







ASHOKA

Changemaking Organizations Map

Civic Engagement and Activism on Democracy in Romania



Ashoka exists to build a world where every person has the agency, skills, and confidence to contribute to change. We believe that in societies facing polycrisis, changemaking is an insurance — and it requires democracy.

Healthy democracy has three things working together: institutions that are transparent, accountable, and responsive; citizens who are informed, capable of dialogue across differences, and willing to engage; and civil society as the connective tissue — the space between the state and the individual where civic life actually happens. Yet across the world, too many people do not believe their contribution changes anything — and that disengagement puts the connective tissue at risk.

This report and map is an invitation to meet the organizations doing exactly that — working to close the gap between democratic potential and lived experience.

Table of contents

04 **Executive Summary**
Ashoka Map 2026

05 **Intro**
-

07 **Chapter 1**
Organization profile and localization

12 **Chapter 2**
Obstacles, challenges and needs

18 **Chapter 3**
Resources and expertise

25 **Chapter 4**
Innovation and technology

28 **Chapter 5**
Systems change and changemakers signals

32 **Chapter 6**
Impact and ecosystem influence

36 **Chapter 7**
Leadership and multiplier effect

39 **Chapter 8**
Governance and public commitments

42 **Closing**
Conclusions

01 Organization Profile and Localization

02 Obstacles, Challenges and Needs

03 Resources and expertise

04 Innovation and Technology

05 Systems Change and Changemakers Signals

06 SImpact and ecosystem influence

07 Leadership and multiplier effect

08 Governance and public commitments

Executive Summary

Ashoka map 2026

Methodology Frame

1. We started from **176 organizations/nodes**
2. We received **151 recommendations**
3. We reached out to **320** organizations
4. Out of 137 organisations which replied to the survey, **127 were eligible to be on the Map**

Methodology

We used a mixed methodology (email + telephone where phone numbers were available) and snowball sampling as our research method. We started from an initial number of 176 commencement nodes (175 of which were actually reached) - organizations recommended by ASHOKA Romania. The 151 recommendations were received during data collection, as organizations nominated other organizations.

Data collection was carried out in a single stage over five weeks (March–April 2026), using 3 operators to conduct telephone interviews. Each organization completed the questionnaire independently via a link sent by email and WhatsApp (after the phone call). Following this stage, 127 entries were approved.

127
organizations operating in the field of democracy and civic engagement which completed the survey

10
In depth interviews with NGOs leaders

35
days of single-stage data collection (March–April 2026)

127 **Total number of organizations that completed the survey**

60
Cluster 1: STRENGTHENING DEMOCRATIC PROCESSES

79
Cluster 2: CREATING NEW PATHWAYS FOR CIVIC PARTICIPATION

10
Cluster 3: COUNTERING POLARIZATION AND DISINFORMATION

48
Cluster 4: CHANGEMAKER-MAKERS

01
Organization Profile and Localization

02
Obstacles, Challenges and Needs

03
Resources and expertise

04
Innovation and Technology

05
Systems Change and Changemakers Signals

06
SImpact and ecosystem influence

07
Leadership and multiplier effect

08
Governance and public commitments

Intro

We share with you the results of the first structured attempt to map organizations driving change at the intersection of democracy, citizenship, and civic participation. This research was driven by three goals:

RECOGNITION

to make the field visible: for itself, for funders, for policy actors, and for support providers. We also found it to be a precondition for collaboration.

UNDERSTANDING

the study goes beyond who exists to ask how they work, what they need, and what they have to offer.

CONNECTION

the map is a tool; the report is an invitation to use it for conversation, collaboration, and shared learning. Organizations in the field that know each other can act collectively. And collective action is what system change and resilience requires.

We wanted to capture a picture of the field — and this is not a completed list, nor do we hope it ever will be. This map includes organizations that responded to our pilot survey, while many others doing remarkable work are not yet represented. We hope they will join in future iterations. A living field resists final inventories, and this is only the beginning of an ongoing effort to map organizations in Romania driving change at the intersection of democracy, citizenship, and civic participation. We believe what we've gathered so far is a meaningful and useful starting point.

- ➔ If you are an organization in this mapping: this is your field, reflected back to you. We hope it helps you see where you stand, who is working alongside you, and where collaboration is possible. You are not alone.
- ➔ If you are a funder, policy actor, or ecosystem builder: this is a map of where investment in Romanian democracy is actually happening — and where the gaps are.
- ➔ If you are none of the above but care about what civil society is for: welcome. The organizations in these pages are practicing democracy by doing it. We encourage you to find your place in that work.

01
Organization Profile and Localization

02
Obstacles, Challenges and Needs

03
Resources and expertise

04
Innovation and Technology

05
Systems Change and Changemakers Signals

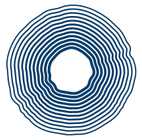
06
SImpact and ecosystem influence

07
Leadership and multiplier effect

08
Governance and public commitments

Four clusters, one field

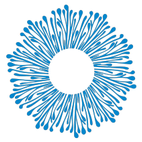
The organizations in this mapping do not all work on democracy in the same way. Through the research process, four distinct approaches emerged — not as rigid categories, but as recognizable patterns in how organizations understand the problem and what they build in response.



Cluster 1:
STRENGTHENING DEMOCRATIC PROCESSES
60 organizations

These organizations work with institutions — ministries, parliaments, courts, and parties — to improve how democracy functions from within. They redesign rules, procedures, and political culture so that transparency, accountability, inclusion, and effectiveness become standard practice, not exceptions.

Goal: *institutions that earn trust through openness and integrity by design.*



Cluster 2:
CREATING NEW PATHWAYS FOR CIVIC PARTICIPATION
79 organizations

These organizations expand democracy by building durable participation infrastructure — participatory budgeting, civic tech, grassroots policy labs, deliberative forums — so citizens, especially marginalized groups, can shape decisions directly. Their work makes participation a permanent feature of governance, not a one-off experiment.

Goal: *citizens as partners in decision-making, with power shared more fairly between people and the state.*



Cluster 3:
COUNTERING POLARIZATION AND DISINFORMATION
10 organizations

These organizations address the social foundations of democracy: disinformation, hate speech, and toxic polarization. They build systems that support shared facts, dialogue, and trust — helping communities and institutions become more resilient to manipulation and division.

Goal: *a stronger civic immune system — societies that can withstand conflict and falsehood without breaking apart.*



Cluster 4:
CHANGEMAKER-MAKERS
48 organizations

These organizations strengthen democracy through practice. They create experiences where people practice the behaviors that make democratic life work — empathy, critical thinking, dialogue, collaboration, deliberation, shared responsibility. The impact multiplies because participants often become activators themselves, enabling others in schools, neighborhoods, and communities. The focus is not just on individual participants, but on fostering people who go on to lead democratic practice in their own contexts.

Goal: *more people who can lead democratic practice, not just participate in it.*



Chapter 1

ORGANIZATION PROFILE AND LOCALIZATION

01 Organization Profile and Localization
02 Obstacles, Challenges and Needs
03 Resources and expertise
04 Innovation and Technology
05 Systems Change and Changemakers Signals
06 SImpact and ecosystem influence
07 Leadership and multiplier effect
08 Governance and public commitments

Ashoka Fellow ***Agata Stafiej-Bartosik*** opens every conversation on her podcast about social innovations with the same tricky question: ***why should we care?*** It is a good question to start with here too.

WHY SHOULD WE CARE... ABOUT CIVIL SOCIETY ORGANIZATIONS IN A DEMOCRACY?

Because they are democracy's daily practitioners: from anti-corruption watchdogs, investigative platforms, and youth advocates to digital rights defenders, minority rights organizations, and community foundations. They organize collective energy, hold public power accountable, amplify the voices least heard, and build the civic trust that holds communities together. Their influence is often invisible — until it disappears.

WHY SHOULD WE CARE... ABOUT THEIR ORGANIZATIONAL HEALTH?

Because organizational health and civic impact move together. The organizations in this survey reflect exactly that potential: 58% have influenced national-level policy, over 60% have developed replicable models, 92% work toward systemic change. They keep delivering — but the organizations behind that impact are under strain.

WHY SHOULD WE CARE... ABOUT THEIR CHALLENGES?

Because challenges identified in research are structural – and every system can be redesigned. If we want changemaking organizations to keep driving social change, we need to rebuild the roads. Let’s take the current state of the ecosystem as a starting point to collectively imagine an enabling environment for civil society organizations.

01 Organization Profile and Localization
02 Obstacles, Challenges and Needs
03 Resources and expertise
04 Innovation and Technology
05 Systems Change and Changemakers Signals
06 SImpact and ecosystem influence
07 Leadership and multiplier effect
08 Governance and public commitments

Urban vs. Rural:
The sector is heavily concentrated in **urban areas (91%)**, with only **59%** of organizations having a presence in rural communities.

Note on Methodology:
It is important to contextualize that while official data shows a heavy concentration in urban areas (91%), this partly reflects the scope of the mapping methodology, which targets registered organizations. In rural areas, civic engagement and community mobilization are predominantly informal, ad-hoc, and unregistered. Consequently, these grassroots rural efforts often remain unregistered and structurally unmappable under formal research criteria, meaning rural civic vitality is likely underrepresented in official statistics.

Organization Age:
Most organizations are well-established, with **83%** founded more than 5 years ago.

Maturity vs. Barriers to Entry: The fact that **83%** of mapped organizations are over 5 years old points to a double-sided reality. While it showcases a resilient core of established entities, it also highlights **significant barriers to entry and survival for new organizations**. Younger and grassroots initiatives face a steep survival curve due to complex legal registration, administrative burdens (noted by **47%** of respondents), and the challenge of accessing initial funding. As a result, the ecosystem heavily favors the continuity of mature, highly professionalized organizations while struggle to foster and sustain newer, younger civic players.

Figure 1:
Urban vs Rural (Multiple choice)
Rural or urban area?



Figure 2:
Organization Age (Single choice)
When was the organization you represent founded?

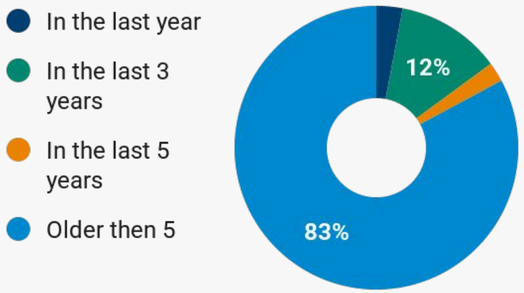
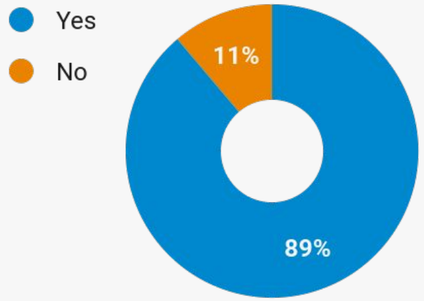


Figure 3:
Maturity vs. Barriers to Entry (Single choice)
Does your organization operate in the field of democracy and civic engagement?



01 Organization Profile and Localization
02 Obstacles, Challenges and Needs
03 Resources and expertise
04 Innovation and Technology
05 Systems Change and Changemakers Signals
06 SImpact and ecosystem influence
07 Leadership and multiplier effect
08 Governance and public commitments

Main Field of Activity:
89% of respondents operate directly in the field of democracy and civic engagement and for those not primarily in this field, **50%** had relevant projects in the past, and **33%** have them currently.

Activity Categories:
The top classifications for civic activity are **social mobilization/community organizing (71%)** and **civic education (68%)**, followed by **advocacy (55%)**, and research and analysis (41%).

Regarding the establishment of the represented organization, we observe that significantly more organizations established in the last year (12% vs. 3%) or in the last 3 years (28% vs. 12%) have an impact at the local level. Organizations established more than 5 years ago have a predominantly international impact (97% vs. 83%). Also, organizations established more than 5 years ago correspond to a greater extent to the Changemaker-Makers cluster (97% vs. 83% total).

Regarding the civic involvement category of the organization, we observe that the Changemaker-Makers cluster largely includes the civic education category (91% vs. 71%), but also research and analysis (66% vs. 57%). Organizations in the Strengthening Democratic Processes cluster score significantly better on civic education (86% vs. 71%), advocacy (100% vs. 53%), research and analysis (71% vs. 57%), and watchdog (57% vs. 29%).

28% Young orgs (≤3 yrs) focus on local impact

97% of organizations active for 5+ years report a higher international impact

66% Changemaker-Makers engaged in research & analysis

Figure 4:
Main Field of Activity (Multiple choice)
Even if it is not your main field of activity, have you had or do you have projects in the past that support democracy and civic engagement?

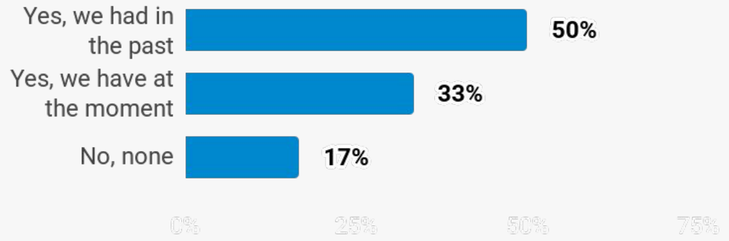
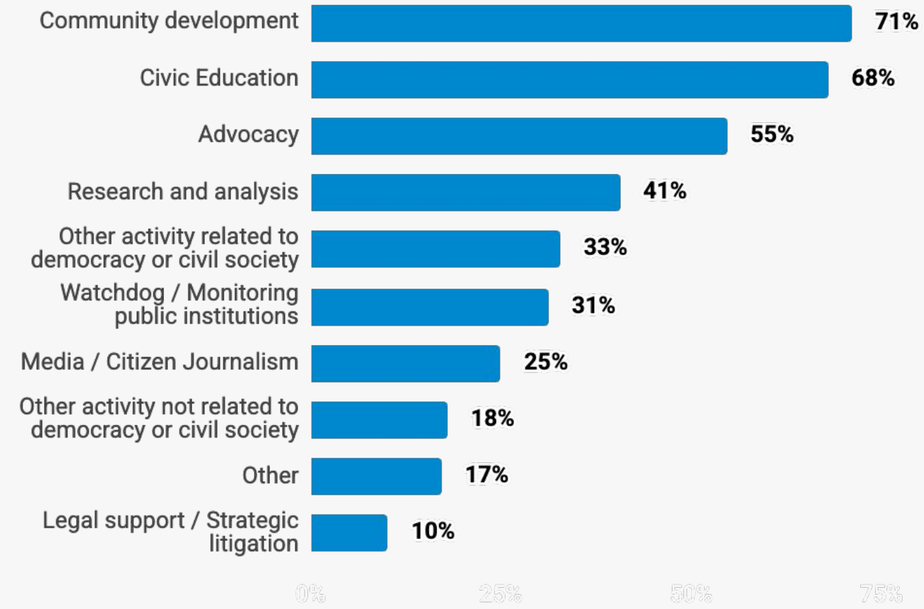


Figure 5:
Activity Categories (Multiple choice)
Currently, in which of the following categories would you classify your civic engagement activity in the context of social transformation?



01
Organization Profile and Localization

02
Obstacles, Challenges and Needs

03
Resources and expertise

04
Innovation and Technology

05
Systems Change and Changemakers Signals

06
SImpact and ecosystem influence

07
Leadership and multiplier effect

08
Governance and public commitments

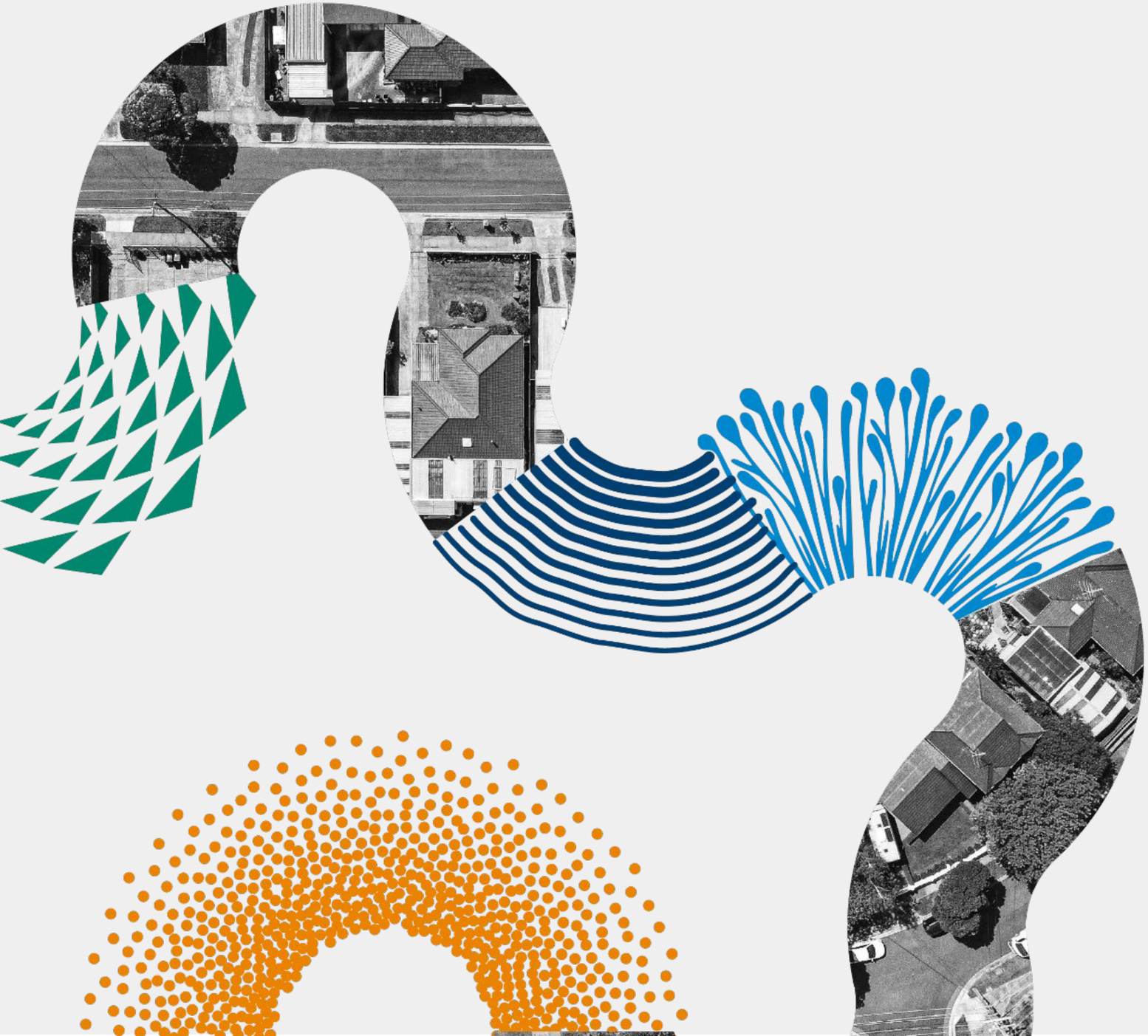
While quantitative data highlights a heavy urban concentration (91%), qualitative interviews reveal that this rural-urban divide is a direct consequence of deep-seated local mentalities rather than lack of interest. Civic leaders point out that rural and small-town communities often suffer from acute civic apathy, driven by a historical resignation that 'nothing can change' and a fear of political repercussions from local authorities. Consequently, building civic infrastructure in these areas requires a disproportionate amount of trust-building and time, which urban-centric funding models rarely accommodate.

We included organizations that do not self-identify as *democracy organizations* but whose work builds civic capacity. We did this because the definition demands it. If democracy is practice — if it is exercised in community gardens and classrooms as much as in parliament — then the field practicing it is larger than the field that names itself after it.

We also trusted the ecosystem to help draw its own boundaries. The snowball methodology — where organizations in the field recommended others — means this map reflects the field's own sense of who belongs. The ecosystem is a co-author of this reflection. They gave us the data and decided who should be named. We are giving back the analysis hoping that it will strengthen their work.

(Ashoka)





Chapter 2

OBSTACLES, CHALLENGES AND NEEDS

01
Organization Profile and Localization

02
Obstacles, Challenges and Needs

03
Resources and expertise

04
Innovation and Technology

05
Systems Change and Changemakers Signals

06
SImpact and ecosystem influence

07
Leadership and multiplier effect

08
Governance and public commitments

INTERNAL Obstacles: The most significant barrier is the lack of time for process improvement, strategy, and public communication (74%), followed by workforce/HR issues (62%) and organizational development/ professionalization (38%).

EXTERNAL Obstacles: Challenges are dominated by the access to long-term funding (81%) and unpredictable funding (78%). Additionally, cultural/mentality issues (lack of civic education in the general population) affect 52% of organizations.

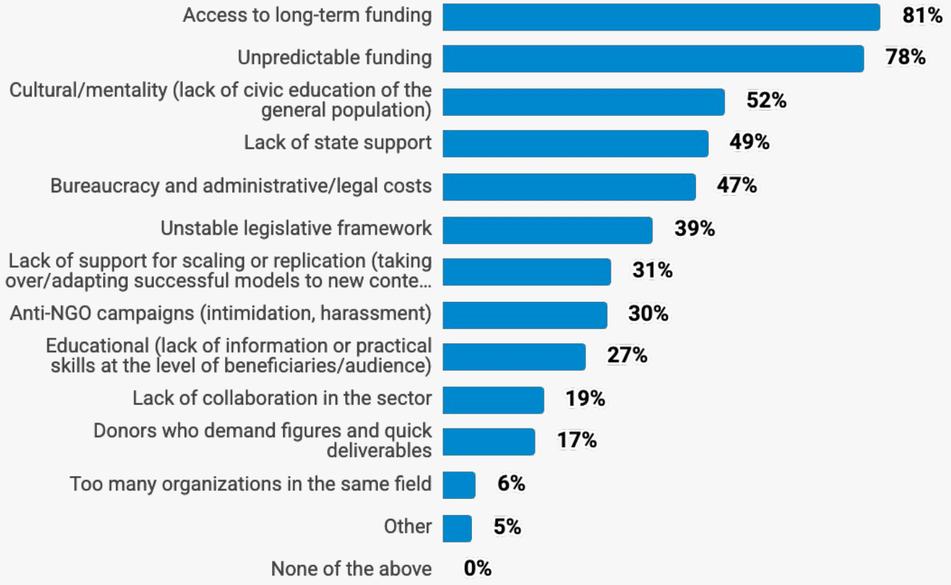
Financial Sustainability is the Primary Concern: A vast majority of respondents (85%) identify long-term funding as their most critical need, followed by mission-based funding at 67% and Support for scaling and replication (56%). See *Fig. 8*

The acute lack of time reported by 74% of organizations is deeply explained by the qualitative interviews. This 'time poverty' is not a time-management failure, but a structural symptom of underfunding. Because donors fund projects rather than core operational costs, NGO leaders are forced to operate in a permanent 'survival mode.' They are stretched thin—simultaneously acting as project managers, fundraisers, accountants, and communicators. This constant administrative multitasking leaves zero room for proactive strategic thinking or long-term planning.

Figure 6:
Internal Obstacles (Multiple choice)
What are the main INTERNAL obstacles and challenges (related to the organization) that you or your collaborators are CURRENTLY facing?



Figure 7:
External Obstacles (Multiple choice)
But what about those EXTERNAL obstacles and challenges (related to the context, ecosystem, deployment framework) that your organization faces?



01
Organization Profile and Localization

02
Obstacles, Challenges and Needs

03
Resources and expertise

04
Innovation and Technology

05
Systems Change and Changemakers Signals

06
SImpact and ecosystem influence

07
Leadership and multiplier effect

08
Governance and public commitments

Systemic and Structural Needs: 51% of respondents see a need for positive changes in public policies and state support, while 43% identify a requirement for legal and administrative support (access to professional services like lawyers and accountants). See *Fig. 9*

Environment and Collaboration: Organizations also seek public legitimacy and protection (36%) and the creation of collaboration frameworks within their field (30%).

Community and Peer Connection: A smaller but significant segment (22%) identifies the need for a strong community and specific support for inter-NGO collaboration.

Field Density: Only 13% of respondents noted that there are few organizations in the same field as a current point of consideration.

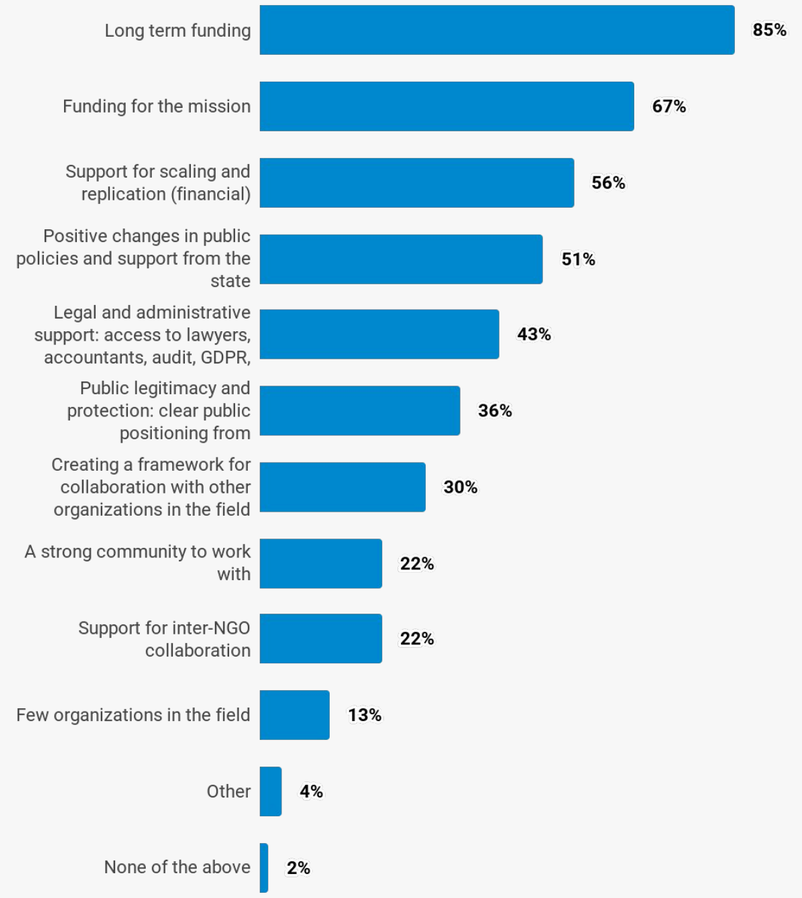
Needs from Peers: Organizations primarily need access to networks of contacts or partners (48%) and help with how to attract funding (48%), 38% seek tools for impact measurement, and 33% require legal expertise.

Regarding the internal obstacles faced by the organization, we observe that organizations with local impact significantly more often mention the access to professional know-how (32% vs. 16%). Meanwhile, organizations with international impact more often mention infrastructure (41% vs. 34%) and access to data / impact assessment (31% vs. 21%). Organizations included in the Countering Polarization and Disinformation cluster more often mention obstacles such as workforce / human resources (70% vs. 62%), and organizations included in the Strengthening Democratic Processes cluster more often mention the obstacle related to infrastructure (57% vs. 34%).

70%
Polarization cluster hindered by workforce issues

41%
International orgs face infrastructure obstacles

Figure 8:
Main Needs (Multiple choice)
Thinking about the activity in the field, what are the main needs you see in your organization NOW?



01
Organization Profile and Localization

02
Obstacles, Challenges and Needs

03
Resources and expertise

04
Innovation and Technology

05
Systems Change and Changemakers Signals

06
SImpact and ecosystem influence

07
Leadership and multiplier effect

08
Governance and public commitments

Regarding external obstacles, organizations included in the Countering Polarization and Disinformation cluster significantly more often mention obstacles related to culture / mentality (83% vs. 52%). Organizations in the Changemaker-Makers cluster mentioned Bureaucracy and administrative/legal costs (63% vs. 47%).
Regarding the main needs of the organization, we observe that organizations with local impact mentioned support for scaling and replication (financially) (68% vs. 56%) and legal and administrative support: access to lawyers, accountants, audit, GDPR, legal protection (60% vs. 43%). Meanwhile, organizations with international impact mentioned public legitimacy and protection: clear public positioning from donors/institutions in the face of attacks on NGOs. (47% vs. 36%), but also creating a framework for collaboration with other organizations in the field (44% vs. 30%).

68%
Local orgs need funding for scaling & replication

44%
International orgs want cross-org collaboration framework

The struggle with long-term (81%) and unpredictable funding (78%) goes beyond the mere availability of cash. Qualitative insights reveal a profound disconnect between donor expectations and field realities. Donators demand rigid, quantitative KPIs (such as 'number of workshop participants') and short-term deliverables. This project-to-project funding cycle makes it impossible to retain qualified human resources, resulting in chronic burnout and disrupting the long, non-linear processes required to achieve genuine systemic change.

Figure 9:
Systemic and Structural Needs (Multiple choice)
What type of support or resources do you need most from other organizations (peers) in the coming period? What would you like to learn/improve?





WE ARE ONLY A HANDFUL OF ORGANIZATIONS WORKING CONSISTENTLY ON DEMOCRACY, and outside Bucharest the situation is even worse. Many groups disappear.

(Survey respondent)

No one who is a grassroots civic activist starts out with an impact framework. AT SOME POINT, YOU GROW AND REALIZE THAT YOU NEED TO MEASURE IMPACT. If you ask people to think about impact from the very beginning, they might quit, it can be demotivating.

(Survey respondent)

Many organizations are bad at communicating what they do and what impact they have, simply because THEY DON'T HAVE THE TIME OR THE PEOPLE TO DO IT PROPERLY.

(Survey respondent)

01
Organization Profile and Localization

02
Obstacles, Challenges and Needs

03
Resources and expertise

04
Innovation and Technology

05
Systems Change and Changemakers Signals

06
SImpact and ecosystem influence

07
Leadership and multiplier effect

08
Governance and public commitments

Organizations in this field are clear-eyed about their situation. There are no surprises: insufficient funding, recruitment difficulties, burnout — consistent with the broader sector picture (FDSC Romania 2024).

Work on democracy and civic engagement carries an additional layer that much of the sector does not. Holding power accountable, monitoring elections, defending rights, building civic culture — this produces public goods without a price tag or clean annual metrics. Funders who understand this work are often international, which increases political exposure: Romania recorded 15 SLAPP cases against civic actors between 2010 and 2023. Impact unfolds over years, while funding cycles demand results within twelve months. Unlike service providers, whose value grows with use, watchdog and civic organizations often become targets precisely when they are effective.

What emerges is a simple observation: many of the internal challenges these organizations face are response to environment around them. This shifts the question away from organizations themselves and toward the ecosystem around them: if we want this work to continue, what needs to change in the environment around it?

(ASHOKA)





Chapter 3

RESOURCES AND EXPERTISE

01
Organization Profile and Localization

02
Obstacles, Challenges and Needs

03
Resources and expertise

04
Innovation and Technology

05
Systems Change and Changemakers Signals

06
SImpact and ecosystem influence

07
Leadership and multiplier effect

08
Governance and public commitments

Needs from Peers: Organizations primarily need access to networks of contacts or partners (48%) and help with how to attract funding (48%), 38% seek tools for impact measurement, and 33% require legal expertise.

Strong Emphasis on Individual and Network Support: The most common form of support organizations are willing to offer is 1-on-1 mentoring sessions, with 47% of respondents open to sharing their specific expertise. This is closely followed by providing access to networks of contacts or partners at 43%, highlighting a strong willingness to facilitate strategic introductions within the sector.

High Readiness for Advocacy Guidance: A significant portion of organizations (42%) are prepared to share knowledge on how to communicate and advocate, which is crucial for organizations working in democracy and civic engagement.

Strategic and Operational Knowledge Sharing: Approximately 29% are willing to share methodologies on how to make systemic change, while 28% can offer physical or logistical support, such as workspace or equipment.

Specialized Technical Support is Less Common: Fewer organizations are ready to share expertise in highly technical or specialized areas, such as:

- **Attracting funds (24%).**
- **Measuring and evaluating impact (20%).**
- **Managing organization's finances (18%).**
- **Legal expertise (16%).**

Low Focus on Internal Well-being and HR: The least offered resources are related to internal organizational health, with only 16% willing to share best practices for preventing burnout and 14% offering guidance on how to recruit and retain human resources.

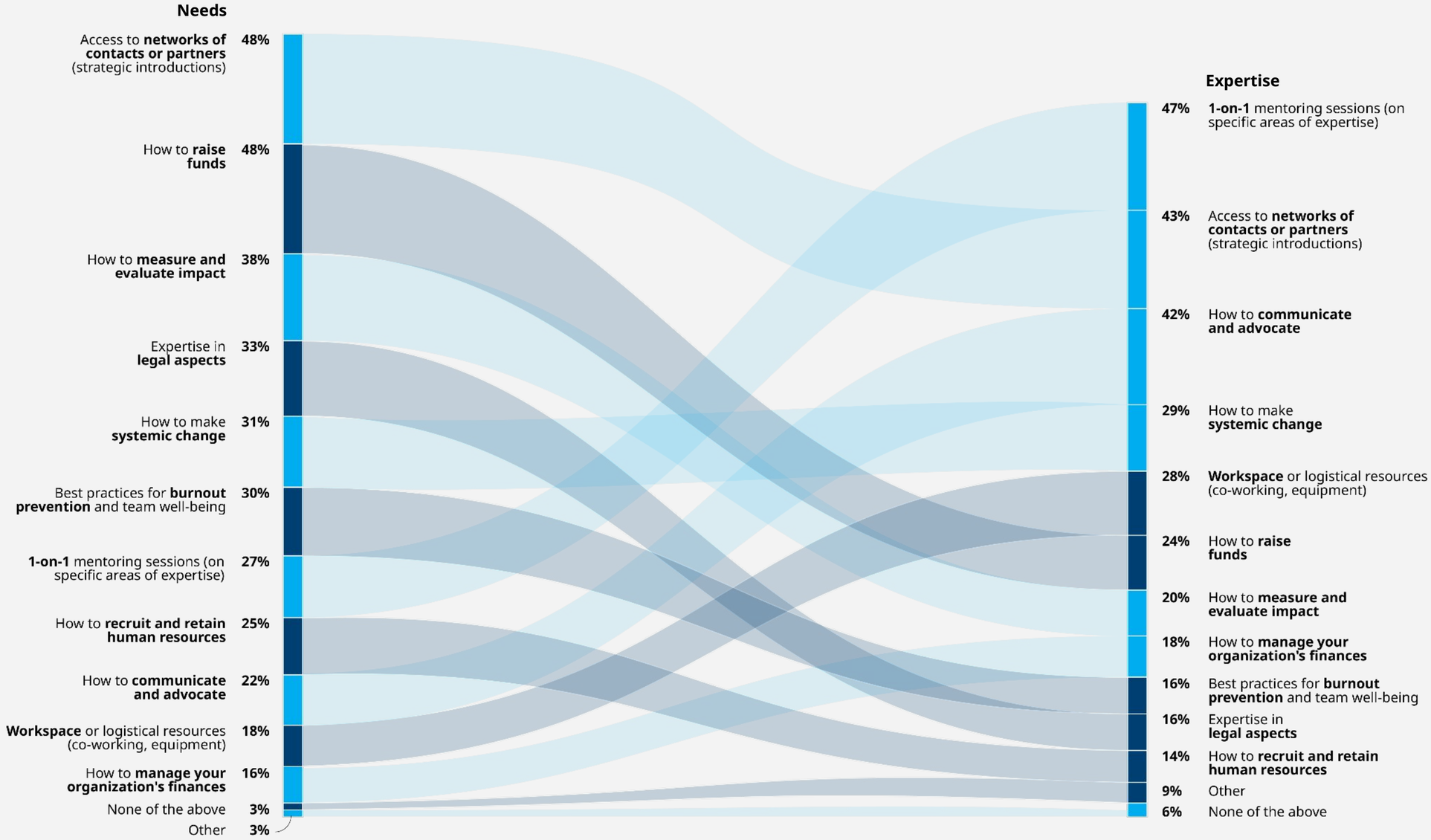


01 Organization Profile and Localization
02 Obstacles, Challenges and Needs
03 Resources and expertise
04 Innovation and Technology
05 Systems Change and Changemakers Signals
06 SImpact and ecosystem influence
07 Leadership and multiplier effect
08 Governance and public commitments

Figure 10:

Resources and Expertise shared (Multiple choice)

What resources or expertise would your organization be willing to share in the coming period with other organizations that support democracy and civic engagement?



01
Organization Profile and Localization

02
Obstacles, Challenges and Needs

03
Resources and expertise

04
Innovation and Technology

05
Systems Change and Changemakers Signals

06
SImpact and ecosystem influence

07
Leadership and multiplier effect

08
Governance and public commitments

DEEP DIVE:

Supply vs. Demand Mapping (Ecosystem Autonomy & Gaps)

Areas of High Ecosystem Autonomy
(High Supply, High Demand)

In these areas, the sector possesses a strong internal surplus of knowledge. No external experts are required; the primary need is simply **systematic matchmaking and facilitation:**

- **Mentorship & Strategy:** 47% of organizations are ready to offer 1-on-1 mentoring sessions, which perfectly aligns with the 27% who seek 1-on-1 peer mentoring as a developmental need.
- **Strategic Introductions & Networks:** 43% are willing to share access to their networks and partners, addressing a critical demand from 48% of organizations seeking network access.
- **Communication & Advocacy:** 42% can share expertise on how to advocate and communicate, while 22% are looking to learn and improve in this area.

Areas of Structural Resource Deficits
(High Demand, Low Supply)

In these categories, the demand far outstrips what peer organizations can offer. Peer-to-peer sharing is insufficient; **external actors (donors, pro-bono networks, or specialized service providers) must step in:**

- **Funding & Financial Sustainability:** While 48% of organizations need support on how to attract funding, only 24% are capable of teaching others how to do so. (Furthermore, 85% list long term funding as a direct organizational need, which can only be solved by a shift in donor behavior).
- **Impact Measurement:** There is a nearly 2-to-1 gap here. 38% seek tools for impact measurement, but only 20% are equipped to share expertise in this domain.
- **Legal Expertise:** 33% of organizations require legal support (especially new or informal groups trying to navigate legal registrations), but only 16% have legal expertise they can share.
- **Human Resources & Well-being:** Only 14% can share know-how on recruitment/retention, and only 16% can share burnout-prevention practices — yet 62% are actively struggling with workforce issues, burnout, and staff retention.

Takeaway: These gaps represent systemic vulnerabilities. Solving these issues requires **external intervention**: donors must fund core HR costs, specialized impact measurement professionals must be brought in, and pro-bono legal networks need to be structurally integrated into the ecosystem.

01
Organization Profile and Localization

02
Obstacles, Challenges and Needs

03
Resources and expertise

04
Innovation and Technology

05
Systems Change and Changemakers Signals

06
SImpact and ecosystem influence

07
Leadership and multiplier effect

08
Governance and public commitments

In summary, while there is a high appetite for peer-to-peer mentoring and networking, there is a noticeable gap in the willingness or ability to share expertise regarding internal financial management, legal matters, and staff well-being.

Regarding the resources/expertise that the organization would be willing to share, we observe that organizations with international impact mostly mention 1-on-1 mentoring sessions (on specific areas of expertise) (66% vs. 47%), but also best practices for preventing burnout and team well-being (34% vs. 16%).

Regarding the type of support or resources do you need most from other organizations (peers) in the coming period, we observe that organizations in the Strengthening Democratic Processes cluster mostly mention legal expertise (57% vs. 33%). Meanwhile, organizations in the Changemaker-Makers cluster mostly mention best practices for preventing burnout and team well-being (41% vs. 31%). Finally, organizations in the Creating New Pathways for Civic Participation cluster are more likely to conduct 1-on-1 mentoring sessions (on specific areas of expertise) (39% vs. 27%).



66%
International orgs offer 1-on-1 mentoring sessions



34%
International orgs share burnout prevention practices



41%
Changemaker-Makers need burnout & wellbeing support



57%
Strong Democracy cluster needs legal expertise

The qualitative findings highlight that while the appetite for collaboration is immense, joint efforts within the sector remain highly reactive—occurring mostly in response to legislative crises. In day-to-day operations, organizations struggle with isolation. The fact that mentoring is highly offered by mature organizations (47% willing to share) while over a quarter of the sector explicitly requests it as a developmental need (27% seeking 1-on-1 peer mentoring) represents a massive, untapped matchmaking opportunity. Leaders hope that initiatives like the Ashoka Map will function also as an active, curated ecosystem that matches resources with needs directly.

AT THE LEVEL OF DISCOURSE, EVERYONE SAYS THEY WANT TO CHANGE MENTALITIES, but with short-term projects and very limited resources, it is very hard to actually do that.

COLLABORATION IS DIFFICULT BECAUSE EVERYONE IS OVERLOADED, UNDERFUNDED, AND FOCUSED ON THEIR OWN SURVIVAL. Even when we agree in principle, there is very little time and capacity to actually work together.

MANY ORGANIZATIONS HAVE CASH FLOW ISSUES, THEY DO NOT HAVE THEIR OWN FLEXIBLE MONEY. There is a lot of stress when you have negative cash flow, how can you innovate?

(Survey respondents)

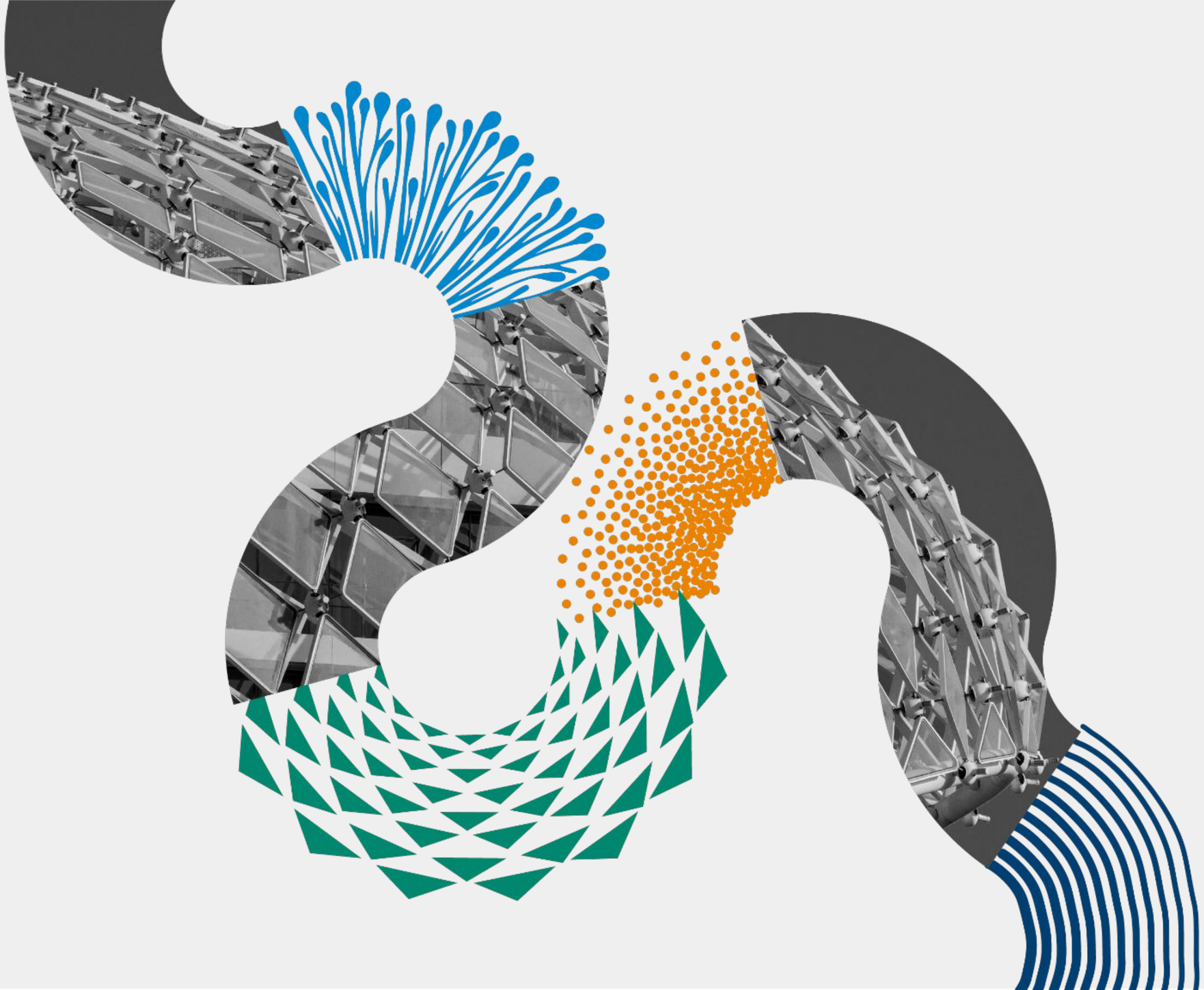


WHEN YOU BRING US HERE, I FEEL LESS CRAZY AND LESS LONELY. I FEEL I AM WITH MY PEOPLE, a participant once told me after a gathering with NGOs from across the country. What she said stayed with me and I kept encountering this feeling of disconnect and loneliness in many other similar instances, especially when talking with groups or NGOs outside the capital, in smaller communities.

IT IS SIGNIFICANT THAT ACCESS TO NETWORKS RANKED AMONG WHAT ORGANIZATIONS NEED THE MOST. Networks and connections are a response to this sense of disconnect. And they are also valuable in times of crises, when the non-governmental sector is under pressure. It is encouraging to see that NGOs are willing to share networks and connections to their peers, helping to bridge the gap.

A word of caution though: building connections and networking requires exactly what most organizations in this sector have least of: time, energy, and financial stability. Collaboration doesn't happen on top of an already overwhelming agenda. It requires showing up, traveling, following up, all of which is time-consuming. For organizations operating in permanent survival mode, the very resource they need most is also one of the hardest to invest in.

Oana Preda,
Senior Expert & Community Organizing Mentor,
CeRe – Resource Center for Public Participation



Chapter 4

INNOVATION AND TECHNOLOGY

01 Organization Profile and Localization
02 Obstacles, Challenges and Needs
03 Resources and expertise
04 Innovation and Technology
05 Systems Change and Changemakers Signals
06 SImpact and ecosystem influence
07 Leadership and multiplier effect
08 Governance and public commitments

Participatory Processes: 73% use co-design or community consultations in program development to a large and a very large extent.

Digital Tools: 74% utilize technology or digital tools to a large and very large extent in their current activity.

Beneficiary Feedback: 73% evaluate and adapt their programs based on specific feedback methods.

New Solutions: 71% believe their activity introduces new solutions to the sector.

Recent Initiatives: In the last 2 years, most organizations introduced either 1-3 (55%) or 4-10 (33%) new or significantly improved initiatives.

Long-term Social Transformation Contribution
Finding: 82% of organizations feel they contribute to long-term social transformation (51% large extent, 31% very large extent).

Insight: Despite funding and time constraints, the sense of long-term purpose remains extremely high across the network, providing a resilient foundation for civic engagement efforts.

Figure 11:
Use of participatory processes in program development
We use participatory processes (co-design, community consultations) in program development

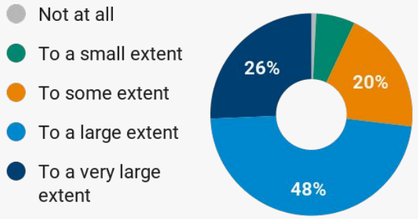


Figure 12:
Use of technology / digital tools in current activity
We use participatory processes (co-design, community consultations) in program development

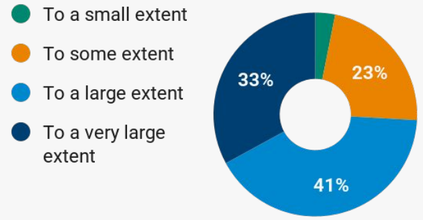


Figure 13:
Evaluating / adapting programs based on feedback and specific methods of evaluation from beneficiaries
We evaluate/adapt our programs based on feedback and specific methods of evaluation from beneficiaries

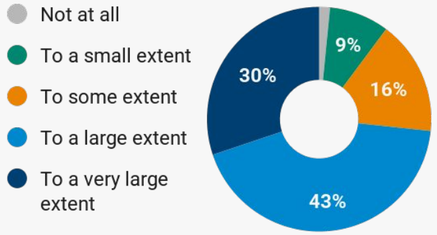


Figure 14:
New solutions in the operating system
To what extent do you consider that your activity introduces new solutions in the sector in which you operate? By new solutions please do not think only of products or activities, but also tools,methods, ways of engaging unserved groups and so on

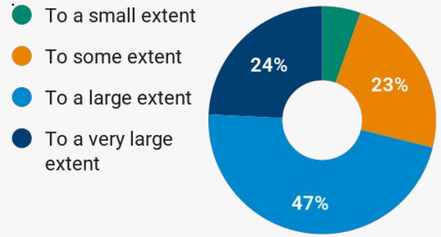


Figure 15:
New or significantly improved initiatives (programs, services, tools, or processes)
In the last 2 years, how many new or significantly improved initiatives (programs, services, tools, or processes) that solve problems in a different or more effective way have you introduced into your business?

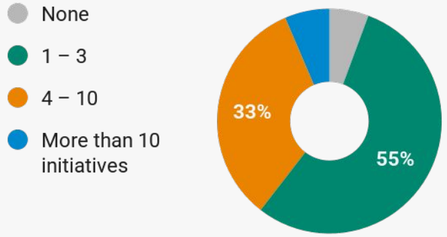
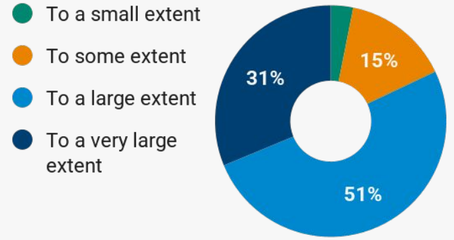


Figure 16:
Long-term social transformation of the organization
To what extent do you consider that your organization contributes to long-term social transformation?



01 Organization Profile and Localization
02 Obstacles, Challenges and Needs
03 Resources and expertise
04 Innovation and Technology
05 Systems Change and Changemakers Signals
06 SImpact and ecosystem influence
07 Leadership and multiplier effect
08 Governance and public commitments

Regarding the statement: “We use technology or digital tools in our current activity”, we observe that organizations with a national impact use such tools to a very large extent (42% vs. 33%). Also, organizations included in the Creating New Pathways for Civic Participation cluster also use such tools to a very large extent (53% vs. 33%).

Regarding the statement “We evaluate/adapt our programs based on feedback and specific methods of evaluation from beneficiaries”, organizations that are part of the Creating New Pathways for Civic Participation cluster tend to evaluate/ adapt their programs to a very large extent (43% vs. 31%).

Regarding the introduction of new solutions in the sector in which you operate, we observe that organizations included in the Changemaker-Makers cluster tend to adopt new solutions to a very large extent (34% vs. 24%), a similar situation among the Countering Polarization and Disinformation cluster (32% vs. 24%).

Regarding the number of new or significantly improved initiatives meant to solve problems in a different or more effective way, we observe that organizations with over 10 partnerships are mainly part of the Changemaker-Makers clusters (13% vs. 7%), or Strengthening Democratic Processes (17% vs. 7%).



42%
National orgs use digital tools extensively



17%
Strong Democracy cluster holds 10+ partnerships

34%
Changemaker-Makers adopt new solutions extensively

WE COULD ACHIEVE MUCH MORE

if organizations managed to align better and share resources, but this rarely happens in a structured way.

(Survey respondent)

High self-reported innovation is a well-documented feature of the civil society sector globally — but its circulation is not. The data reflects this pattern. Organizations develop tools, methods, and approaches that respond to complex civic challenges.

Where does the innovation go? The gap is not between organizations that innovate and those that don't. It is between innovation that circulates and innovation that disappears — absorbed back into the next project cycle, the next underfunded sprint, the next overloaded team. Too often, it disappears into the next project cycle — absorbed by urgency and under capacity.

Existing work points in the same direction: tools or solutions are not enough. What is missing is shared infrastructure for learning: documented practices, accessible methods, spaces where knowledge accumulates rather than resets. We should create, thinking about reuse.

(ASHOKA)



Chapter 5

SYSTEMS CHANGE AND CHANGEMAKERS SIGNALS

01
Organization Profile and Localization

02
Obstacles, Challenges and Needs

03
Resources and expertise

04
Innovation and Technology

05
Systems Change and Changemakers Signals

06
SImpact and ecosystem influence

07
Leadership and multiplier effect

08
Governance and public commitments

Focus on Systemic Change and Changemaker Education
Finding: A combined 93% of organizations focus on systemic change, with 55% doing so to a "very large extent."
Insight: This indicates a high level of mission alignment within the ecosystem toward long-term transformation rather than just immediate service delivery.

Contribution to Mindset and Behavior Shifts
Finding: While 71% of organizations claim to produce systemic change, only 23% currently measure it.

Insight: There is a significant "impact-measurement gap." Nearly half of the sector (48%) operates with the intent of systemic change but lacks the formal data to validate these shifts.

Influence on National Public Policy
Finding: 58% of organizations report successfully influencing national policies or legal norms to some degree (19% major, 39% moderate).

Insight: The sector demonstrates a strong capacity for high-level advocacy, though nearly one-fifth (19%) struggle to achieve any national policy traction.

Figure 17:
Focus on systemic change (Single choice)
To what extent does your organization's activity focus on the idea of systemic change or anything related to the development or education of changemakers?

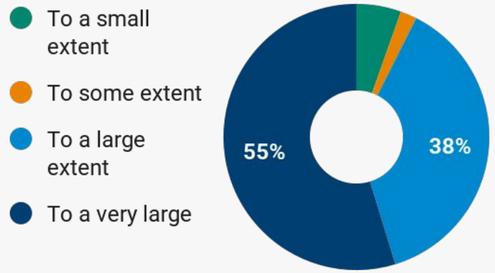


Figure 18:
Contribution to Mindset and Behavior Shifts (Single choice)
To what extent do you consider that your organization's activities have contributed to changes in mindsets or behaviors?

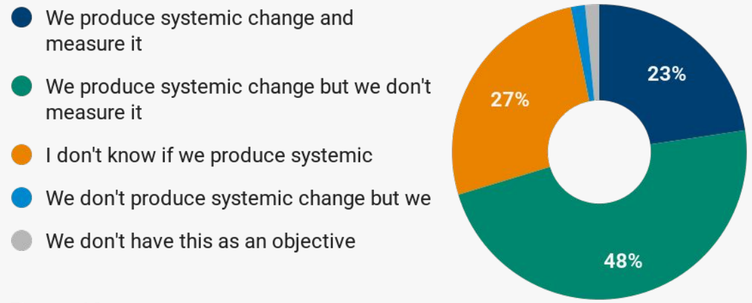
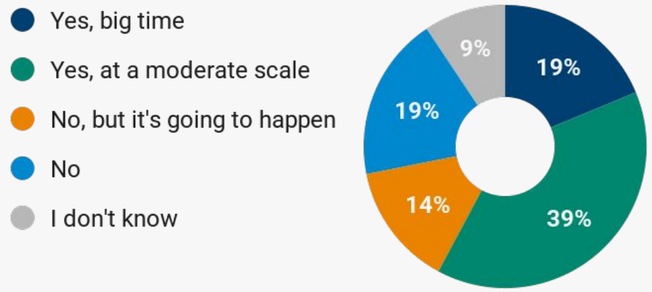


Figure 19:
Influence on National Public Policy (Single choice)
Have you influenced public policies or legal norms in your organization's field of activity in the last 5 years?



01 Organization Profile and Localization
02 Obstacles, Challenges and Needs
03 Resources and expertise
04 Innovation and Technology
05 Systems Change and Changemakers Signals
06 SImpact and ecosystem influence
07 Leadership and multiplier effect
08 Governance and public commitments

Influence at Local/Small Government Levels
Finding: Local influence is even more prevalent, with 63% reporting success (15% major, 48% moderate).
Insight: Organizations appear slightly more effective at the local level, suggesting that local government engagement is a primary entry point for systemic influence in this ecosystem.

Development of Replicable/Adaptable Models
Finding: 61% of organizations have developed models for systemic change, but only 34% have made these resources publicly available.
Insight: There is a wealth of "hidden" knowledge; incentivizing the public release of these models could significantly accelerate peer-to-peer learning and sector scaling.
The qualitative research reveals a trust barrier: under tight funding constraints, NGOs fear that sharing their methodologies might allow others to compete for the same scarce grants.

As expected, organizations in the Changemaker-Makers cluster are more likely to mention their focus on the idea of systemic change or anything related to the development or education of changemakers (78% vs. 56%).
Regarding the extent do you consider that your organization's activities have contributed to changes in mindsets or behaviors, we observe that organizations with international impact are more likely to mention that they produce systemic change and measure it (41% vs. 23%).

41%
of organizations with international impact report producing systemic change and measuring it

78%
Changemaker-Makers focused on systemic change & development

Figure 18:
Influence at Local / Small Government Levels (Single choice)
But at a smaller/local/local government level? Have you influenced policies or norms in the last 5 years?

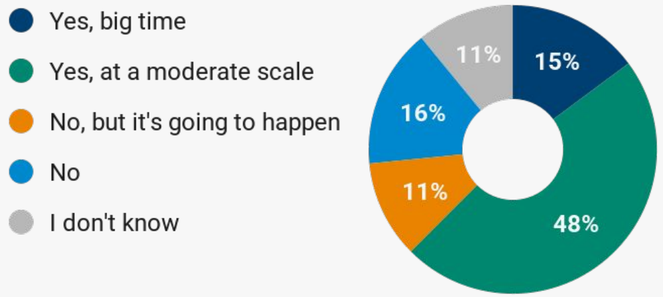
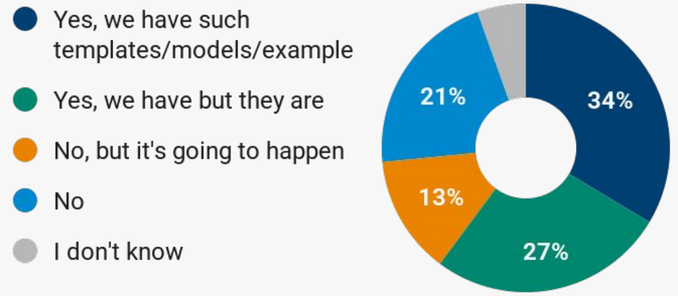


Figure 19:
Development of adaptable models (Single choice)
Have you developed replicable/adaptable models that can be used by other organizations in joint efforts for systemic change/policy influence/education, etc.?



01
Organization Profile and Localization

02
Obstacles, Challenges and Needs

03
Resources and expertise

04
Innovation and Technology

05
Systems Change and Changemakers Signals

06
SImpact and ecosystem influence

07
Leadership and multiplier effect

08
Governance and public commitments

Regarding the ability to influence public policies or legal norms in your organization's field of activity in the last 5 years, we observe a significantly higher percentage among organizations in the Strengthening Democratic Processes cluster (71% vs. 19%).

Regarding the development of replicable/adaptable models that can be used by other organizations in joint efforts for systemic change, we observe a greater propensity among organizations that are part of the Strengthening Democratic Processes (71% vs. 34%) and Changemaker-Makers (53% vs. 34%) clusters to have such publicly available templates/models/examples/methodologies.



53%

Changemaker-Makers share publicly available models



71%

of organizations in the Strengthening Democratic Processes cluster have publicly available replicable or adaptable models for systemic change

The 'impact-measurement gap' (where 48% target systemic change but do not measure it) is a direct result of inadequate evaluation tools. Qualitative interviews indicate that traditional linear reporting methods requested by donors are completely unsuited for capturing systemic shifts, such as changes in mentalities or trust. Without dedicated funding or simple, non-resource-intensive evaluation tools, NGOs are forced to rely on informal feedback or anecdotal evidence, keeping their true systemic impact largely invisible to external stakeholders.

The qualitative data shows that fragmented work diminishes long-term results. Conversely, regions with active, locally rooted structures or coalitions show far superior and more durable engagement. Larger NGOs acting as ecosystem builders (transferring know-how and mentoring) are the ones driving real systemic multiplier effects.

Almost all respondents say they work toward systemic change. Most of them reports shifting mindsets. Fifty-eight percent report influencing policy. Sixty-one percent have developed replicable models.

At the same time, only 23% measure these outcomes. As a result, organizations operate with a partial mirror: their work is visible in activity, but not fully in its effects.

Part of the challenge is the mismatch between the nature of the work and the tools used to capture it. Standard reporting frameworks track activity well, but struggle to reflect real change in areas like norms, power, and civic culture. In the civic space, the challenge is even sharper: change is slow, nonlinear and reversible.

(ASHOKA)







Chapter 6

IMPACT AND ECOSYSTEM INFLUENCE

01
Organization Profile and Localization

02
Obstacles, Challenges and Needs

03
Resources and expertise

04
Innovation and Technology

05
Systems Change and Changemakers Signals

06
SImpact and ecosystem influence

07
Leadership and multiplier effect

08
Governance and public commitments

Areas of Significant Impact (Last 5 Years)

Findings: The primary areas where organizations report the most significant impact are increasing civic engagement (77%) and changes in mentalities, behaviors, or attitudes (70%). Strengthening collaboration and partnerships (53%) and developing leaders/changemakers (47%) are also high-ranking areas of impact.

Insights: The sector is heavily focused on the "human" element of social change—activating people and shifting deep-seated beliefs—rather than just service delivery. However, lower percentages for scaling/replicating models (27%) and digitalization (17%) suggest that organizations struggle to expand their innovative solutions beyond their immediate sphere.

Media Visibility Levels

Findings: Visibility is strongest at the national level (66%) and local level (61%). International visibility remains a significant challenge, with only 25% of organizations reporting a presence at that level.

Insights: Most organizations have successfully built local and national reputations, providing a strong foundation for advocacy and public discourse. The high national visibility likely correlates with the sector's focus on national policy influence noted in other chapters.

Figure 20:
Areas of significant impact (Multiple choice)
In which of the following areas do you believe your organization has had the most significant impact in the last 5 years?

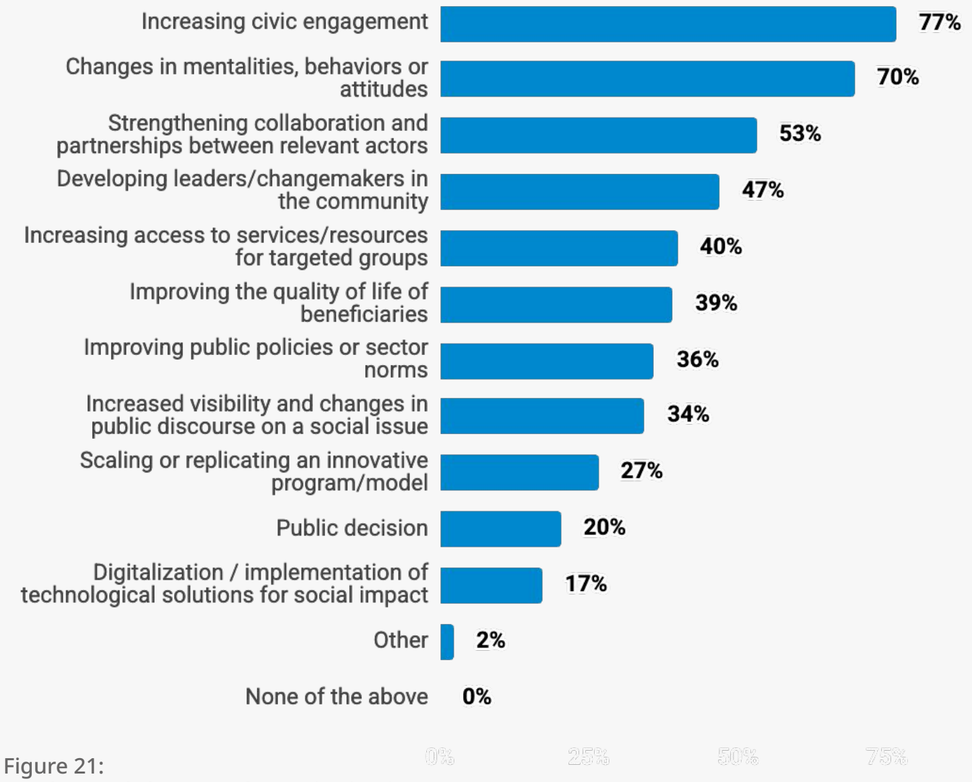
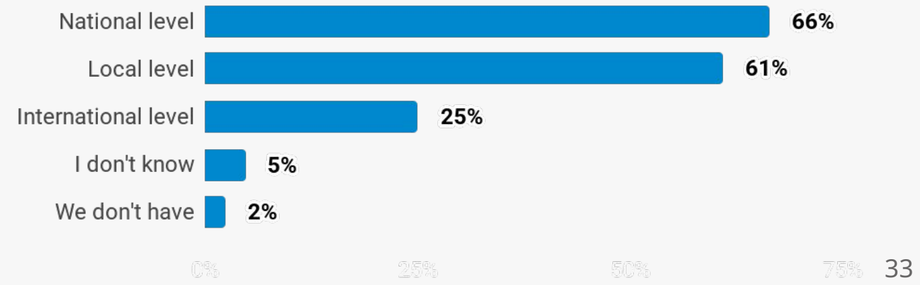


Figure 21:
Media Visibility Levels (Multiple choice)
Which of the following options best describes your organization's media visibility level in the last 5 years? Choose all that apply to your organization



01 Organization Profile and Localization
02 Obstacles, Challenges and Needs
03 Resources and expertise
04 Innovation and Technology
05 Systems Change and Changemakers Signals
06 SImpact and ecosystem influence
07 Leadership and multiplier effect
08 Governance and public commitments

Active Partnerships and Networks

Findings: Only 4% of organizations are not involved in any partnerships. The majority are highly collaborative, with 36% involved in 4–10 partnerships and 16% involved in over 10 active partnerships.

Insights: The ecosystem is deeply interconnected. However, while 52% of organizations are involved in 4 or more partnerships, many are still in a "participant" role. There is a significant opportunity to move more organizations toward becoming initiators or co-creators (currently only 14% for those in 1–3 partnerships) to drive more intentional systemic change.

Regarding the areas in which the organizations believe that had the most significant impact in the last 5 years, we observe that organizations with international impact significantly more often mention improving public policies or sector norms (47% vs. 36%), but also Developing leaders / changemakers in the community (59% vs. 47%), while organizations with national impact significantly more often mention Scaling or replicating an innovative program / model (36% vs. 27%).

Regarding the number of active partnerships or networks the organization is currently involved, we observe that involvement in 4-10 partnerships is more common in the Strengthening Democratic Processes cluster (86% vs. 43%), while involvement in over 10 active partnerships is more common in the Changemaker-Makers cluster (28% vs. 18%). Similarly, organizations with international impact significantly more often mention involvement in 4-10 partnerships (50% vs. 36%).

86% Strong Democracy cluster involved in 4-10 partnerships

59% International orgs developing leaders & changemakers

Figure 22:
Active Partnerships and Networks (Multiple choice)
In how many active partnerships or networks are you currently involved?



THERE IS A NEED FOR SOLIDARITY FROM FUNDERS. It would have been great if the business sector had supported us publicly, in terms of positioning, or if the media had stepped in when the NGO sector was under attack.

(Survey respondent)

01
Organization Profile and Localization

02
Obstacles, Challenges and Needs

03
Resources and expertise

04
Innovation and Technology

05
Systems Change and Changemakers Signals

06
SImpact and ecosystem influence

07
Leadership and multiplier effect

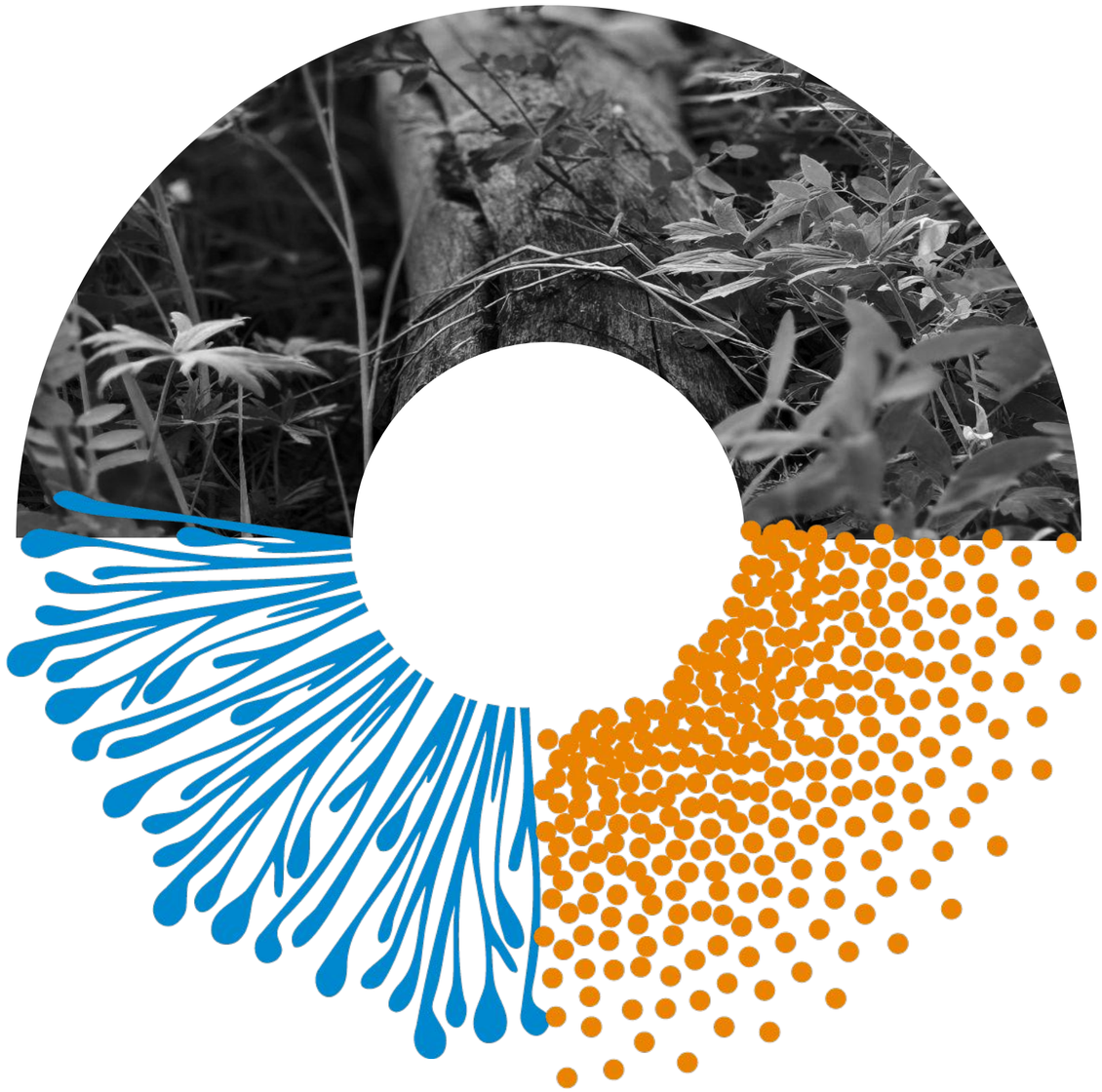
08
Governance and public commitments

The organizations in this field are highly connected and most operate in multiple partnerships. Compared to the broader Romanian NGO sector — where many organizations are not part of networks — this field functions as a much denser collaborative environment.

But — and this matters — even within this more collaborative subset, the competitive fragmentation dynamic still shows up strongly in the qualitative data. Which means it's not just a sector-wide capacity problem, but an architecture that rewards separateness.

At the same time, collaboration is not evenly distributed. Many organizations participate in partnerships, but fewer take on initiating or co-creating roles. Capacity constraints, funding structures, and time pressure limit how deeply organizations can engage.
This creates a gap between being connected and shaping the system together. The opportunity lies in shifting more organizations from participation toward co-creation — where collaboration becomes a driver of systemic impact, not just a condition of operation.

(ASHOKA)





Chapter 7

LEADERSHIP AND MULTIPLIER EFFECT

01 Organization Profile and Localization
02 Obstacles, Challenges and Needs
03 Resources and expertise
04 Innovation and Technology
05 Systems Change and Changemakers Signals
06 SImpact and ecosystem influence
07 Leadership and multiplier effect
08 Governance and public commitments

Providing Methods and Resources: A total of 53% of organizations provide methods, programs, or public resources to inspire and teach others to a large or very large extent. However, 8% do not provide these resources at all.

Public Communication of Leadership: Most organizations (75%) publicly communicate who makes decisions and what their leadership structure is. The remaining 25% consider this non-public information.

Decision-Making Processes: Collaborative leadership is the standard, with 52% of decisions made through participatory team processes and 39% by a management team. Only 1% of organizations report decisions being made by a single leader.

Insight: The sector shows **a strong democratic internal culture**, with nearly all organizations moving away from centralized leadership. **While there is a high willingness to communicate structures, there is still room to grow in the proactive sharing of "how-to" resources for the broader community.**

In terms of offering methods, programs, or public resources to inspire/teach others, whether it is other NGOs or anyone who can benefit and learn from these resources, organizations in the Changemaker-Makers cluster offer such things significantly more often to a large extent (72% vs. 39%), as do organizations in the Strengthening Democratic Processes cluster (71% vs. 39%).

72%
Changemaker-Makers share public resources & programs

71%
Strong Democracy cluster shares public resources widely

Figure 23:
Providing methods and resources (Single choice)
Do you provide methods, programs, or public resources to inspire/teach others, whether it is other NGOs or anyone who can benefit and learn from these resources?

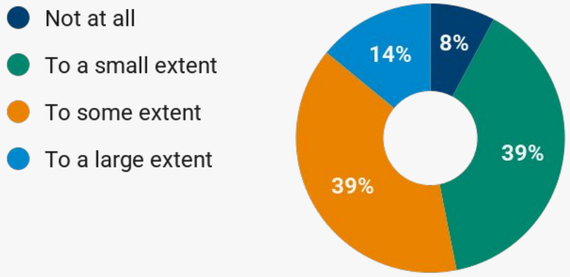


Figure 24:
Public Communication of Leadership
Do you publicly communicate who makes decisions and what the leadership structure is within your organization?

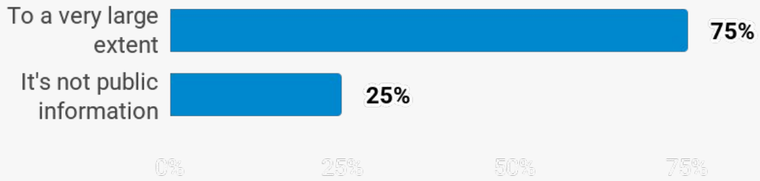
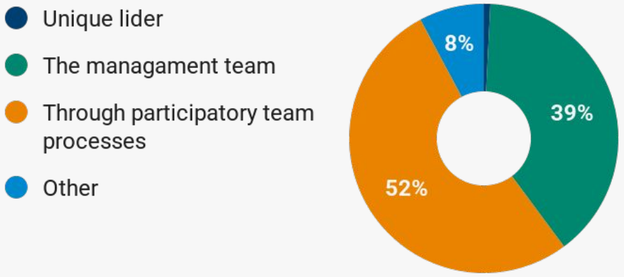


Figure 25:
Decision-Making Processes (Single choice)
How are decisions within your organization predominantly made?



01 Organization Profile and Localization
02 Obstacles, Challenges and Needs
03 Resources and expertise
04 Innovation and Technology
05 Systems Change and Changemakers Signals
06 SImpact and ecosystem influence
07 Leadership and multiplier effect
08 Governance and public commitments

NGOs note tension between donor-driven notions of scalability (replication, numbers reached) and their own understanding of meaningful, context-sensitive change. Larger NGO tend to have a strong focus on scaling, by transferring know-how, training, capacity building to other organizations, while smaller NGOs tend to have a more localized short-term outlook.

Stable systems, professional expertise, and management capacity are resources that many NGOs, particularly smaller or informal ones, currently lack. A common issue is the lack of time to think about strategic goals like scalability, focusing more on current projects, impact, and funding. Leadership support is explicitly described as the need to build the ability to think long-term, manage people, and handle operational pressure.

Some organizations act not only through their own programs, but by strengthening others — sharing knowledge, building capacity, connecting actors. Their impact extends beyond what they deliver directly.

This aligns with how Ashoka understands changemaking: not as individual excellence, but as the ability to enable others to act. Organizations that take on this role do not amplify impact linearly. They multiply it.

What differentiates them is not necessarily more resources, but how they position themselves — less as standalone actors, more as part of a wider field they actively shape.

(ASHOKA)

> EVERYONE WANTS THEIR OWN PROJECT, THEIR OWN STRATEGY, THEIR OWN AGENDA, and there is this feeling of competition, although together we would produce more change.

(Survey respondent)



Chapter 8

GOVERNANCE AND PUBLIC COMMITMENTS

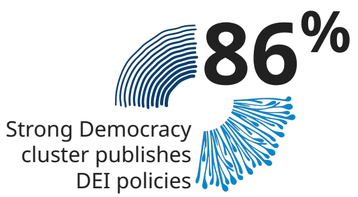
01 Organization Profile and Localization
02 Obstacles, Challenges and Needs
03 Resources and expertise
04 Innovation and Technology
05 Systems Change and Changemakers Signals
06 SImpact and ecosystem influence
07 Leadership and multiplier effect
08 Governance and public commitments

DEI Policies: Transparency regarding Diversity, Equality, and Inclusion (DEI) is relatively low. Only 7% have these policies published in full, while 38% report they do not have such policies at all.

Social and Environmental Responsibility: Organizations are much more active in this area, with 54% having public projects and an additional 5% having public commitments even without a specific project. Only 16% lack these commitments entirely.

Insight: There is a clear gap between "external" responsibility (social/environmental projects) and "internal" governance (DEI policies). While organizations are successful at demonstrating impact through outward-facing projects, formalizing internal inclusivity policies represents a key area for future organizational development.

Regarding the existence of links to internal policies or statements regarding diversity, equality, and inclusion within the organization, we observe that organizations in the Strengthening Democratic Processes cluster mention significantly more often the existence of these links published in part (86% vs. 13%), while organizations in the Emerging cluster do not have such links (62% vs. 38%).



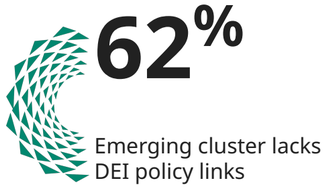


Figure 26:
DEI Policies (Single choice)
Do you have links to internal policies or statements regarding diversity, equality, and inclusion within the organization?

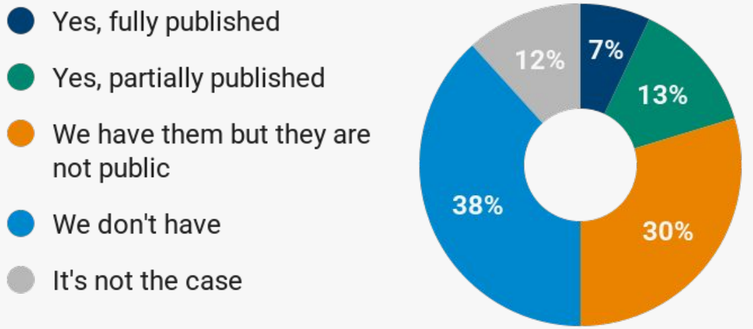
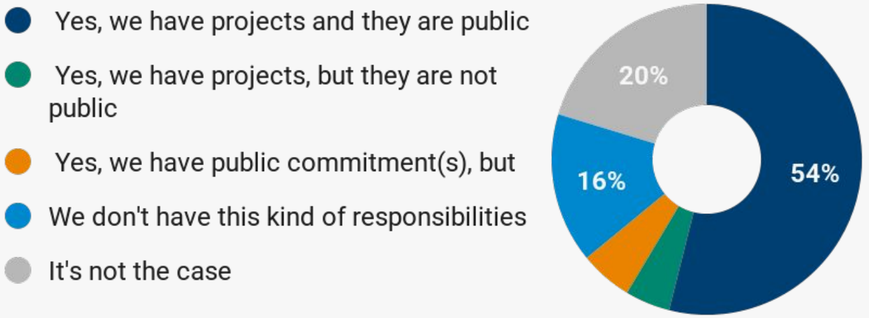


Figure 27:
Social and Environmental Responsibility (Single choice)
Do you have links to the organization's social and environmental responsibility projects?



01
Organization Profile and Localization

02
Obstacles, Challenges and Needs

03
Resources and expertise

04
Innovation and Technology

05
Systems Change and Changemakers Signals

06
SImpact and ecosystem influence

07
Leadership and multiplier effect

08
Governance and public commitments

The low adoption of formal, published DEI policies (7%) should not be misconstrued as a lack of values. Qualitative data reveals that democratic principles are lived organically within these organizations, as evidenced by the high rate of participatory team decision-making (52%). However, for small-to-medium NGOs struggling with basic survival and bureaucratic overload (47%), drafting and formalizing policy papers is perceived as a luxury they simply do not have the time or administrative capacity to prioritize.

Older and more established organizations tend to have clearer, more stable missions and rely on formal reporting structures, annual reports, audits, and standardized transparency practices. However, for smaller and newer initiatives, the process of legal registration, accounting, compliance, and drafting formal internal reporting obligations is perceived as complex, time-consuming, and costly, often diverting precious resources away from core civic activities.

The qualitative research indicates that the low formalization of internal frameworks is not a rejection of inclusive values. Instead, it is a structural capacity issue. For small-to-medium civic initiatives, the process of drafting, formalizing, and publishing internal policy papers is perceived as an administrative burden that drains limited resources. Under permanent operational stress and an absolute lack of dedicated HR departments, organizations organically practice participatory and inclusive governance but choose to prioritize immediate field actions over formal compliance documentation.

Many organizations in this mapping operate with flexible, evolving structures. Formal policies are often limited, and we take this as a marker of their stage of organizational growth — where values and practices are lived rather than codified. It is also a rational response to administrative burden.

At a certain point, governance can act as support — not as compliance, but as a way to carry what already works into a more stable form. Seen this way, formalization is not a linear expectation. It is a tool that becomes useful when the organization is ready for it — when knowledge needs to transfer, teams expand, and coordination becomes more complex.

(ASHOKA)



01
Organization Profile and Localization

02
Obstacles, Challenges and Needs

03
Resources and expertise

04
Innovation and Technology

05
Systems Change and Changemakers Signals

06
SImpact and ecosystem influence

07
Leadership and multiplier effect

08
Governance and public commitments

Conclusions

What the data reveals is a field rich in commitment, ideas, and civic purpose — operating at the edge of their capacity. There's not enough time, not enough people, not enough stable and flexible funding. Long-term vision is reduced to short-term possibilities. Romania is not first to face this kind of tension. In very different contexts a similar pattern appears, what means that we can look at existing responses and adapt what can strengthen the field.

In the UK, collaboration has been moved closer to infrastructure — with shared mechanisms, longer-term partnerships, and intentional investment in how organizations work together. In Ukraine, after war escalation civil society actors have formed alliances and networks to coordinate work, pool expertise, and act with a shared voice under pressure. These are not models to copy directly — but they offer a useful reminder that when pressure increases, connection becomes a form of capacity. That's why we use a metaphor of civic forest.

A forest is a complex system — resilient not because each element is strong on its own, but because of the connections between them. Resources are shared, pressure is redistributed, and adaptation happens collectively. The same shift may be needed here: from thinking about organizational capacity in isolation, to thinking about how capacity moves, is shared, and is sustained across the field.

What can it mean to be a civic forest?

- making coordination easier than duplication — noticing where work overlaps and choosing to align, even lightly, rather than building the same solutions in parallel.
- sharing what is costly to carry alone — treating some functions, expertise, or tools as common resources, not something each organization has to rebuild from scratch.
- letting knowledge move — creating ways for methods, practices, and lessons to travel between organizations, not only through formal training but through ongoing exchange.
- relying on relationships as part of capacity — knowing who to turn to, and trusting that support will be there when pressure increases.
- making what already happens informally more reliable — not adding complexity, but reducing friction in how organizations connect, collaborate, and support each other.

Much of it already exists — in fragments, in partnerships, in everyday decisions to work together. We invite you to explore what being part of a civic forest can mean in your own work.

ASHOKA

Ashoka Romanian Organizations Map 2026

www.ashoka.org