

overview of

# Organizational Development Sectoral Analysis

This overview is based on the analysis of the sphere of organizational development (OD) of Belarusian civil society organizations.

## the data is collected from



international and national reports on theory and practice of OD, national regulatory acts



survey of 65 consultants and OD recipients



individual interviews of 24 key actors\* of the sphere

\*Belarusian CSOs, OD consultants, foreign development programs, and national implementers.

### The sphere of CSOs' OD



#### late 1990's - beginning of 2000's

international organizations functioned in Belarus freely and made it their goal to develop civil society, including building CSOs' capacity



#### 2000's - 2010's

relative stillness in the sphere



#### 2010 - present time

structuring of donors' activity in order to improve the sustainability of their local partners

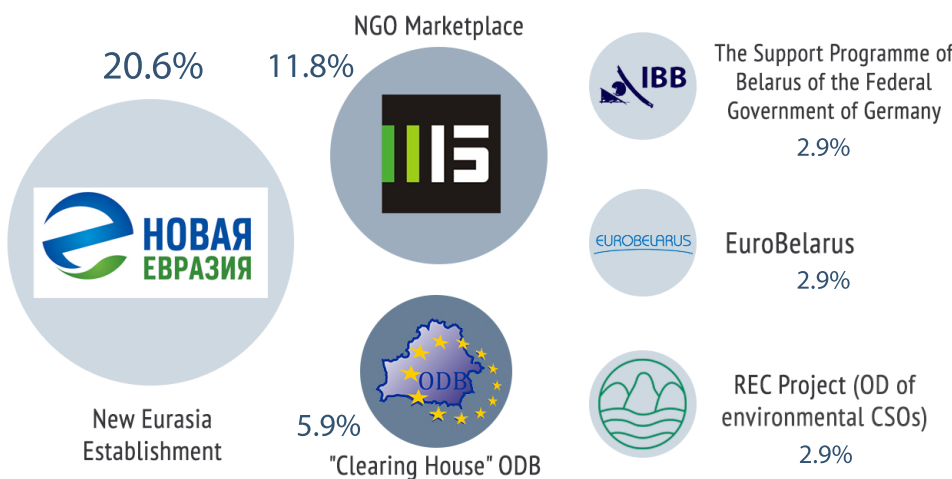
### Description of Sphere of Belarusian CSOs' OD



Organizational development of civil society organizations (CSOs) in this analysis is defined as a systematic activity to improve the effectiveness of the organizations in achieving their programmatic and other meaningful goals, including

CSOs' organizational effectiveness and efficiency, improvement of their organizational culture, and cultivation of new values in the sector and in the society.

## Most proactive OD-focused programs of the last 5 years



Out of them in 2015 REC was completed and NGO Marketplace (vouchers for OD of CSOs) was suspended.

## Demand and Supply of OD Services

### OD Providers



50-60 consultants including business consultants for CSOs



### OD Potential Recipients



up to 500 CSOs in Belarus annually



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### Regulatory Environment and OD-Support Infrastructure

There are no legal blocks focusing CSOs' OD directly but the existing legislature curbs the possibilities of CSOs to receive and register funds for OD, thus, slowing down the overall OD progress in Belarus.



**Presidential Decree No.5**  
on foreign donations

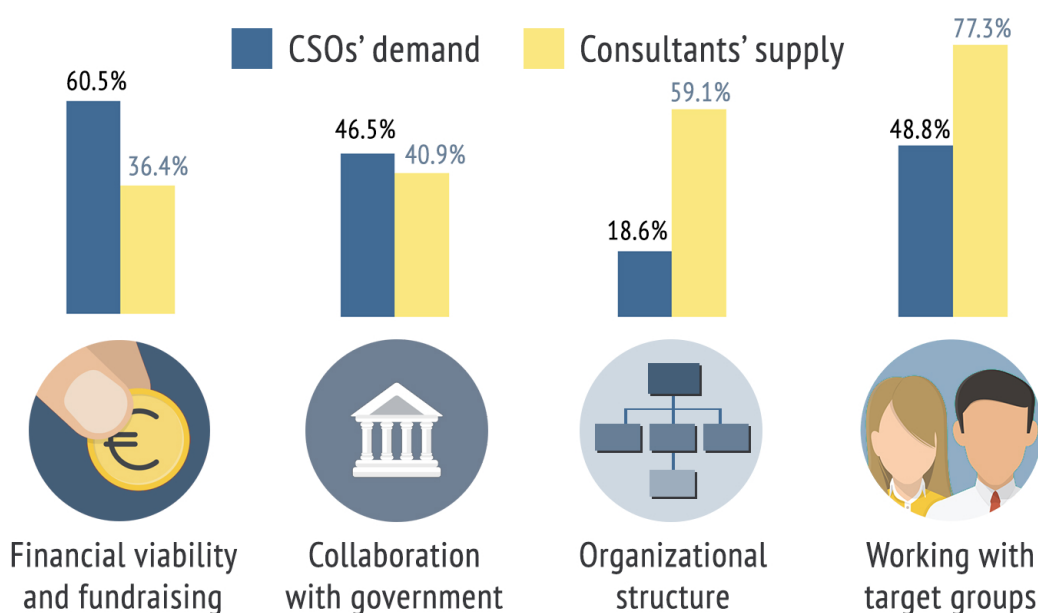


**Presidential Edict No. 460**  
on international technical aid



**Presidential Edict No. 300**  
on donations/ sponsorship

### Current demand and supply of OD Services



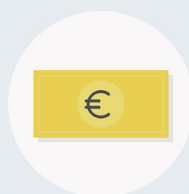
### Dos and Don'ts



### Principal Recommendations



- Consultants should increase the supply of consultation services in the area of local fund raising to meet in full the existing demand for these services.



- It's worth maintaining but better increasing investments into CSOs' OD to ensure quality and effectiveness of development programs in Belarus.

- It is necessary to conduct regular surveys of a wide range of organizations as to their needs in OD and conduct large-scale campaigns to raise CSOs' awareness of the advantages of OD, so that CSOs conduct such activities more knowingly.



- Consultants along with donors should develop tools for the assessment of long-term effects of organizational development activities and include this assessment as an element into large-scale programs in the area of organizational development.

