



WORLD LEARNING

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The Experiment in
International Living

FINAL REPORT

(Supplement to "Democracy Network Program in Romania, 1995 - 1999")

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I INTRODUCTION

The United States Agency for International Development (USAID) awarded the Romania Democracy Network (DemNet) Program to World Learning in May 1995. In Romania and 10 other countries of Central and Eastern Europe, USAID's DemNet programs have sought "to develop and strengthen a broad range of indigenous public policy-oriented NGOs." This goal was to be accomplished through a program of training, technical assistance, and grants provided to NGOs active in USAID's priority sectors. In Romania, those sectors were environment, social safety nets (social services), economic restructuring (development), and democracy/human rights. Activities under the World Learning DemNet program through June 1999 are summarized in the report "Democracy Network Program in Romania, 1995-1999."

The activities and accomplishments reported here took place during a five-month extension covering July to November 1999, and should be read as a supplement to the report referenced above. The five-month extension was granted to DemNet in June 1999.

This extension provided the opportunity to provide targeted, low cost, high impact support to the Romanian NGO community. It was also an opportunity to reinforce what was learned throughout DemNet, to assess the ongoing needs of the NGOs, and to make recommendations on how these needs might be met. World Learning's continued work under the extension reiterated that the ideas and approach of DemNet are valid even in a society as economically and socially troubled as Romania. The limited extension had five objectives:

- 1 Further development of the effectiveness and efficiency of NGOs through technical assistance
- 2 Broad indirect technical assistance to the Romanian NGO community through completion of the DemNet's series of eight manuals and ongoing maintenance and updating of its website
- 3 Reinforcement of fundraising training
- 4 To provide further support to the Romanian Social Development Fund (R-SDF) so as to help assure its successful implementation
- 5 To facilitate the development of additional proposals for community development activities

Activity Summary

Under this extension, the Democracy Network Program accomplished the following

- 18 people (9 from NGOs and 9 from county and municipal governments) trained in community facilitation in Cluj, Iasi, and Constanta on behalf of World Learning/Transit
- 13 people trained in community organizing in Ramnicu Valcea
- 12 people trained to be community facilitators in Botosani
- 69 manuals distributed
- 43 NGOs participated in follow-up fundraising training, which emphasized the successful experiences of Romanian NGOs
- Numerous organizations received technical assistance in proposal writing, development and delivery of training programs, and project conceptualization and design
- The series of eight NGO management manuals was completed in both Romanian and English
- Community Facilitators assisted in the development of four additional proposals for submission to the R-SDF (to rehabilitate roads) and one proposal to PHARE (to train community facilitators)

Under the five-month extension, the DemNet project carried out activities to fulfill the five objectives stated above. Those activities and their outcomes are outlined below.

II TECHNICAL ASSISTANCE

Objective #1 Further development of the effectiveness and efficiency of NGOs through technical assistance

Throughout the life of the project, World Learning and its DemNet partners delivered both formal and informal technical assistance. Formal technical assistance to NGOs included support in six key categories of an organization's development: governance, operations and management systems, human resources, financial resources, service delivery, and external relations, including specific subcategories such as advocacy, lobbying, and fundraising.

The extension called for the continuation of technical assistance, thereby providing an opportunity to reinforce skills learned in the training provided earlier by DemNet. In addition, as technical assistance was not necessarily limited to NGOs who attended training nor to topics covered in training, its continuation allowed DemNet to broaden its scope both in the number of NGOs reached and in the number of topics in which assistance was provided.

From July through November, most requests for technical assistance related to human resources, external relations, and proposal development. DemNet provided technical assistance to a variety of NGOs working in various areas of the country. Specific topics included proposal writing, development and delivery of training programs, project conceptualization and design, and participant selection for training programs. Eighteen

technical assistance sessions were conducted during this period, bringing the total number of sessions for the project to 232

A more detailed account of technical assistance activities carried out from July to November 1999 can be found in Attachment A

Technical Assistance Objective¹	Number of Interventions
Financial management	47
Project development, planning, management	40
Proposal development	35
Fundraising	25
Advocacy	24
Human resource management	17
Marketing	14
External relations	14
Total	232

Technical assistance requests that could not be fulfilled during the project included one from the Pro Democratia Association to provide training and technical assistance in community facilitation for staff at their central and local offices. The objective was to encourage citizen participation in decision-making, a process for which the Association needs assistance in facilitation skills and knowledge. Even though World Learning was not able to provide the requested training and technical assistance, it did provide the community facilitation training agenda, trainers' notes and the community facilitation manual.

Another request was received from AID-ONG, a resource center in Timisoara. AID-ONG requested technical assistance in developing training programs, particularly in areas of strategic development and fundraising.

The continued interest in these subjects demonstrates the on-going need for support in both the community facilitation prong and the institutional development prong of the DemNet approach. The successes in community facilitation have been noticed, and there is a demand from a number of communities and organizations that want to replicate the DemNet community facilitation model.

The request for assistance to develop training programs points out the need for the types of institutional development training provided by DemNet. And perhaps, more importantly, shows the desire of members of the Romanian NGO community to acquire the skills necessary to allow them to take up the role of supporting and assisting the progress of less-developed NGOs. And in doing so, contributing to the building of an increasingly stronger Romanian NGO community.

¹ This chart updates that found on page 19 of the report 'Democracy Network Program in Romania 1995-1999'.

III NGO MANAGEMENT MANUALS

Objective #2 Broad indirect technical assistance to the Romanian NGO community through completion of DemNet's series of eight manuals, and ongoing maintenance and updating of its website

The extension allowed additional time for DemNet to complete its highly regarded series of eight NGO management manuals. The manuals are uniquely developed for the Romanian context and have been distributed to a list of over 800 NGOs. Copies were produced both in Romanian and in English.

During this reporting period, the Romanian translation of the Financial Management manual was completed. The other manuals completed were Community Facilitation (Romanian and English versions), Strategic Development (Romanian and English versions), updated English version of the Financial Management manual, and the English version of the Fundraising manual.

During the five-month extension period, 2,405 manuals were distributed to NGOs, resource centers, and other organizations. Resource centers throughout the country will be the means for continued distribution of the manuals to NGOs and interested individuals. They will make additional copies if necessary. A total of 6,910 manuals were distributed during the life DemNet. Attachment B provides the details of manual distribution including a list of the organizations that received the manuals.

DemNet also developed a website with extensive links to sites of providers of organizational development and community organizing information. The website also contains the DemNet manuals. The web page was updated in July. Major changes were

- Community facilitation section: new information was added about the stages of the process in the field and the services offered by World Learning in this area.
- Training section: information about the advanced fundraising training.
- Manuals section: information on the new manuals available, or in the course of development.
- NGO Internet resources section: increased the number of web links on community development and social marketing.

The site will be maintained by the Regional Environmental Center for Central and Eastern Europe (REC Romania), which will continue to give credit to DemNet through USAID for initiating the site and for those items developed by World Learning. World Learning has a good working relationship with REC. A former DemNet staff member, Catalin Gheorghe, is now a key staff member at REC. Thus, the organization has a good sense of the original vision for the website and the commitment to keep it on course.

IV. ADVANCED FUNDRAISING TRAINING

Objective #3: Reinforcement of fundraising training

One of the initial areas covered by DemNet training was fundraising. Some of the ideas presented in those trainings were quite “radical” in the Romanian context. Nevertheless, some of the NGOs implemented the activities and secured funds from various sources.

In September, DemNet staff prepared two fundraising training sessions to showcase successes in implementing the new fundraising ideas and to build upon fundraising skills already acquired by NGOs. Several of the participants had fundraising responsibilities at organizations that had attracted funds or goods from the local business community and local government, and through membership fees, service fees, e-mail solicitation, and direct solicitation. Participants shared their experiences in fundraising event planning (including feasibility planning and budget preparation), the design of solicitation materials, business activities, and sponsorship.

The model emphasized successes by Romanian NGOs in the Romanian environment. Hearing from local actors who have scored fundraising achievements in the challenging Romanian context is a strong motivational factor for NGOs to try new things and has a relevancy that the NGOs can readily appreciate. The training results indicated below confirmed this theory.

In defining fundraising as a priority issue, DemNet staff reviewed evaluation forms from previous trainings and requests from NGOs to DemNet for technical assistance and training. The most frequent topic desired was fundraising. This was no surprise given that many international donors have ended or changed their programs in Romania causing a funding crunch. Also, NGOs are in a higher stage of development than two or three years ago, and are thinking of fundraising as a necessary and planned activity linked to sustainability.

DemNet staff publicized the trainings and sent out questionnaires to the organizations that had expressed interest in attending. The questionnaires asked about the organizations’ needs, expectations from the training, and background in fundraising. The participants were selected according to their degree of interest and level of experience, many had been hired by their organizations as fundraisers. There were 22 participants from Busteni and 18 participants from Sibiu, each representing a different organization.

The five-day training sessions took place in Busteni from October 4 to 8, and in Sibiu from October 18 to 22, under the heading “Advanced Fundraising Techniques.” There were exercises on developing fundraising materials (e.g., direct mail letters and presentation materials), and communication with different types of donors and others. Each participant began a fundraising plan for his/her organization as part of the training.

After the trainings, three of the participating NGOs (“Fundatia pentru Dezvoltare Locala Agapis,” “Asociatia Sfantul Andrei,” and “Alternative Sociale Iasi”) requested technical

assistance from DemNet on issues regarding the particular fundraising methods that they wanted to apply

“Alternative Sociale Iasi” provided early feedback by giving a detailed description of how they utilized the information received at the training. At board and staff meetings, they started the design of a two-year fundraising plan for the organization.

The consultants that served as trainers requested permission to use the agenda of this training with other groups (two of the consultants are working in Romanian NGOs that have training activities). Five resource centers requested copies of all the agendas from fundraising training developed over the life of the program. It is expected that as a result of the training sessions, Romanian NGOs will develop and utilize other new methods for raising funds. They will target local communities, thus decreasing their dependence on external donors.

The fundraising training also generated interest in other aspects of institutional development. All the participants requested copies of the DemNet financial management and strategic development manuals. Romanian consultant trainers, including those from Opportunities Associates, who worked on DemNet fundraising training are positioned to continue training and technical assistance on the subject and to carry it to the next level.

V ADDITIONAL TRAINING

A World Learning DemNet and World Learning-Transit Partnership

At the request of USAID Romania, World Learning DemNet and World Learning-Transit organized a training program entitled “Supporting Children in Communities.” The three-part training program took place in July, September, and November. The training was based on DemNet curricula and experience in community development. DemNet staff provided training and technical assistance for this program.

The purpose of the training was to get citizens involved in working together to improve the welfare of children and families in their communities, and thereby decrease the institutionalization of children in Romania. The program provided training and technical assistance in community facilitation, project planning, and implementation to nine NGO representatives and nine representatives from local authorities that will work as community facilitators in Cluj, Iasi and Constanta counties.

The participants from NGOs and county and municipal governments will work in rural villages and urban neighborhoods in Iasi, Cluj and Constanta. They brought together a diversity of experiences from social assistance, social work, and other specializations. They exchanged relevant and different experiences. There were six participants from each county. They formed county-based teams that will continue to exchange information and experiences beyond the World Learning training.

The three stages of training

Community Organizing Skills, July 26 – 31, 1999, Sibiu

This six-day training session focused on the knowledge and skills needed for community organizing activities. The topics addressed included effective communication, defining a community organizer, the phases of community organization (community mapping, needs assessment, leadership, motivation, problem solving, and intervention planning), advocacy, and community social work.

Project Planning, September 15 – 18, 1999, Sinaia

For four days, the trainers worked to develop the participants' skills in planning and designing a community project on child protection issues. The topics addressed included identifying program goals and objectives, methods and activities, budget planning, and program evaluation.

Project Management, November 27 – 30, 1999, Busteni

The last four-day training session emphasized knowledge and skills in project management. Participants learned more about implementing specific community projects developed by them with the support of their home communities. The topics were related to team building and coordination, effective communication and team members' motivation, and stimulation of volunteerism.

In addition to the training sessions described above, World Learning Community Facilitators provided technical assistance in the field, which also took place in stages

Technical Assistance On Community Organizing, August 9-31, 1999

After the first training, each participant received two to three days of specialized support for the first stages of the community organizing process: assessing community/beneficiary needs and community leader identification and motivation. World Learning DemNet facilitators provided the support:

Vasile Moisa - for participants from Cluj County

Daniela Avramutiu - for participants from Constanta County

Dumitru Puscasu - for participants from Iasi County

Technical Assistance On Proposal Writing, October 9-10, Cluj and Iasi, October 15-16, 1999, Constanta)

This supplementary support for the participants was provided during two-day workshops for each county. The participants acquired new abilities for writing a proposal. They started to develop proposals adapted to their previous experience in working with their home communities. The resource persons used in this stage of the program were World Learning/DemNet staff and Community Facilitators.

Anemarie Gasser and Vasile Moisa - Cluj
 Monica Prisacariu and Dumitru Puscasu - Iasi
 Anemarie Gasser and Monica Prisacariu - Constanta,

Several projects were developed as a result of this training program and the subsequent technical assistance

Cluj	
<i>Participant/Organization (Location)</i>	<i>Project</i>
Adela Maria Turcu (Turda Town)	Day center next to school for children with special needs
Dana Sandor/DGJPDC- Cluj (Magura Racatau Village)	Day center for children from remote villages who must attend school in this comuna
Ioan Marin Matei (Calatele)	Special class for gypsy children to learn throw games
Daniela Crisan/City Hall	Community shelter for abused women
Angela Borsch (Cojocna Village)	Day center for children from remote villages who must attend school in this comuna
Anca Saplacan (Caseiu Village)	Community homes for children from remote villages who must attend school in this comuna

Constanta	
<i>Participant/Organization (Location)</i>	<i>Project</i>
Tudorel Poale Lungu (Constanta Town)	Implementation of project that aims to implement an alternative and innovative treatment for HIV-infected children
Manuela Tavitian (Constanta Town)	Advocacy project for the rights of HIV-infected persons and their families At the end of the project, a new organization will be established in Constanta Town an NGO for parents with HIV-infected children
Madalina Iordache (Constanta Town)	Training and assistance in job opportunities for teenagers that leave the orphanages
Doinita Ciuculin (Medgidia Town)	Counseling center for families in crises
Gabriela Gusatu (Cernavoda Town)	Community center for active learning in gypsy communities from Cernavoda
Margareta Marin (Medgidia Town)	Community mobile center for family planning (education and prevention of unwelcome pregnancies)

Iasi	
<i>Participant/Organization (Location)</i>	<i>Project</i>
Maria Torcatoru (Aroneanu Village)	Community service center for poor families with many children
Ciprian Nita (Buhalnita Village)	Educational day center for children and teenagers from Buhalnita Village
Petru Mitescu (Miroslavesti Village)	Reconstruction of the village orphanage
Bogdan Petru Ababei (Letcani Village)	Community foster families for orphans
Lucia Campan (Iasi Town)	Tailoring workshop for 50 single mothers from Iasi
Mihaela Vasilescu (Targu Frumos Village)	Community service center for poor families with many children

DemNet's extensive experience in community facilitation training, as well as the project staff's ability to adapt the training to address concerns related to local child welfare issues, provided Transit with the capacity to carry out the "Supporting Children in Communities" activity

B Ramnicu Valcea Community Organizing Training

From August 3 to 7, a training on "Community Organizing" was conducted in Ramnicu Valcea with assistance from World Learning. The training was delivered at the request of the Valcea County Council in partnership with Curierul de Valcea Foundation and Cerisa Local Consortium from Dragasani. The County Council provided the training room, and World Learning Community Facilitators Dumitru Puscasu, Monica Prisacariu, Vasile Moisa, and Daniela Avramutiu delivered the training. Thirteen participants attended this training.

At the end of the workshop, six participants committed to applying the ideas and principals of the training in their home communities and to becoming a branch of the Romanian Association for Community Development, a group formed by and representing Romanian community facilitators. Another participant, who will assume the role of coordinator of the future community facilitators in Valcea, decided to apply for a Masters in Public Policy from the Bucharest University as a result of what he learned from the community facilitators at the training.

C Botosani Community Facilitation Training

World Learning provided community facilitation training to 12 participants in Botosani from October 29 to November 1. The training was delivered at the request of Organizatia Tineretului Liber (OTL), a youth organization with a particular interest in rural community facilitation. OTL contributed the room and supplies needed for training, while World Learning Community Facilitators Dumitru Puscasu, Anemarie Gasser, and Daniela Avramutiu conducted the training.

After the training, the president of OTL and coordinator of what will be the local community facilitation team succeeded in organizing a meeting for new facilitators, local authority representatives and Romanian Social Development Fund representatives (in Botosani) They discussed the strategic actions needed for community development in Botosani This was an example of the replication of activities first carried out by DemNet in its three community facilitation pilot areas (Tulcea, Alba, Botosani)

Over the course of the project, DemNet training benefited NGOs that received grant support from the project as well as a broader audience of potential civil society actors The outcome is Romanian NGOs with an increased awareness of the importance of organizational sustainability issues, enhanced organizational management capacity, and increased levels of organizational development Participating organizations also increased their understanding of advocacy and have applied these skills successfully, especially through several of the DemNet-supported activities DemNet training has also helped NGOs to better appreciate the value of collaboration with others and to develop partnering skills As a result, a number of organizations established collaborative relationships with state, market, and other civil society institutions, including the media, where none previously existed

Training Topic²	Number of NGOs Attending
Project Planning	44
Proposal Writing	34
Introduction to Advocacy	81
Advanced Advocacy	83
Collaboration	48
Project Management	50
Marketing	113
Managing Volunteers	79
Policy Advocacy Project Design	89
Policy Advocacy Project Proposal Development	87
Financial Management	133
Lobbying	30
Strategy Development	106
Organizational Communication and External Relations	105
Fundraising	104
Advanced Fundraising	43
Community Facilitation	96

² This table updates that found on page 18 of the report "Democracy Network Program in Romania 1995 1999"

VI ASSISTANCE TO THE ROMANIAN SOCIAL DEVELOPMENT FUND

OBJECTIVE #4: To provide further support to the Romanian Social Development Fund (R-SDF) so as to help assure its successful implementation

DemNet's initial support to the Romanian Social Development Fund (R-SDF) was in the form of training Community Facilitators, and then hiring six of those trained to work with communities in Alba, Botosani, and Tulcea Counties to develop projects to be considered for R-SDF funding. In addition, the R-SDF required assistance in finalizing its management procedures both as they related to the R-SDF as an institution and as they related to its grantees. The five-month extension allowed for the provision of this assistance.

In September and October, World Learning implemented a series of consultancies to strengthen the R-SDF as an institution. World Learning assistance helped the Fund finalize its management procedures as they relate to the R-SDF itself and also to its grantees. Areas in which support were provided included:

- finalizing accounting and procurement procedures for the R-SDF and its grantees,
- finalizing personnel policies and developing job descriptions and an organizational chart,
- developing protocols for grants management and grants management training as well as a training program for the grantees, and
- design and delivery of two training programs for R-SDF staff: one on grants management, and one Training of Trainers (TOT) to allow staff to deliver training to grantees on grantee responsibilities.

The assistance was delivered by World Learning staff, international consultants, and the Regional Environmental Center for Central and Eastern Europe, Bucharest, Romania (REC).

A Accounting

Constanta Dragne, World Learning Finance Officer, worked with the R-SDF accounting staff to design an accrual accounting system and to lay out procedures for the administration of this system and operations of the Fund's Accounting Department. Dragne also designed the accounting session of a training-of-trainers program for R-SDF grants managers. Originally, she was to have also reviewed the accounting procedures of a grantee manual developed by a World Bank consultant. However, the manual was not yet available at the time of the accounting consultancy.

REC's Finance Officer, Sidonia Ciomartan offered further assistance in the last week of October to integrate the R-SDF and grantee accounting systems and procedures so that they are in compliance with the World Bank and Romanian Ministry of Finance requirements. Ciomartan proposed solutions for some problems related to the division of

labor between the Fund's accounting and grants management departments, and made recommendations on the MIS system, financial reporting, and training needs

B Procurement

DemNet Consultant Randy Willard finalized and laid out internal procurement procedures for the R-SDF. He also designed the procurement module of the TOT for the training of grantees. Originally, Willard was to have also reviewed the procurement section of the grantee manual and make recommendations. However, as noted above, the manual was not available.

The procurement consultancy resulted in written procedures, including forms to be used internally by R-SDF. All the procedures were discussed with the Procurement and Finance Officers of the R-SDF, and a memo was sent to the Executive Director on the use of these procedures. Also, the procurement procedures were put into a training format to be used by the Fund's training department when planning and delivering training to the grantees (beneficiary communities) on procurement and other finance-related issues.

C Personnel and Organizational Development

World Learning consultant James Villalobos conducted the personnel and organizational development consultancy, which had three modules. Module 1 involved the finalization and lay out of personnel procedures such as recruitment, employment, a code of ethics, leave, and termination of employment. Module 2 focused on the design of procedures and policies for effective lines of communication among staff, and between staff and clients, and between staff and board members. For the last module, Villalobos developed a plan to meet the training needs of R-SDF staff and board members. Interviews were carried out with all the staff to improve the lines of communication, identify potential problems, and establish the training needs.

The personnel and organizational development consultancy provided a draft guide to govern personnel administration with proposed procedures, a guide on how to conduct performance evaluations, an organizational-functional position chart including lines of communication and authority, and a full set of job descriptions for all R-SDF positions.

D Grants Management

The grants management consultancy consisted of four modules: 1) development of a grants management manual including design and lay out of grants management procedures, 2) training of R-SDF grants management staff on the procedures included in the manuals, 3) review of the grantee manual, and 4) development of a training-of-trainers program on the grantee manual. This consultancy was flexible so that it could meet special circumstances, including accommodating the workload of R-SDF staff and working around the delay in receiving the grantee manual from the World Bank consultant.

James Villalobos drafted the grants management manual, with the exception of the section on financial monitoring procedures. The financial management section, including disbursement and financial reporting forms, was prepared by Randy Willard. All procedures were discussed with the appropriate R-SDF staff so that they would respond to R-SDF needs and work within the R-SDF context. As work progressed, it became apparent that extra time and input were required to produce a manual that truly reflected the Romanian grants management environment. Thus, two days were added so that REC could provide that input.

REC, in coordination with Villalobos, prepared and delivered a two-day training session for the R-SDF grant managers and their assistants on general grants management as well as procedures contained in the manual. Recommendations in REC's training report include

- Assistance for R-SDF staff to develop and learn to use an MIS system that integrates the needs of the Fund's finance department and the grants department
- Training for R-SDF supervisors on basic communication skills, on grants management and on the grantee manual (when it becomes available)
- Training on financial management and reporting for R-SDF supervisors and grant managers

The third module could not be completed due to the unavailability of the grantee manual. The fourth module prepared and delivered a TOT program based on those grantee procedures not dependent upon a completed grantee manual. Thus, the training reflected generally recommended procedures rather than ones specific to the R-SDF. The R-SDF staff was trained to further deliver the training to the grantee communities. Subjects covered included bookkeeping methods, management of petty cash, community contributions to the project, measurement of in-kind contributions, financial reporting, and budget management. REC conducted the training in collaboration with Randy Willard.

The grants management consultancy produced a grants management manual and enhanced the ability of the R-SDF staff to manage grants and train grantees. A training design with notes for the trainers is available for the R-SDF training department to use when delivering training sessions to grantee communities.

The series of consultancies produced both tangible and intangible results for the R-SDF. The Fund has an Accounting Procedures Manual for the use of the Accounting Department and executive leadership. The Fund's accountant commented that the consultancy was extremely useful and that the manual is very comprehensive and complete. The Fund also has clear procurement procedures, including forms to be used internally by R-SDF. The Fund's executive director expressed appreciation for all the materials provided, particularly the organizational-functional chart and job descriptions, which she had not had time nor staff resources to develop.

While the assistance and materials provided through DemNet will likely make a marked difference in the R-SDF's ability to fulfill its mandate, the World Learning staff and consultants involved also observed some issues that the Fund will need to address in the coming months. One concern is that the grants management department is currently understaffed, putting the results of the grants program at risk unless staffing levels are increased. The role of the steering committee in grants management should be clarified. Also, the responsibilities of the grants management and finance departments need to be coordinated as some of their work is closely related, e.g. the review of grantees' financial reports.

VII ASSISTANCE IN COMMUNITY FACILITATION

Objective #5 To facilitate the development of additional proposals for community development activities

The final objective of the extension was to assist additional communities to develop proposals for projects to meet their needs. The focus was not exclusively on the development of proposals for submission to the R-SDF. Proposals could also be developed for submission to other appropriate donors and to local governments.

World Learning-trained Community Facilitators continued to work with communities on developing proposals. Support to those communities included identification and evaluation of a specific community problem, planning an intervention for solving the problem, and writing the proposal. Using this approach, community facilitators assisted four new villages in preparing proposals for road rehabilitation project in Alba County, which were then submitted to the R-SDF.

DemNet's Community Facilitators worked with a total of 21 communities in Alba, Botosani and Tulcea over the life of the project. Nineteen of these completed the process and submitted proposals to the R-SDF. As of the project's end, of the 19, seven were funded, three rejected, four were waiting for funding, and five proposals were yet to be evaluated. Attachment C provides more detailed information on the facilitated communities, the proposals submitted, and the status of projects.

In Botosani County, a Community Facilitator helped Organizatia Tineretului Liber (OTL), a local NGO, to plan and write a proposal with the main objective the selection, training, and supervision of five new community facilitators in Botosani. The proposal was submitted to PHARE in July 1999.

USAID, through DemNet, funded three pilot urban environmental projects. World Learning's Community Facilitators worked with each of the communities to develop their projects. At the end of the activities, World Learning contracted with REC to conduct an impact assessment of the projects, which were carried out in Oradea and Baia Mare. The objective was to support interest groups to organize to plan and implement projects to

address local environmental issues. The REC consultants assessed the results of the three projects and reported on the most important achievements and lessons learned.

The Nymphaea Society for Natural History implemented the project in Oradea. The project enlisted local volunteers and school children to collect environmental information in their districts, established an environmental magazine to publicize the volunteers' findings, and set up a hotline for citizens to report problems and violations of environmental laws. REC found that the project was well received in the community and had high levels of participation and support from students and teachers. The Environmental Protection Agency expressed appreciation for the *Oradea Ecological Magazine*, which helped raise environmental awareness among the county's population. The hotline logged 147 calls. The city investigated those complaints of which they were not already aware. Fines were levied and other administrative measures were taken as appropriate. Administration of the project contributed to Nymphaea's organizational growth by allowing them to pay staff for the first time and prompting improved financial management and accounting procedures. The organization formed a good working relationship with the media and with local authorities.

One of the projects in Baia Mare was implemented by the Social Assistance Professional Association (ASSOC is the Romanian acronym), and introduced ways that families and communities can mitigate the effects of lead exposure on Baia Mare's children. Students and parents learned which diet and hygiene measures reduce the risks of being exposed to lead and which alleviate the effects of that exposure which does take place. REC observed a positive response to the program among teachers, parents, and children and urged the continuation and expansion of the project. ASSOC was particularly commended for linking health and environmental issues, which is not done often enough in the Romanian context.

The second project in Baia Mare, Info Med, was implemented by the Eco-Carpatica Ecological Foundation. The goal was to raise environmental awareness, primarily through a strategically placed billboard that constantly displayed updated information on levels of pollution in the town and other ecological messages. In addition to the billboard, Info Med brought together a variety of partners to begin addressing pollution in Baia Mare through informational activities. Generally, citizens and local authorities interviewed for the impact assessment appreciated having more information about pollution in their community. However, many felt helpless to do anything about the problem. REC recommended adding to the billboard simple tips for people to protect their health against the environmental hazards referenced.

REC noted that for all of the three environmental projects, the organizations formed lasting and productive relationships with other organizations, local authorities and media. In Oradea, local authorities were supportive in their responsiveness to the complaints, and even devolved the power to levy fines to a county-based coalition of NGOs and local authorities. Nymphaea signed contracts of partnership with the City Hall, the local EPA, the County School Inspectorate, the Faculty of Environmental Protection (students volunteered, especially for magazine editing), the local Office of Youth and Sport, and

local radio and TV stations. Thus, Nymphaea was able to continue the project after World Learning's support ended. In Baia Mare, the environmental billboard will be maintained by the local council. Also, Eco-Carpatica began partnerships with the Meteorological Institute and the Water Supply Utility who placed meteorological data and important announcements during floods.

Eco-Carpatica was funded to do a follow-up roundtable to its project. The roundtable discussion focused on promoting a national environmental movement to educate citizens and encourage their involvement to address pollution-related problems. The experience gathered through Info Med served as a model as to how this could be done. Eco-Carpatica wanted the discussion to lead to the creation of a nucleus for a future environmental network. Participants discussed how to form a network to distribute environmental information resulting in the formation of a network encompassing six cities: Baia Mare (coordination point), Sibiu, Timisoara, Cluj, Iasi, and Galati. The network also aims at creating linkages between environmental NGOs in the network cities and their respective county Environmental Protection Agencies (EPAs). The EPAs distribute a great deal of important environmental information in Romania.

As a result of the roundtable, an organization in Cluj is currently seeking funding for a billboard and an information campaign for Cluj similar to the one started by Eco-Carpatica through its DemNet grant. Ecotur Sibiu is working on a project to start a citizens' information center on environmental problems including those related to the city's water sources.

VIII CONCLUSION

Over 300 NGOs directly benefited from DemNet services. Romanian NGOs are now better able to define and address their own development needs and the needs of Romanian communities. Moreover, there is a cadre of trained individuals within the NGO community capable of providing technical assistance and training to organizations seeking to become more effective agents of civil society.

**ATTACHMENT A:
TECHNICAL ASSISTANCE ACTIVITIES**

Technical assistance activities in JULY - NOVEMBER 1999

<u>Organization</u>	<u>Date</u>	<u>TA Objective</u>	<u>TA expected impact</u>
CIVITAS Foundation - Cluj	2/7/99	Technical support in organizing 2 session of training (on fundraising and project management) in a larger international event "Better Together" organized in Cluj, Sidiu	Funding the trainers and delivering the training session
ALBAMONT	3/7/99	Technical support for delivering an training on community development for community activists from Alba county	
ALBAMONT	6/7/99	Technical assistance in writing a proposal in order to obtain the financial resource for "NGO's handbook in Alba county"	Obtaining the grant from State Department for Youth and Sports
Turism and Speology Club POLARIS - Alba	12/7/99	Technical assistance in conceiving and writing a project on advocacy/ community development idea	A project that will amplify the impact that the organisation has in community
ORGANIZATIA TINERETULUI LIBER BOTOSANI	17/7/99	Recommendation concerning the writing of a proposal for an community organizing project - submitted for PHARE financing	Obtaining an improved version of the proposal that will be submitted for PHARE financing
VALCEA COUNTY COUNCIL	21/7/99	Selection criteria for participants at an Community Development Training for Valcea County	Selecting a number of 12 participants for training

Technical assistance activities in JULY - NOVEMBER 1999

<u>Organization</u>	<u>Date</u>	<u>TA Objective</u>	<u>TA expected impact</u>
WORLD LEARNING - TRANSIT	23/7/99	Support in preparing the agenda and delivering the 5 days training on "Community Development" - as part of an larger program "Supporting children in communities"	To have 18 persons (from Cluj, Constanta and Iasi) with community facilitation skills that will be able to organize there communities to support children and families
County Council - Ramnicu Valcea	27/7/99	Assistance in the process of interviewing and selection of the participants at a future training in Community Organizing	Selection of the participant based on the specific and objective criteria
County Council - Ramnicu Valcea	1/8/99	Assistance on the delivering the Community Development Training - 5 days	
Janice Daley - Peace Corp - Cluj	6/8/99	Information on how to start an NGO in Romania (legal process)	
WORLD LEARNING - TRANSIT	9/8/99	Technical assistance in community organizing - field work in 3 county Cluj, Constanta, Iasi - for 18 persons (6 from each county), 24 days	Identification and evaluation of the community problems and leaders each home communities of the persons assisted
CREST - Resource Center for Nongovernmental Organizations	25/8/99	County NGO' Forum - in Satu Mare	

Technical assistance activities in JULY - NOVEMBER 1999

<u>Organization</u>	<u>Date</u>	<u>TA Objective</u>	<u>TA expected impact</u>
WORLD LEARNING - TRANSIT	6/9/99	Support in preparing the agenda and delivering the 3 days training on "Proposal Writing" - as part of an larger program "Supporting children in communities"	To have 18 persons (from Cluj, Constanta and Iasi) with abilities to plan the community projects
World Learning - TRANSIT	8/9/99	Technical assistance for selecting the participants and organizing an training on "Community organizing" for social worker in child welfare field from Constanta, Cluj and Iasi Counties	Organizational development support
BUSINESS OPPORTUNITIES FOR WOMEN	28/9/99	Recommendation regarding the development of an project idea on the disadvantaged persons young graduates from the social assisted units aging between 16 - 18 year old that are willing to work - mainly from Bucharest and Constanta in order to be socially reintegrated in shortest period	
BUSINESS OPPORTUNITIES FOR WOMEN	4/10/99	Recommendation concerning the writing of a proposal for social reintegration of the young disadvantaged children - submitted to World Vision and Romanian Social Development Fund	To have a first version of the proposal and a cover letter for donors
WORLD LEARNING - TRANSIT	9/10/99	Technical assistance as 2 days workshops on Proposal Writing technics - in home counties (Cluj Constanta, Iasi) for the participants at the program Supporting the Children in communities	
Organizatia Tineretului Liber (OTL) - Botosani	29/10/99	Support in preparing the agenda and delivering the 4 days of training on "Community Development" - in Botosani	To have 12 persons from Botosani with community facilitation skills that will be able to organize there communities to solve communities problems

**ATTACHMENT B:
MANUAL DISTRIBUTION**

Manual	Romanian NGOs individual dissemination (posted and trainings)	Individual distribution to NGOs following requests from FAR	USAID/ WORLD LEARNING WASHINGTON	RESOURCE CENTERS (group distribution)	TOTAL
Financial Management - I Romanian version	995	0	5	0	1000
Financial Management - I English version	120	0	30	0	150
Financial Management - II Romanian version	670	0	5	325	1000
Financial Management - II English version	0	0	10	40	50
Strategic Development for NGOs Romanian version	0	0	5	45	50
Strategic Development for NGOs English version	0	0	10	40	50
Community Facilitation Romanian version	670	0	10	320	1000
Community Facilitation English version	0	0	10	40	50
Getting Your Message Out A guide to Strategic Communications for NGOs Romanian version	839	61	10	90	1000
Getting Your Message Out A guide to Strategic Communications for NGOs English version	60	0	30	60	150
Fundraising for NGOs English version	0	0	10	40	50
Fundraising for NGOs Romanian version	875	65	10	50	1000
Advocacy Skills and tactics English version	0	0	10	40	50
Advocacy Skills and tactics Romanian version	848	52	0	100	1000
Institutional Analysis Instrument Romanian version	300	0	0	0	300

Institutional Analysis Instrument					
English version	0	0	10	0	10
TOTAL	5377	178	165	1190	6910

	A	B	C	D	E
1	Manual	Number of manuals distributed			
2		Romanian NGOs Individual dissemination	USAID/ WORLD LEARNING WASHINGTON	RESOURCE CENTERS (group distribution)	TOTAL
3	Financial Management - II Romanian version	670	5	325	1000
4	Financial Management - II English version	0	10	40	50
5	Strategic Development for NGOs Romanian versions	0	5	45	50
6	Strategic Development for NGOs English versions	0	10	40	50
7	Community Facilitation Romanian version	670	10	320	1000
8	Community Facilitation English version	0	10	40	50
9	Getting Your Message Out A guide to Strategic Communications for NGOs Romanian version	12	0	0	0
10	Getting Your Message Out A guide to Strategic Communications for NGOs English version	0	10	60	70
11	Fundraising for NGOs English version	0	10	40	50
12	Fundraising for NGOs Romanian version	36	0	0	0
13	Advocacy Skills and tactics English version	0	10	40	50
14	Advocacy Skills and tactics Romanian version	29	6	0	35
15	TOTAL	1417	86	950	2405

**ATTACHMENT 3:
COMMUNITY FACILITATION ACTIVITIES**

COUNTY	ALBA	BOTOSANI	TULCEA	TOTAL
NUMBER OF VILLAGES FACILITATED BY WORLD LEARNING	11	5	5	21
NUMBER OF FACILITATION PROCESS COMPLETED	11	5	3	19
NUMBER OF PROJECT SUBMITTED TO RSDF	11	5	3	19
NUMBER OF PROJECT APPROVED/ FUNDED BY RSDF	3	2	2	7
NUMBER OF PROJECTS IN STAND BY	3	1	0	4
NUMBER OF PROJECTS THAT WILL BE EVALUATED IN FUTURE BY RSDF	4	0	1	6
NUMBER OF PROJECTS REJECTED BY RSDF (not eligible)	1	2	0	3

County	Village/communa	Number of S.D.F poverty criteria	Type of criteria	Type of Project	Facilitator	Special Remarks
TULCEA	VISTERNA (com Sarichior)	4	<p>More than 50% from children of schooling age spend more than 1 hour to reach school by usual mode of transportation</p> <p>No functional telephone unit in village</p> <p>More than 50% households have difficult access to a safe water</p> <p>Number of inhabitants older than 60 years is grater than 30%</p>	small rural infrastructure (rehabilitation of a local road)	Anemarie Ioana Gasser- WORLD LEARNING	<p>Name of the project "Rehabilitaton of the Road 17 Visterna village" implemented by Community Administrative Committee of the Project</p> <p>Duration 4 month</p> <p>TOTAL COST 87 853\$,</p> <p>REQUESTED FROM RSDF 75 000\$, COMMUNITY CONTRIBUTION 12 853\$</p>
TULCEA	CÂRJELARI (com DOROBAN_U)	4	<p>The village is more than 30 Km of a city</p> <p>Time taken to reach a medical Doctor by usual mode of transport for the majority of the villagers is more than 2 hours*</p>	small rural infrastructure (water supply - small scale piped water system)	Anemarie Ioana Gasser- WORLD LEARNING	<p>Name of the Project 'Piped Water Sysyem for Carjelary village</p> <p>Implemented by Community Administrative Commitee of the Project in partnership with City Hall Duration 6 month (during 2 years)</p> <p>TOTAL COST 191 632 \$</p>

			<p>No functional telephone unit in village</p> <p>Number of inhabitants older than 60 years is grater than 30%</p>			<p>REQUESTED FROM RSDF 75 000 \$ (In the first year)</p> <p>LOCAL CONTRIBUTION (community and local authority) 49 373\$ - in first year 67 258 \$ - in second year</p>
BOTOSANI	PÆDURENI (com COPALAU)		<p>Number of inhabitants older than 560 years is grater than 30%</p> <p>Number of households owning private cars is less than 2%</p> <p>No functional telephone unit in village</p> <p>Time taken to reach a medical Doctor by usual mode of transport for the majority of the villagers is more than 2 hours*</p> <p>Infant mortality rate in village in 1995 - 1998 is greater than 50%o</p>	<p>Community based social services for 30 aged and lonely and physically dependent persons</p>	<p>Monica Prisacariu - WORLD LEARNING</p>	<p>Name of the Project You are not alone!</p> <p>Implemenmted by OTL - Organizatia Tineretului Liber-Botosani</p> <p>Duration 8 month</p> <p>TOTAL COST 24 209 \$</p> <p>REQUESTED from RSDF 15 328 \$ ORGANIZATION and COMMUNITY CONTRIBUTION 8 881\$</p>
BOTOSANI	MILETIN (com PRAJENI)		<p>Number of inhabitants older than 460 years is grater than 30%</p>	<p>small rural infrastructure (rehabilitation of a local road)</p>	<p>Monica Prisacariu - WORLD LEARNING</p>	<p>Name of the project "Rehabilitaton of the Road DC 42 and bridge for Miletin village"</p> <p>implemented by Community Administrative Committee of the Project</p> <p>Duration 6 month</p>

			<p>No functional telephone unit in village</p> <p>More than 50% households have difficult access to a safe water Time spent to reach a medical Doctor by usual mode of transport for the majority of the villagers is more than 2 hours*</p>			<p>TOTAL COST 83 000\$ REQUESTED from RSDF 75 000\$ COMMUNITY CONTRIBUTION 8 000\$</p>
BOTOSANI	DOINA (com RAUSENI)		<p>Number of inhabitants older than 560 years is grater than 30% Number of households owning private cars is less than 2%</p> <p>More than 50% households have difficult access to a safe water Time spent to reach a medical Doctor by usual mode of transport for the majority of the villagers is more than 2 hours* The village is more than 30 Km of a city and does not have a bus or a railway connection</p>	<p>small rural infrastructure (rehabilitation of a local road)</p>	Dumitru Puscasu - WORLD LEARNING	<p>Name of the project "Surface covering with gravel of the Road DC 36 Doina village" implemented by Community Administrative Committee of the Project, Duration 3 month</p> <p>TOTAL COST 74 819\$ REQUESTED from RSDF 67 337\$ COMMUNITY CONTRIBUTION 7 482\$</p>
ALBA	MUNUNA - GHETARI - HANANESTI (com GARDA)		<p>The village is more than 30 Km of a city and does not have a bus or a railway connection</p>	<p>small rural infrastructure (rehabilitation of a local road)</p>	Vasile Moisa - WORLD LEARNING	<p>Name of the Project 'Graveld Road for Getar-Mununa villages" Implemented by Community Administrative Committee of the Project Duration 7 month</p>

			<p>No functional telephone unit in village</p> <p>More than 50% from children of schooling age spend more than 1 hour to reach school by usual mode of transportation</p> <p>Time spent to reach a medical Doctor by usual mode of transport for the majority of the villagers is more than 2 hours*</p> <p>No functional telephone unit in village</p> <p>Number of TV sets in village is less than 4%</p>			<p>TOTAL COST 105 000\$</p> <p>REQUESTED FROM RSDF 75 910\$</p> <p>COMMUNITY CONTRIBUTION 29 090\$</p>
ALBA	<p>VALE IN JOS - PONOR - VALEA BUCURULUI (com PONOR)</p>	<p>8</p> <p>Number of inhabitants older than 60 years is grater than 30%</p> <p>Number of households owning private cars is less than 2%</p> <p>The village is more than 30 Km of a city and does not have a bus or a railway connection</p> <p>More than 50% households have difficult access to a safe water</p> <p>More than 50% from children of schooling age spend more than 1 hour to reach school by usual mode of transportation</p>	<p>small rural infrastructure (rehabilitation of a local road)</p>	Vasile Moisa - WORLD LEARNING	<p>Name of the Project "Graveling RURAL ROAD DC 105 for Ponor-Vale in Jos villages"</p> <p>Implemented by Community Administrative Committee of the Project</p> <p>Duration 8 month</p> <p>TOTAL COST 235 690\$</p> <p>REQUESTED FROM RSDF 75 000\$</p> <p>COMMUNITY CONTRIBUTION 90 823\$</p> <p>LOCAL AUTHORITY PARTICIPATION 68 867\$</p>	

			<p>Time spent to reach a medical Doctor by usual mode of transport for the majority of the villagers is more than 2 hours*</p> <p>No functional telephone unit in village</p> <p>Number of TV sets in village is less than 4%</p>			
ALBA	DEALU FRUMOS (com VADU MOTILOR)	5	<p>No functional telephone unit in village</p> <p>Number of TV sets in village is less than 4%</p> <p>More than 50% from children of schooling age spend more than 1 hour to reach school by usual mode of transportation</p> <p>Time spent to reach a medical Doctor by usual mode of transport for the majority of the villagers is more than 2 hours*</p> <p>Number of households owning private cars is less than 2%</p>	small rural infrastructure (rehabilitation of a local road)	Daniela Avramutiu - WORLD LEARNING	<p>Name of the project 'Rehabilitaton of the rural road for Dealu Frumos village' implemented by Community Administrative Committee of the Project Duration 6 month</p> <p>TOTAL COST 99 000\$ REQUESTED from RSDf 75 000\$ COMMUNITY CONTRIBUTION 24 000\$</p>

	A	B	C	D	E	F	G	H
1	County	Village/communa	Facilitator	Number of S.D.F. poverty criteria	Type of Project	Stage of facilitation process	project applied for RSDF	Stage of RSDF evaluation of the project
2								
3	TULCEA	VISTERNA (com Sarichioi)	Anemarie Ioana Gasser- WORLD LEARNING		4 small rural infrastructure (rehabilitation of a local road)	finalized	submitted in first round (15 June 1999)	approved/funded
4	TULCEA	CĂRJELARI (com DOROBAN_U)	Anemarie Ioana Gasser - WORLD LEARNING		4 small rural infrastructure (water supply - small scale piped water system)	finalized	submitted in first round (15 June 1999)	approved/funded
5	TULCEA	ENISAL (com SARICHIOI)	Anemarie Ioana Gasser - WORLD LEARNING		4 small rural infrastructure (water supply - small scale piped water system)	technical assistance provided	Submitted in second round (1 November 1999)	waiting for RSDF evaluation
6	TULCEA	GENERAL PRAPORGESCU (com Cerna)	Bogdan Lapadat		3 small rural infrastructure (rehabilitation of a local road)	not finalized	not submited	the facilitation process completed the people selected the specific community problem and established an community association
7	TULCEA	MÆGURELE (com Topologu)	Bogdan Lapadat		4 small rural infrastructure (rehabilitation of a local road)	not finalized	not submited	the facilitation process completed the people selected the specific community problem and established an community association
8								

	A	B	C	D	E	F	G	H
9	BOTOSANI	PÆDURENI (com COPALAU)	Monica Prisacariu - WORLD LEARNING	5	Community based social services for 30 aged and lonely and physically dependent persons	finalized	submitted in first round (15 June 1999)	rejected
10	BOTOSANI	MILETIN (com PRAJENI)	Monica Prisacariu - WORLD LEARNING	4	small rural infrastructure (rehabilitation of a local road)	finalized	submitted in first round (15 June 1999)	approved/funded
11	BOTOSANI	BURLESTI (com UNTENI)	Monica Prisacariu - WORLD LEARNING	4	small rural infrastructure (rehabilitation of a local road)	finalized	submitted in first round (15 June 1999)	rejected
12	BOTOSANI	DOINA (com RAUSENI)	Dumitru Puscasu - WORLD LEARNING	5	small rural infrastructure (rehabilitation of a local road)	finalized	submitted in first round (15 June 1999)	approved/funded
13	BOTOSANI	COSTIUGENI (com ALBESTI)	Dumitru Puscasu - WORLD LEARNING	4	small rural infrastructure (rehabilitation of a local road)	finalized	submitted in first round (15 June 1999)	stand by for the second round
14	ALBA	DEALUL CASELOR-VALEA LARGA (com SALCIUA)	Vasile Moisa - WORLD LEARNING	6	small rural infrastructure (rehabilitation of a local road)	finalized	submitted in first round (15 June 1999)	stand by for the second round
15	ALBA	MUNUNA - GHETARI - HANANESTI (com GARDA)	Vasile Moisa - WORLD LEARNING	5	small rural infrastructure (rehabilitation of a local road)	finalized	submitted in first round (15 June 1999)	approved/funded
16	ALBA	VALE IN JOS - PONOR - VALEA BUCURULUI (com PONOR)	Vasile Moisa - WORLD LEARNING	8	small rural infrastructure (rehabilitation of a local road)	finalized	submitted in first round (15 June 1999)	approved/funded
17	ALBA	COBLES (com ARIESENII)	Vasile Moisa - WORLD LEARNING	6	small rural infrastructure (rehabilitation of a local road)	finalized	submitted in first round (15 June 1999)	stand by for the second round
18	ALBA	DEALU FRUMOS (com VADU MOTILOR)	Daniela Avramutiu - WORLD LEARNING	5	small rural infrastructure (rehabilitation of a local road)	finalized	submitted in first round (15 June 1999)	approved/funded

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	A	B	C	D	E	F	G	H
19	ALBA	CERU BOCAINTI (com CERU BOCAINTI)	Daniela Avramutiu - WORLD LEARNING	6	small rural infrastructure (rehabilitation of a local road)	finalized	submitted in first round (15 June, 1999)	stand by for the second round
20	ALBA	VALEA VINTULUI (com VINTU DE JOS)	Daniela Avramutiu - WORLD LEARNING	2	small rural infrastructure (rehabilitation of a local road)	finalized	submitted in first round (15 June 1999)	rejected
21	ALBA	SAGAGE (com POSAGA)	Vasile Moisa - WORLD LEARNING	7	small rural infrastructure (rehabilitation of a local road)	finalized	Submitted in second round (1 November 1999)	waiting for RSDF evaluation
22	ALBA	IZVOARELE (com LIVEZILE)	Vasile Moisa - WORLD LEARNING	4	small rural infrastructure (rehabilitation of a local road)	finalized	Submitted in second round (1 November 1999)	waiting for RSDF evaluation
23	ALBA	VALEA POINII (com RAMET)	Vasile Moisa - WORLD LEARNING	5	small rural infrastructure (rehabilitation of a local road)	finalized	Submitted in second round (1 November 1999)	waiting for RSDF evaluation
24	ALBA	INURI (com VINTU DE JOS)	Daniela Avramutiu - WORLD LEARNING	5	small rural infrastructure (rehabilitation of a local road)	finalized	Submitted in second round (1 November 1999)	waiting for RSDF evaluation

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