAM

NGO Development program emerged in 2002 as a result of pilot non-profit micro-MBA program run in 2001, 2002 and individual assistance projects as well as tailor-made trainings from the period 2000-2002. Over the course of 2002 it established and refined a number of distinguished services as: the unique in Moldova and in the region university recognized 9 months degree program in non-profit master of ngo management (module based program with teaching materials in Ru and Ro); very promising individual assistance in development projects with professional methodology oriented on building systems based on the specific needs of the beneficiary organization; one week intensive ngo basic training in Ro and Ru. In the period 2003-2006, the Program will work on establishing complete ngo audit service, achievement of great integration between the services, intensive making of the services for the perspective beneficiaries.

1. Overview of Needs

With few countered exceptions, Moldovan socially active and acting-in-the-public interest non-profits remain rather weak and undeveloped as far as it professional management and governing capacity is concerned. As compared with Western (European and North-American) non-profits, Moldovan ngos are largely and substantially behind and lacking the capacity specifically regarding: democratic and accountable functioning before its constituencies and beneficiaries (for instance, less than 1% has governing board), strategic planning; marketing of its services and assessment of the needs of the beneficiaries; efficient management of services and projects; etc. Both more experienced ngos (who can be accounted to probably 50-60 organizations, consisting of 4-5 employees and 5-6 years of continuous activity with annual budget exceeding 50 000 Euro) and less experienced (1 or 2 employees and 2-3 years of activity with annual budget less than 10 000 Euro) ngos equally in need of differentiated services of raising their professional capacity to manage and govern their non-profits.

A number of experienced organizations (actually only exceptionally few ngos are not among them) with good established reputation and image in the society face problems with effective and accountable management as old methods and organizational structures emerged back in the beginning of 90s persist nowadays endangering the organizations' sustainable development and efficient serving of beneficiary interests. Similarly, their services frequently being fashioned according to intuition and as-run-by-them practice frequently face bottlenecks and repetition that lead to less efficient services. These organizations, and their number steadily grows, require individual approach and individual assistance in restructuring and development.

Substantial number of new initiatives and less experienced organizations appear and are given the opportunities to address the persisting problems and concerns in the society. They require an intensive introduction in the basics of non-profit functioning covering the most essential elements (including still quite a number of subjects) of ngos management.

Moldovan non-profit sector legal framework in a number of substantial instances does not encourage the professional non-profit development, ngos are assimilated with for profit initiatives, sector self-governing and self-regulation (professional, (fiscal, quality) standard elaboration, advocacy for the sector) remains weak and desires much more.

2. Program Mission

The NGO Development Program advances management capacity of non-profit organizations. It gives the unique opportunity for the beneficiaries to build competitive and durable organizational and functional systems. The Program promotes structural approach, flexible format adjusted to the beneficiaries' necessities and priorities. The program is accomplished through training and workshop sessions, guidance in implementation of gained knowledge, evaluation and assistance in systems building, streamlining of NGO services. Beneficiaries of the program are: advocacy, social and public sectors active ngos, civic organizations, organizations involved in defense of interests of socially vulnerable groups.

3. Program Strategy

Program strategy has two focuses: (1) *theme-oriented* - professionalisation of management capacity of socially active ngos with establishment of ngo accountability standards and (2) *organizational-oriented* - development of organizational position

(1) Theme-oriented

Establishment of professional ngo education and development for experienced and beginners + development of professional ngo standards

a. Establishment of professional ngo education and development for experienced and beginners

This external strategic element orients at making extensive use of standard master in no-profit program and individual projects for assistance in development. Both services aim at promoting the high standard of ngo management education that is at the same time is practical and result oriented.

b. Development of professional ngo standards

Strategic thematic element orients at development of the professional standards for the evaluation of ngo quality of services, performance achievement, efficient use of resources, promoting and maintaining the social equilibrium and meaning of the activities, respecting the accountability of the organization and its services to its constituencies. This strategic element will be implemented thru peer-coaching activity with experienced ngos and developing of complete audit service.

(2) Organizational-oriented

Structural growth + Establishment of new services/products + Mutual integration of products/services

a. Structural growth

Growth of number of beneficiaries by diversification of type of beneficiaries – type of eligible organizations (broadening the meaning of human rights) covering more sectors of the society rather than growing by having the same type of organizations. The quantities deemed not to be essentially raised. Diverse type of organizations are those of human rights, socially active in favor of disadvantaged and marginalized groups, organizations acting in the public interest, including professional associations that are relevant to play a role in societal changes and transformations.

b. Establishment of new services and products

Need for the new development of products/services emerges from the requests from Moldovan ngos and assessment of other services offered in Moldova. The service line will be diversified adjusting to the particular needs of different level of development Moldovan ngos grouped according to their institutional and organizational development.

1. New organizations emerged from projects and new promising initiative groups;
2. Organizations with circa 5 years experience with continuous activity and proven viability;
3. Projects and programs of international organizations that are being or will be transformed in autonomous organizations.

c. Mutual integration of services/products

Services line will be integrated reciprocally so that the outputs of one service (level and need) will be followed in product line by another by quality and level of organization development over the time and organizational maturity and needs. This mutual support of services will create the viability and continuity of the program based on the developing needs of the organizations. For instance, intensive basic course will satisfy the needs of the beginners who need in short period of time get the overview of all elements of ngos running and management to be ready to embrace the realities. Master degree program fits for the needs of those ngos who have registered several years of experience in serving the community needs and as the needs grow and opportunities do, they require further professionalisation and strategic orientation. Individual assistance will be available for those who require restructuring or are need in specific individual approach in developing. At certain level of ngo development they require the assessment and evaluation of activities, financial efficiency, etc.

4. Program Strategic Environments

Organizations offering similar or comparable services

Apart from CReDO NGO Development program, at the moment in Moldova, there had been developed only initial local Moldovan capacity on nonprofit management representing, as considered among donor and partly by ngo community, by services of Contact Center (ngo set up, project writing, fundraising, ngo accounting, etc), Pro-Didactica (meeting and team management and other), AMRU-Association on Human Resource Management (session and meeting management, decision-making, etc), ADEPT (community associative initiatives), National Youth Council (similar to Contact Center trainings on ngo set up, fund-raising and project writing), Center for non-commercial law (legal aspects of ngo functioning-particularly fiscal norms and registration, labour relations), and other less known initiatives. All the described initiatives serve, however, only serving the needs of the emerging initiatives and groups (see Contact Center) or limit to a very specific and in many cases narrowly tailored approach lacking the “development” aspect of the nongovernmental sector. Newly emerged organizations lack the continuity in knowledge and skills development, the more experienced organizations cannot capitalize on the experience, lacking the management administration know how or sliding down or stacking with lack of capacity to further development. Often, it can be seen extensive horizontally developed organizations nailed on few persons, lacking the needed systems and internal development for offering better services for the community.

Perspective beneficiaries

Number of potential beneficiaries is countless measured to the potential of NGO Development program, as their type outlined before, their level of development differ from

beginning organizations with clear and established mission and constituencies to experienced organizations throughout Moldova.

Opportunities for support:

NGO capacity development oriented activities are among the priorities of a number of donors with programs in Moldova; however each one approaches it differently. Many donors see the capacity rising superficially; others lack the professionalism to distinguish the quality of services and their potential practical impact and efficiency. DFID, within small grant facility, supported recently capacity rising for rural small initiatives, Swedish International Development Agency did it for health oriented organizations (in rural area). CordAid and ICCO are among those who constitutently offer support. PAS USA supports democracy initiatives that can also qualify. Soros Foundation has been supporting Contact Center with similar aim.

5. Human Resource Management

Lilia Bulat is project coordinator and Gheorghe Caraseni is the program expert and consultant. Vlad Panico provides expertise on financial management and Serghei Ostaf on Strategic Management with other part-time trainers and consultants on module-based approach. The program will be managed, as well as other programs, autonomously.

6. Service and Products Portfolio

Program portfolio comprises the following services/products and are offered in Romanian, Russian and English:

A. Master of non-profit management. The unique in the region standard 9 months program composed of 8-9 obligatory modules and other optional modules covering essential elements of Administration of non-profit organization. The program has several options, including the University recognized master degree in cooperation with Academy of Public Administration.

B. Intensive Basic Training. Training for beginners covering all basic essential elements delivered in 5-7 full days format needed for running an ngo.

C. Individual assistance in development and Tailor-made trainings. These offered based on individual needs and tailored for the specific needs in one or several organization development.

D. Peer-coaching exchange of experience (in the course of development).

E. Complete Evaluation and Organizational Audit (in the course of development).

A. Master of non-profit management:

The Master of non-profit management is post-graduate type of program provided by CReDO in the course of 8-9 months with degree recognized in Moldova as an option. The program is offered in collaboration with Academy of Public Administration. The program targets experienced and well established organizations oriented for key persons in those organizations. Each module organized in two-to-three sessions with theoretical extensive transfer of knowledge and skills and practical sessions for developing in practice the needed systems. Participants are expected to write a graduation thesis describing and analyzing a

specific subject of ngo management, their practical implementation. The participants are provided with Background Materials, Learning Guide, Case Studies and etc, as well as extensive supplementary literature.

The program is composed of following modules: 1. Understanding Your Nonprofit; 2. Role of Nonprofit Executive and Building an Effective Board of Directors; 3. Developing Your Strategic Plan; 4. Designing and Marketing Your Programs;; 5. Managing Your Nonprofits Finances and Taxes; 6. Staffing and Supervision of Employees and Volunteers; 7. Designing Your Program Evaluation Plans and Conducting Complete Fitness Test of Your Nonprofit; 8. Structure and functioning of the central and local public authorities. 9. optional modules.

Optional modules are the following:

- local and central public administration;
- Nonprofit Enterprise;
- Partnership Building and Coalition Acting;
- Project Management;
- Meeting and decision-making management, etc.

B. Intensive Basic Training

Intensive course is designed for the beginners to cover the basic the most essential elements of ngo running. The intensive course is delivered in 5-7 days format with themes hand-outs and references for further reading. The training intended to provide the beginners with the must information of their ngo management. The training composed of: Setting up an accountable ngo; elaboration organizational statements; assessing organizational environments; project management and fund-raising; ngo accounting; volunteer and staff management; marketing and evaluating services. The training will offer all necessary skills to run the social initiative and allow autonomous functioning of it.

C. Individual assistance in development and Tailor-made trainings

Individual assistance in building systems and structures for effective functioning of ngo is based on the prior evaluation of the organization, developing a common development and its implementation by CReDO. Individual assistance offers knowledge, skills, practices, measured outcomes. Tailor-made trainings (TMT) are elaborated and delivered based on the specific requirements, they are combined from the master program and intensive basic training.

D. Peer-coaching exchange of experience (in the course of development)

This product is offered for very professional and established organizations that want to exchange views and knowledge as well as practical experience in running their organizations with their colleagues.

E. Complete Evaluation and Organizational Audit (in the course of development)

The evaluations used in NGO Development Program to assess the current development of organization capacities, knowledge, relation to and with constituencies, relations within the organization, financial efficiency and effectiveness, organization acting contexts and environments.

Lack of professional audit service for non-profit organizations and existing of large and continually increasing demand emerged in including Audit of services in the Portfolio of services. An audit is a process for testing the accuracy and completeness of information presented in an organization's financial statements and compliance with international Accounting Standards or National Accounting Standards.

Financial management services include: Year-end financial statements based on client record; Notes to the financial statements; Depreciation schedules; Review; Accrual and other adjustments based on client information; Consultations in following domains: budgeting, taxing, project management.

7. Expected Program Results and Outcomes

The expected outcomes and results can be assessed as follows: established professional level ngo management education for different levels of development of organizations; substantial number of practical and theoretical trainings held; established new very needed professional services as audit and complete evaluation; educational materials published on variety of important elements of ngo management; improved managerial capacity of Moldovan ngos and improved quality of their management; Improved managerial capacity of some few ngos and improvement of their efficiency and effectiveness in serving the needs of the community; Awareness established of the professional standards of non-profit management and functioning.

The overall outcome of the program by the end of 2006 is the creation of professional knowledge, network of professional managers and management capable organizations able to make needed social changes.

8. Quality and Quantity Performance Indicators

Regarding services A, B, D:

- Yearly circa 35 experienced representatives and at least 25 organizations will be enrolled in master of ngo management program; or over the 2003-2006, more than 150 representatives will directly participate and more than 70 experienced organizations will be trained;
- Yearly about 35-40 sessions (or more than 120 sessions over the whole period) will be carried out within ngo management program;
- 7-9 modules in Romanian, Russian with complete set of reading and teaching materials, teaching guide and case studies, etc;
- circa 1000 exemplars of educational manuals on different aspects of ngo management in Russian and Romanian published on each module;
- circa 7000 exemplars of all program materials published;
- yearly circa 220 participants in all training course ;
- yearly circa 30 representatives (or about 100 over whole period) of experienced organizations to participate in the programs;
- Circa 3 intensive courses of intensive of 5-7 days to be held in 2003 with about 60 participants and 10 courses in 2004, 2005, 2006, with about 200 participants;
- Circa 20 peer-coaching sessions on different subjects/themes with at least 7-8 participants at each ;

Regarding service C:

- Individual assistance will be come the standard practice for improving organization performance ;
- Some few organizations will undergo the process individual assistance and their practices will be systemized and summarized for others use;

Regarding service E:

- New service (in the course of 2005) of complete evaluation of ngo is established and introduced in the use;
- Some few organizations to use the services;

9. Program Budget

NGO Development Program budget (EUR), 2003-2006

Budget Category	2003-04	2004-05	2005-06	Total
1	2	3	4	5=(2+3+4)

- A Personnel
- B Consultants and Services
- C Materials and Supplies
- D Facilities
- E Beneficiary Allowances
- F CReDO Travel and Education
- G Contingency
- H Total Operating Costs**
- I Equipment
- J Total**

The detailed year based budget is found in *Annex NGO Development 3-year budget*. The consolidated budget covers completely the development of new products/services as well as support of brand services that build up the image and reputation of CReDO.

A. Master of non-profit management. The budget covers the core needs of the master program, publishing of the materials and manuals, implementation of on-line and new technology education, promotion. By the end of period of 2003-2006 the master program should be self-sustained. Partial support will be covered from other funders.

B. Intensive Basic Training. Product should be covered by the consolidated budget as it intends at the beginners that have no means. The product elaboration and introduction over the period of 2003-2006 is incurred from the consolidated budget.

C. Individual assistance in development and Tailor-made trainings. This service/product is not covered by the consolidated budget; however it includes core costs of the service.

D. Peer-coaching exchange of experience. The product is covered only at the stage of its introduction and pilot-running for the period of 2003-2004, afterwards it will raise funds from service income.

E. Complete Evaluation and Organizational Audit. The product is covered by the consolidated budget at the stage of its introduction afterwards will be supported from service incomes.

V. PARTNERSHIP BUILDING PROGRAM

Program started from the understanding of need for cooperation between relevant organizations in the obtaining the major results as well as strengthen the civil society sector. The program started with Prevention of Torture Consortium followed with Prevention of Social and Economic non-exclusion and Consortium for Roma Rural Community, the last two seeking the funds for the operational phase. The approach proved to be fruitful and successful in consolidating the capacity of the sector.

1. Overview of Needs

One of the drawbacks of the civil society actors in Moldova is the duplication of efforts, lack of awareness about similar initiatives, lack of the information about other initiatives and activities as well as inefficient and insufficient cooperation between relevant actors of civil society. With few examples of efficient and professional cooperation the sectors capacity remains weakened as it not able to formulate common policies, common approaches to the concerns and problems. Actors are rather concentrated on the survival of their own organizations or the preoccupation for the realization of individual plans than understanding and tackling the problem or concern comprehensively. Civil society sector is weak as it lacks capacity for multilateral and common initiatives within one theme, within one sub-sector or between several sub-sectors that potentially can bring much more viable and sustainable results.

In our assessment the traditional vision of cooperation thru networking, communication, meetings as the method of strengthening of civil society has its shortcomings that could be overcome if the next stage of formulation of common initiatives, elaboration of common vision to address the problem, developing the common comprehensive intervention plan as well as possible realization has much more profound and lasting effect. Its effect amounts not only to the practical strengthening of the sector actors but gives more chances that the concern or problem is addressed in a more balanced and comprehensive way.

Another weakness of the social interventions undertaken in Moldova by civil society actors is that the prior assessment is done rarely and in most cases insufficiently with the results not addressing the roots and causes of the problems. The capacity to assess the situation prior to intervention comes mostly thru the collection of relevant important information and understanding by many actors of the problem subsequently addressed by an intervention strategy. With all possible shortcomings of the process and potential results, the value added of the process rests with the participatory process itself. Therefore, in CReDO vision, the encouragement and support for various partnership or coalition initiatives in various formats (including outside CReDO participation) is one of the priority and should be the intervention policy for CReDO Partnerships Program.

2. Program Mission

Partnership Building program aims at the development and consolidation of the relevant non-governmental functional, operational and action capacity in the achievement of the major solutions and results. Beneficiaries are relevant experienced ngos acting in common or co-operation initiatives.

Program approaches coalition building by common elaboration of participating organization of the policy to address the identified major concerns/themes. The built partnerships will be looking for to take up opportunities to address them. The CReDO approach is not to involve in the actual implementation of the program but rather organize the effort and mediate as well as facilitate the initiative accomplishment. Program will work with experienced in the theme organizations and seek the establishment cooperation between organizations active in the theme and having capacity to address the subjects. Another program approach will be to encourage and support the establishment of new partnership initiatives outside CReDO programs.

3. Program Strategy

Themes Diversification

The program will seek new themes based on the major concerns and rely immediately (not limiting) on the organizations involved in other CReDO programs to form up theme partnerships. Program will seek to add basically one or two major themes per year. Partnerships will be encouraged to be formed and run outside Partnership program.

4. Program Strategic Environments

Partnership/Coalition concern opportunities

Apart from mentioned themes and concerns to be addressed in coming future (Roma rural communities development, Transdnistrian civil society development, social exclusion theme), other themes as strengthening the NGO Council capacity to advocate with Moldovan Government on non-commercial legislation, Strengthening indigoes minority organization capacity to represent the interest of communities (Gagauz, Bulgarian and Ukrainian minorities primarily), etc. So far these were the approaches for nation-wide action partnerships oriented at major problem resolution while a number of region-wide or even local partnerships emerge and will most probably require the program intervention. The program will strive to have one-two effective partnerships working per each year constituted.

Organizations having similar services

Some organizations in Moldova organize similar activities as for instance Contact does form up regional networks of organizations in the South, North, etc. These initiatives have though a different approach. They are not the problem based initiative but rather community development initiative aiming at broader objective. Other community based initiatives are organized as ADEPT and others. Center for Documentation and Information on Rights of Child carried out some initiatives to create cooperation between several ngos from Transnistria and right bank of Moldova. None of the initiatives are known to have common projects or common long-lasting activities.

Supporting Opportunities

Major supporting opportunities come traditionally from the European Commission funds and probably will remain the major source in the coming years. Themes and major concerns present more subjects than one would will so. The potential partners are getting to be known thru CReDO other programs as NGO development program where organizations are well known as their management capacity is concerned and thru action and advocacy program. CReDO is in possession of first hand collected information on variety of sector information on ngos and their activities.

5. Human Resources and Management

Serghei Ostaf is responsible for building partnerships and important part of the administration. Vlad Panico is responsible for the financial part of Partnerships administration. Representatives of participating organizations are participating on their account for the elaboration of the common policy and approach. Still, at least administration of partnerships projects person with respective experience is needed and should be identified if other projects will go thru.

Needed resources:

1. Experienced and well known coordinating personality with excellent reputation and knowledge among the ngo community and donor organizations.
2. Expertise contribution from the participating organizations.
3. Know how in elaboration and formulation of the Strategies and Action plans, etc
4. Administrative support for the activities

6. Service and Products Portfolio

Participating organizations in the partnerships are those irrespective their language preferences. Partnership program will be offering all services En, Ro, Ru including educational, guidance and other materials.

Program services:

- A. *Building partnerships composed of leading ngo actors aiming at solving the major human rights concerns;*
- B. *Elaboration of common policy addressing the major human rights problems;*
- C. *Facilitation of initiative implementation and administration.*

A. Building partnerships composed of leading ngo actors aiming at solving the major human rights concerns

The Service orients at the major human rights related problems identified by the common initiative scan of the problems by a group of interested organizations. The problems identified are subject of the comprehensive and careful common analysis of the participating organizations who share common values and understanding of the problems and who are involved in the elaboration of the common strategy and a specific action plan for the contribution to the solution of the existing problems.

The service includes the following major steps:

- Selecting and marketing Partnership participating organizations;
- Developing on political agreement for cooperation;
- Organizing and moderating the problem identification and objective development, strategy, etc
- Making available hard copy human rights library entries;
- Consolidating the project proposal and moderating the individual contribution;
- Identifying and applying for matching funds;
- Drafting the working program;
- Representing the interests of the Partnership;
- Working out delimitation of interests of organizations;

- Preventive of Torture Consortium acting in five organization strong initiative with the support of the European Commission.
- Prevention of Social and Economic Exclusion Consortium aiming at the promotion of the rights of socially disadvantaged groups. (looking after the financial support)
- Consortium for rural Roma development (submitted for support from the European Commission-decentralization program)

potential ideas:

- Common HIV/AIDS prevention strategy and action plan;
- Improvement of the capacity of the Transdnistria ngo community and consolidating its civil society sector;
- Emerging concerns coalitions and partnerships on major human rights or concerns of public interest;

B. Elaboration of common policy addressing the major human rights problems;

Needed resources:

1. Experienced in human rights and management as combined knowledge expert(s) able at comprehensive analysis of the functional and results oriented capacities of the central authorities with the elaboration of the action plan for the needed improvements (5-6 months).
2. Small administrative support for the elaboration.
3. Informational sources and already performed initiatives.

C. Facilitation of initiative implementation and administration.

CReDO will be coordinating the implementation of the project initiatives

7. Expected Results and Outcomes

Three-to-four partnerships should be established and run throughout the business period through 2006. Apart from Torture Prevention Consortium, Consortium for Rural Roma, Social Non-exclusion Initiative that hopefully will be funding in the course of 2003-2004, and other initiatives will be established covering other sectors with one Partnership per year.

The Partnerships will help addressing more consistently major problems, coordinate common initiatives and improve cooperation between sector organizations. The program will bring overall strengthening of the sector by transfer of skills, sharing of knowledge, elaboration of common policies and transfer of know-how and skills from and amongst ngos.

8. Quality and Quantity Performance Indicators

Number of Partnerships will be averagely one per year with already one running and two in the process of establishment. Number of participating organizations will be around four-to-five per each initiative, totaling to probably around 15 organizations involved in common cooperative efforts as described. Averagely around 20-25 persons are involved from the participating organizations pr consortium and around 100 persons during the period that will create enormous positive opportunities for exchange and learning between the organizations and amongst the persons involved. Certainly, the common initiatives will create better and more accountable results of their common initiatives as another important result.

Financially, the core funding required from CordAid will attract hundreds time more sources for the implementation of the common initiatives from other sources. As for instance

Prevention of Torture initiative with 5% of funds provided by CReDO, managed to secure 95% of funds from the European Commission and FCO Human Rights Fund.

9. Program Budget

Only limited support from CordAid for the partnerships development and set up will be asked from CordAid institutional grant, whereas the operational and implementation part will be provided from other sources.

Partnership Program budget (EUR) 2003-2006

Budget Category	2003-04	2004-05	2005-06	Total
	1	2	3	4
				5=2+3+4

- A Personnel
 - B Consultants and Services
 - C Materials and Supplies
 - D Facilities
 - E Beneficiary Allowances
 - F CReDO Travel and Education
 - G. Contingency
 - H Total Operating Costs**
 - I Equipment
 - J Total**
-

The operational funds will be covered by other sources and depend greatly on the specific initiatives. The detailed year based budget is found in *Annex Partnership Program 3-year budget*.

VI. ACTION & ADVOCACY CAPACITY PROGRAM

The program has been under elaboration in the course of 2002 comprised from needs assessment, format search and methodology. In late 2002, program coordinator and executive director on several occasions met with representatives of UN High Commissioner for Human Rights to discuss establishment of later methodological support in running the program. The program content and sources, module based approach have been under making up and a pilot will be launched in the course of 2003.

1. Overview of Needs

General estimation affirms that the role of non-governmental organizations with social and public interest role is not playing an important role in society development; the awareness for representing the interest of the constituency groups is low. The knowledge, skills and experience is at initial level. With only few exceptions of central human rights organizations, the majority of group interest organizations need the transfer of skills, knowledge and experience from most experienced ngos from Moldova and from the experience accumulated in the region.

The estimations of national organizations reveal the existence of about 10-12 sub-sectors of relevant domains of functioning of organizations (social rights, women rights, including trafficking; human rights – generally; election rights; HIV-AIDS initiatives; various disadvantaged groups, etc), where the organizations centered on the themes or stringent concerns. Each sector is represented averagely by three-to-five organizations with different level of development and action experience. Knowledge and skills accumulated from one sub-sector rarely shared with another sector and rarely within the sub-sector.

Experiences accumulated in some sub-sectors of Moldovan society and experience accumulated internationally with regard to actions and advocacy initiatives require systematization and consolidation in a training course to be offered to different ngo that need them to advance their action capacity.

As a general tendency people who come to work for the human rights organizations frequently lack the critical understanding of the rights their organizations involved in advocating and representing. A large number of international law course exist that explain and teach the international norms and jurisprudence, however national context and national interpretation as well as critical reading of those right in national context is the capacity that is being developed rarely and over the significant period of time. The critical reading and collection of knowledge about the existing situation should be collected and made available for those who endeavor in the human rights work.

2. Program Mission

Program objective is to develop skills and capacities in carrying out public interest actions and activities of socially active civic organizations acting in different sub-sectors and encourage cross sector common initiatives to address major human rights concerns. Program provides professional know-how and forum for their exchange and access to efficient use of variety of socially meaningful and public interest action tools.

3. Program Strategy

Elaboration and Establishment of ngo action and advocacy education program focusing on ngo action tools and substantive matters

This program will be established thru pilot project in 2002-2003 and will be developed into a standard educational course. Pilot project and development sources will be asked from CordAid and subsequently only core funding will be relied on CordAid with established program run on income from other private sources as regional OSI network, etc. The standard capacity education courses will be sought to be developed at the end of the period of 2006 into the university recognized human rights advocacy master degree program.

4. Program Strategic Environments

Perspective beneficiaries

Perspective beneficiaries are countless with only few exceptions of experienced human rights ngos as Moldovan Helsinki Committee, League for Defense of Human Rights and some others. In the rest organizations, including many sub-sectors they act can be considered immediate perspective beneficiaries of the program. Their average number can reach number of 60-70 organizations at regional and central level with much more on local level.

Opportunities for support

Advocacy and action capacity education is probably within the priorities of human rights education donors. At the moment interest for supporting the carrying out of the program (not actually the support) can be expected from some Soros network and probably CoE capacity building program. Most probably after the program elaboration and establishment, the program can find support for running it for interested ngos.

Organizations offering similar services

There are no similar programs or initiatives in Moldova. Helsinki Foundation for Human Rights of Poland ([Organizing and Empowering the human rights movement for the civil society in the CIS, http://www.hfhrpol.waw.pl/Ru/naborw.htm](http://www.hfhrpol.waw.pl/Ru/naborw.htm)), Human Rights Education Program (On-line Advocacy Program, <http://www.hrea.org>) are the closest similar programs in the region. First is run focused basically on the substance and developing practical skills for action in favor of public interests, while the second is focused on the international bodies and mechanisms. High Commissioner for Human Rights Office will be developing a program together with IHF focused for the organizations in Central and Eastern Europe. In all cases the idea for developing a standard advocacy program for Moldovan ngos is a new service even at international level where the major efforts are concentrated to develop action capacity bearing in mind general international standards and capacity to act at international level rather at national level.

5. Human Resources Management

Maria Badan will be involved in the coordination of the program as part-time (part-time coordination of Informational center). Serghei Ostaf (part-time to develop the concept) and another to-be –identified consultant for supporting the program establishment together with program coordinator are needed. In the course of program running other part-time experts will be needed.

6. Service and Products Portfolio

All trainings are available in Romanian, Russian and English

A. Standard Action Education Course for ngos activists
B. Standard Advocacy Education Course for ngo Activists
C. Individual Assistance and Tailor-made trainings

A. Standard Action Capacity Education Course.
(in the course of elaboration)

Program has started in the course of 2002 based on a number of estimations and marketing reports produced by CReDO and other agencies. The program started with a **basic** course on advocacy education in later 2002 and will last thru half 2003.

Program methodology is based on peer-coaching model:

- each module participatory **sessions** are carried out by the most experienced and distinctive Moldovan and regional experts – practitioners;
- subject based **analysis** within each module by participants coached by session experienced moderators;
- follow up session devoted to learning for practical steps for implementation of the systems within each module;
- on-going assistance and support available from the program moderators to building the systems, assistance will be available on-line, thru telephone and in person;
- Provides module based trainings on human rights action tools;
- Provides peer-coaching and participatory trainings on basic action themes in En, Ro, Ru;

Course Modules:

Module 1. Situation power analysis and determination of best intervention initiative. (focused on learning tools of analysis of problem, stakeholders involved, affects on the target group, determination of interests, etc)

Module 2: Lobby and Advocacy as an intervention tool (mastering one of the most frequently used instrument, legal consultation, approaching relevant national and international organizations, etc);

Module 3: Organizing public events and manifestations as an intervention tool (organization of Peaceful assembly; public demonstrations, social marketing of the interests of groups affecting and developing the appealing message to respond people's needs, etc).

Module 4: Setting up and development of Cooperation and Partnerships across the sub-sections of ngos (focused on determination of relevant ngo actors and interests involved, shaping the common initiative of ngos, etc);

Module 5: Monitoring, reporting documenting and observing (focused on gathering appropriate data of trends development, monitoring, etc);

Module 6: Conflict Management, managing differences and diversity, tolerance, shaping the change and improvement (focused on bringing the change in the situation when key stockholders of the process agree on positive changes, etc);

Module 7: Community capacity development (focused on creation on local initiative groups and enabling their participation in local decision-making process, specifically minority groups);

- other

B. Standard Advocacy Capacity Education Course for ngo Activists
(in the course of elaboration)

Course modules:

Module 1: Substantive rights I: Overview of civil and political rights in Moldovan context: concerns, obstacles, opportunities (association, expression, non-discrimination, freedom from torture and forced labor, etc);

Module 2: Substantive Rights II: Overview of economic, social and cultural rights in Moldovan context: concerns, obstacles, opportunities (housing, working conditions, trade union association, non-discrimination on social benefits, minority groups social and material conditions, source of existence, etc);

Module 3: Procedural Rights in Moldovan context: concerns, obstacles, opportunities (security and liberty of person, fair trial in civil and penal cases, extradition, etc);

Module 4: Children rights in Moldovan context: concerns, obstacles, opportunities (adoption, right to development, right to education, etc);

Module 5: Migrant and refugee rights in Moldovan context: concerns, obstacles, opportunities (access to labor market, freedom of movement, non-discrimination, security and liberty, etc);

Module 6: Minority Rights (Roma, other ethnic minorities) in Moldovan context: concerns, obstacles, opportunities (minority identification, development, participation rights, non-discrimination, etc);

Module 7: Detainees Rights in Moldovan context: concerns, obstacles, opportunities;

Module 8: Anti-trafficking rights in Moldovan context: concerns, obstacles, opportunities (sex slavery, women exploitation, human body trafficking and human organs trafficking, etc)

- other

C. Individual Assistance and Tailor-made trainings

Individual assistance in building an organization capacity to action and advocacy for professional and efficient functioning of ngo is based on the prior evaluation of the organization, developing a common development and its implementation by CReDO. Individual assistance offers knowledge, skills, practices, measured outcomes. Tailor-made trainings (TMT) are elaborated and delivered based on the specific requirements, they are combined from the master program and intensive basic training.

7. Expected Program Results and Outcomes

The overall achievement of the program will be that socially active organizations will have much better prepared professionally personnel and persons wanted to engage into the work human rights and socially active organizations. The action and advocacy capacity of the organizations will raise considerable.

Specifically the program will achieve that:

- the participants will get specific knowledge necessary for improving their action and advocacy capacities;
- the participants will understand better the importance of the advocacy and will have a relevant attitude toward this subject;
- a number of common partnership initiatives will be carried out as the implementation side of the course;
- participating organizations will improve and apply in the practice their action capacity skills developed within the program;
- the course will be set up to be offered to other Moldovan organizations and will be enriched with a number of examples of more experienced Moldovan ngos;
- interests of the beneficiaries the organizations work for will be better represented.

8. Quality and Quantity Performance Indicators

Regarding services A, B:

- Yearly circa 20-25 representatives and at least 15-20 organizations will be enrolled in capacity building programs; or over the 2003-2006, more than 150 representatives will directly participate and more than 70 organizations will be trained;
- Yearly about 35-40 sessions (or more than 120 sessions over the whole period) will be carried out within the program;
- 7-9 modules in Romanian, Russian with complete set of reading and teaching materials, teaching guide and case studies, etc;
- circa 1000 exemplars of educational manuals on different aspects of ngo management in Russian and Romanian published on each module;
- circa 7000 exemplars of all program materials published;
- yearly circa 220 participants in all training course ;
- yearly circa 30 representatives (or about 100 over whole period) of experienced organizations to participate in the programs;
- Circa 3 intensive courses of intensive of 5-7 days to be held in 2003 with about 60 participants and 10 courses in 2004, 2005, 2006, with about 200 participants;
- Circa 20 peer-coaching sessions on different subjects/themes with at least 7-8 participants at each ;

9. Program Budget

Advocacy Program budget (EUR), 2003-2006

Budget Category	2003-04	2004-05	2005-06	Total
1	2	3	4	5=2+3+4

- A Personnel
- B Consultants and Services
- C Materials and Supplies
- D Facilities
- E Beneficiary Allowances
- F CReDO Travel and Education
- G Contingency
- H Total Operating Costs**
- I Equipment
- J Total**

The detailed year based budget is found in *Annex Advocacy and Action Capacity Program 3-year budget*.

A. Standard Action Capacity Education Course.

The budget covers the core needs of the elaboration and establishment of the program, publishing of the materials and manuals, implementation of on-line and new technology education, promotion. By the end of period of 2003-2006 the Action Capacity course should be self-sustained. Partial support will be covered from other funders.

B. Standard Human Rights Advocacy Education Course for ngo Activists

The budget covers the core needs of the elaboration and establishment of the program, publishing of the materials and manuals, implementation of on-line and new technology

education, promotion. By the end of period of 2003-2006 the Action Capacity course should be self-sustained. Partial support will be covered from other funders.

C. Individual assistance in development and Tailor-made trainings. This service/product is not covered by the consolidated budget; however it includes core costs of the service.