

Strategic Plan
Dorcas
Moldova

Empowering communities, strengthening local resilience **2026-2030**

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Publishing information

Dorcas Moldova Strategic Plan
Published November 2025

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Design: Paper & Pages
(paperandpages.nl)

Photographs: Dorcas

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This public version of the Dorcas Moldova Strategic Plan 2026-2030 is a concise version of the internal document.

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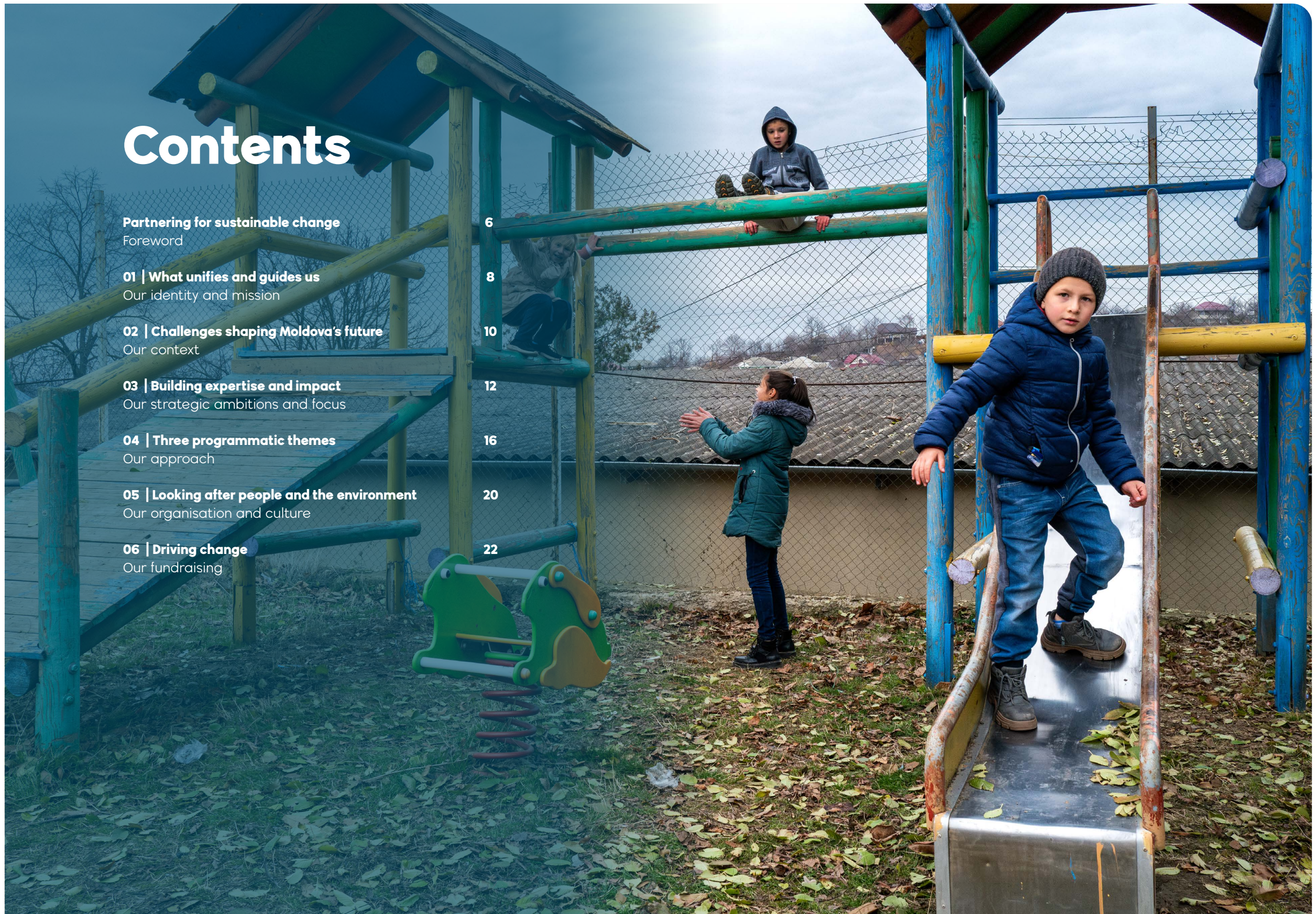
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Partnering for sustainable change



Dorcas Moldova in 2030

By 2030, Dorcas Moldova will be recognised nationally as a strategic development facilitator and expert in social and economic protection, local economic development, and climate adaptation and resilience. We will empower local organisations and volunteers to lead sustainable change in communities across Moldova. Our evidence-based, community-led approach will

strengthen protection for children, youth, and older persons in vulnerable situations, and help to build climate-resilient livelihoods for rural communities. Through innovative programming, strong partnerships with government and civil society, and effective advocacy, we will enable communities to thrive independently, thereby creating lasting impact for Moldovans in vulnerable situations.

Foreword

In Moldova, political instability – exacerbated by the ongoing conflict in neighbouring Ukraine – continues to threaten economic and social stability. Climate change has emerged as a structural challenge, with devastating droughts reducing wheat production by 60 per cent in 2022 and pushing rural households deeper into vulnerable situations. At the same time, an ageing population, high youth emigration, and limited support for civil society further constrain our collective ability to address these pressing needs.

Yet within these challenges lie opportunities. Dorcas Moldova has demonstrated its capacity to respond effectively during crises while building sustainable solutions for the long term. Our response during the Ukrainian conflict has demonstrated our adaptability and strength in community engagement.

This strategic plan charts our course for 2026 - 2030, positioning Dorcas Moldova as a strategic development facilitator. We will deepen our expertise in social and economic protection, local economic development, and climate adaptation and resilience, while strengthening our role in community development. We will

mainstream climate adaptation across all interventions, and support smallholder farmers and rural enterprises as they adopt climate-resilient practices. Through evidence-based programming, we will scale proven models such as community safety nets and integrated protection and livelihood initiatives. We will fund these ambitions by diversifying our funding sources and developing innovative income-generating activities to provide us with the financial resilience we need.

Our approach prioritises localisation, empowering local organisations and volunteers to lead sustainable change. Through active engagement in national platforms and strengthened partnerships with local authorities, businesses and civil society, we will advocate for systemic changes that benefit populations in vulnerable situations. These efforts, combined with our commitment to quality, innovation, and community-led development, will ensure that children, families, older people, and rural communities can build lasting livelihoods and live in safety and dignity.

Leila Sorbala
Country Director
Dorcas Moldova



01 | Our identity and mission

What unifies and guides us

Our identity

Dorcas is a growing, dynamic and responsive organisation. Much has changed over the years, but our calling to support, our shared values, and our inspiration from Jesus have remained constant. This strong identity defines who we are and guides how we work, shaping an organisational culture rooted in compassion, collaboration, and commitment. As we enter the new strategic period leading up to 2030, consistently living out this identity across all levels and facets of our work is essential to deepen our impact and foster coherence between our offices and shops, enabling us to work together effectively as a united movement.

Our vision

We believe that every person is equal before God and has been given unique potential by Him. Yet we live in a broken world where people suffer due to poverty, exclusion, climate change and other crises. Still, we see the extraordinary resilience of people. We envision a world in which people unlock their potential and restore their dignity so that people and communities can flourish!

Our mission

We are called to stand up for people in need. We take action in the face of poverty, exclusion and crisis. We come alongside marginalised people and communities and together create opportunities for them to flourish. This is how we follow Jesus' example.

Our values

We are determined, ...

We act with conviction and do not give up. Where there is need, we take action and get things done. We go the extra mile to make a lasting impact.

...we act together, ...

We are a movement that pursues sustainable change. We work alongside people in need and join hands with everyone who shares our mission. Only together can we make a real difference.

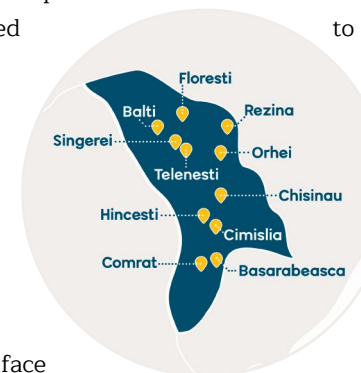
...out of love.

We are driven by compassion. We follow Jesus' example - out of love for our neighbour. We stand beside you - whoever you are.

Where we work

Dorcas Moldova works in 70 communities across the country, building on a long-term presence in areas most affected by poverty, social exclusion, and climate challenges. Our programmes are deeply rooted in the realities of both southern and central Moldova, where communities face

the increasing impact of drought and limited economic opportunities. From these foundations, we continue to expand into new communities, supporting locally led initiatives that strengthen resilience, enhance social and economic protection, and foster sustainable livelihoods.





Challenges shaping Moldova's future

Economic challenges and poverty

Persistent inflation is increasing poverty levels, especially in rural areas where groups in vulnerable situations, like large families and older persons, are

most affected. Limited government support for NGOs and legislative gaps further constrain civil society's ability to meet growing needs faced by these populations.

Climate change

Rising temperatures, shifting precipitation patterns and extreme weather events increasingly affect food production and household resilience. Prolonged droughts have reduced grain yields by up to 40 per cent, while only 20 per cent of surface water remains suitable for consumption or irrigation, threatening agriculture and rural livelihoods.

Social barriers and people in vulnerable situations

Moldova continues to face significant social and economic disparities, with rural areas most affected. Older people, persons with disabilities, children, refugees, and rural households experience limited access to services, employment, and social protection. Structural barriers, inadequate infrastructure, and negative societal attitudes reinforce exclusion.

Donor and funding landscape

The Moldovan government provides limited support for NGOs, and legislative gaps constrain civil society. EU support for civil society presents valuable opportunities, particularly as Moldova's EU membership process may lead to increased institutional funding opportunities in areas such as livelihoods, youth employment and climate change.

Technology

Moldova is advancing its digital

transformation through the Digital Strategy 2023–2030 that aims to realise full digitalisation of public services and improved ICT infrastructure. Internet penetration is high, yet rural areas and vulnerable groups face barriers in connectivity, affordability and digital skills. Although initiatives for e-governance are underway, the digital divide risks reinforcing social and economic inequalities unless targeted measures ensure inclusive access and capacity building.

Ageing population and demographic shifts

Moldova's population is ageing rapidly, with the number of older people expected to triple by 2060. High youth emigration and rural-urban migration increase the dependency of older persons in rural areas, making sustainable care models and intergenerational community support systems increasingly critical for social stability.

Agriculture and rural economy

Agriculture contributes over 12 per cent to Moldovan GDP and employs nearly 30 per cent of the labour force. However, smallholder farmers face limited access to irrigation, ageing farming populations, high post-harvest losses, poor market access, and insufficient financial resources. These factors constrain their productivity and competitiveness.

03 | Our strategic ambitions and focus

Building expertise and impact

Strategic ambition

Dorcas Moldova's strategic ambitions centre on three interconnected pillars: **Growth** through expanded reach and diversified resources, **quality** through evidence-based and innovative

programming, and **position** as a recognised expert and thought leader in community-led development across Moldova.



Grow

By 2030, we aim to **reach approximately 1.5 times more project participants**. Our total income is expected to increase by approximately 40 per cent, with institutional funding accounting for one-third of our portfolio. We will **diversify funding sources from three to five different streams**, ensuring no single donor represents more than 20 per cent of our portfolio. Our team will expand, we will strengthen volunteer networks, and we will build partnerships with local businesses, national government, and civil society platforms to broaden our base of support.

Quality

Dorcas Moldova will improve quality through rigorous monitoring, evaluation and learning systems. We will conduct comprehensive impact studies, establish feedback and complaint mechanisms across all programmes, and use evidence to refine programme design. By documenting and replicating best practices, we will ensure **interventions are outcome-driven, scalable and grounded in proven methodologies** that deliver measurable results for communities in vulnerable situations.

Position

We will position Dorcas Moldova as a **development facilitator and expert in social and economic protection, local economic development, and climate adaptation and resilience**. Through active participation in national platforms, targeted advocacy, enhanced communication, and thought leadership, we will strengthen our visibility and reputation. By 2030, we will be increasingly recognised both nationally and regionally for delivering high-quality, innovative community-based development programmes.

Strategic focus

1

Evidence and impact to have a compelling, evidence-based story

We will gain a better understanding of our impact by continuing to develop evidence-based programmes and strong track records. By 2030, we will conduct comprehensive impact studies and evaluations that will lead to programme adaptations. We will establish active feedback and complaint mechanisms for programmes to ensure accountability. Evidence will inform advocacy campaigns and positioning efforts, strengthening our credibility with donors and stakeholders.

2

Expertise and innovation to be relevant and strongly present

We will improve programme quality and impact by investing in specialised technical expertise across programmatic themes. By 2030, Dorcas Moldova will employ experts in fundraising, child education, community development,

Dorcas Moldova can only achieve these ambitions if it excels in five interlinked key areas that form our strategic focus.

economic development, public policy and climate change. We will pilot innovative programmes, continue developing sustainable intervention models, and leverage our multi-purpose building for capacity building to position us as thought leaders.

3

Fund diversification to increase our donor base

We will increase the use of impact stories and evidence-based track records to become more attractive to funding agencies. We will establish relationships with new institutional donors through strategic donor mapping, develop partnerships with local businesses for corporate social responsibility initiatives, explore fee-for-service models, and pursue EU-related funding opportunities. We aim to diversify our funding sources from three to five by 2030.

4

Positioning to be well-known and attractive to supporters and networks

We will strengthen our partnerships and diversify our funding by clearly positioning Dorcas Moldova as a leading partner in humanitarian and development cooperation. We will increase brand recognition and strengthen stakeholder engagement and reputation through targeted communications, active participation in national platforms, advocacy at both local and national levels, enhanced digital presence, and the documentation of best practices.

5

Local power to increase local capacity

Dorcas Moldova will empower local organisations and volunteers through comprehensive capacity building training and resource allocation. We will support civil society organisations in organisational development, local resource mobilisation and developing social services. Community Safety Nets will graduate once sustainability benchmarks are met, with graduated communities mentoring new initiatives. We will integrate asset-based community development principles across programmes to ensure solutions are community-led, culturally relevant and sustainable.



04 | Our approach

Three programmatic themes

How we do things

As a faith-based organisation, Dorcas Moldova follows eight principles that enable us to help people and communities flourish:

- We focus on people who are most **marginalised** and believe in their potential.
- We facilitate the **flourishing and well-being** of individuals and communities.
- We implement community-based and **locally led** projects.
- We cooperate with local **community-based** organisations and strengthen their capacities.
- We realise sustained change through **long-term** commitments.
- We connect people and organisations around shared values for **partnerships** with impact.
- We seek to be **impartial** in who we hire, support, or partner with.
- We uphold a high level of **integrity** in all aspects of our work.

These principles guide all our programmes. Dorcas Moldova will focus on three key programmatic themes as we work toward 2030.

Our three themes

Dorcas Moldova will apply three programmatic themes to sharpen expertise, strengthen our track record, and define clear organisational positioning. By 2030, we aim to harmonise and standardise these programmes through a lens of inclusion and vulnerability, with community-based programming as our core approach.



Protection



Community
Development



Livelihoods and
Food Security





Protection

We protect people vulnerable to poverty, exclusion, crisis and violence through integrated measures, targeted prevention and advocacy for systemic change.

When conflict destroyed Nadejda's home and family in Kherson (Ukraine), she fled to Moldova with nothing but grief. Alone and broken, she found Dorcas. Through our refugee programmes, support groups, and empowerment trainings, Nadejda regained dignity and purpose. Today, she helps others heal.



Livelihoods and Food Security

We support people in finding sustainable livelihoods, increasing resilience and contributing to community well-being, with particular attention to food security.

Nicolae chose to stay and farm despite many leaving for better opportunities abroad. However, he struggled to provide for his family. With support from Dorcas Moldova, he now grows healthy food year-round in his glasshouse. He can support his family and contribute to local food security.



Community Development

We partner with communities in vulnerable situations through collaborative, asset-based and conflict-sensitive approaches that enhance their capacity, resilience and quality of life.

After a Dorcas training, a parent in Pistruieni village rallied neighbours and local authorities to build a playground. Together, they cleaned the space, built play equipment and created a joyful gathering place. This collective effort strengthened social bonds and improved children's lives.



05 | Our organisation and culture



Looking after people and the environment

Our people

Dorcas Moldova will invest significantly in staff development to ensure our team possesses the skills and expertise needed for high-quality programming. We will prioritise training in monitoring, evaluation, accountability, and learning, including advanced data collection, analysis, and impact measurement. Staff will develop expertise in fundraising and

resource mobilisation, encompassing proposal writing, grant management, donor relationship management, and innovative fundraising techniques. Programmatic expertise will be strengthened in climate adaptation, economic development, market analysis, value chain development, and financial literacy. We will build capacity in advocacy strategy development,

policy analysis, and engagement with policymakers. Finance management skills will be enhanced to handle economic activities and diverse donor reporting requirements. We will provide continuous professional development to generate innovative ideas and ensure our staff keep up to date with sector developments. The team will expand to include specialists with diverse expertise to strengthen our capacity and impact.

Our capacity

Dorcas Moldova will strengthen its capacity to become more independent, self-sustaining and autonomous. We will develop in-country expertise across key areas, thereby reducing our dependency on external support for day-to-day operations. However, the international office will continue to provide targeted support in specific areas, such as fundraising, IT and data security, quality management, advocacy at the EU level, and impact assessments.

We will diversify income sources through innovative approaches, including developing fee-for-service models based on market research, establishing partnerships with local businesses for corporate social responsibility initiatives, and pursuing institutional funding from EU-related programmes. Investment in fundraising and income-generating activities is intended to support future income growth.

By building local fundraising capacity and exploring opportunities, such as paid services and expert-led training, we will create additional revenue streams while strengthening our financial resilience and reducing reliance on traditional donor funding.

Our environment

We will integrate climate adaptation strategies in local economic development programmes. Climate-smart agriculture, drought-resistant crops and agroecological farming will be supported through our farmer field schools. We will expand access to climate-resilient irrigation systems, water harvesting systems, and sustainable land management practices to mitigate the impacts of drought.

Dorcas Moldova will integrate climate considerations into its protection activities, enabling populations in vulnerable situations to adapt to climate-related risks. We will promote responsible use of natural resources and environmental sustainability as key components of community-led development.

Through advocacy and policy engagement, we will work with local and national stakeholders to promote climate-inclusive policies that support smallholder farmers and rural communities. This will help ensure that environmental considerations are embedded in decision-making processes that affect people in vulnerable situations.



Driving change

Dorcas Moldova's income will be about 40 per cent higher by 2030, and one-third of our portfolio will come from institutional funding. We will achieve this growth through strategic fund diversification, transitioning from three funding sources to five distinct streams.

EU membership processes will create expanded institutional funding opportunities, particularly in areas such as livelihoods, youth employment, and climate change. We will actively pursue these opportunities and develop relationships with new donors through a systematic donor mapping process.

Partnerships will play a crucial role in generating income and achieving impact. We will develop collaborative relationships with local businesses to establish corporate social responsibility initiatives that address community needs. The number of joint campaigns with local businesses will grow from one in 2026 to eight by 2030. We will explore private sector partnerships and blended financing opportunities to

build financial resilience. We will expand social business activities based on market research, including fee-for-service models, such as financial education for children and expert-led training delivered at our multi-purpose office building. These approaches will create self-sustaining revenue streams while strengthening community capacity.

Partnerships with civil society organisations, national platforms, local authorities, and the National Federation of Farmers will amplify our advocacy efforts and enhance the impact of our programmes. By positioning ourselves as strategic development facilitators, we will attract a diverse range of funding sources. We will develop private fundraising from individuals and businesses to create broader financial support and reduce dependency on single funding streams. Investment in fundraising expertise and innovative approaches will contribute to increased returns in subsequent years.

We take action in the face of poverty,
exclusion and crises. We come alongside
marginalised people and communities and
jointly create opportunities for them to flourish.
This is how we follow Jesus' example.