

QUARTERLY REPORT

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## **I. Introduction/Project Overview**

Among the key mechanisms which help ensure broad citizen participation in a pluralistic democracy is the non-governmental organization. By constructively and collaboratively participating in the policy debates characteristic of a free society, NGOs provide a collective voice for the common concerns of individual citizens and thereby better ensure public policies which are reflective of community opinion.

The United States Agency for International Development (USAID) has created the Democracy Network Program (DNP) throughout Central and Eastern Europe to support the development of NGOs which are organizationally, programmatically and financially sustainable so that they might more effectively contribute to public policy formation. In Romania, USAID selected World Learning Inc. and its team consisting of the National Democratic Institute for International Affairs and Support Centers of America to implement the project. The activities of the DNP specifically seek to contribute to increased, better-informed citizen participation in political and economic decision making.

Providing financial support, training and technical assistance to Romanian NGOs, the DNP is open to indigenous organizations working in democracy/human rights, the environment, economic restructuring or social services. The essential criteria for participation, regardless of the sector, is that the NGO have the potential to impact on the creation, the implementation or the monitoring of public policies.

Financial assistance is provided to Romanian NGOs in support of:

- activities directly related to public policy development and advocacy.
- the development of institutional capacities in order that the NGO may more effectively participate in public policy dialogues.
- critical operational needs of organizations which are actively engaged in public policy formation.

Training and technical assistance is made available in order to:

- establish linkages across the NGO community and within the sectors in which they operate.
- promote collaboration among the NGO community, government and the market.
- build managerial, organizational, operational and advocacy skills among NGO staff and volunteers and to improve institutional efficacy so that the organizations move towards institutional sustainability.

World Learning's unique approach for achieving the objectives of the DNP is to move active, committed NGOs working in social support, economic restructuring, democracy and human rights or the environment along a path towards sustainability within a framework of institutional development. These NGOs will then be better able to represent and advocate the views of their constituencies, to collaboratively engage the government and market sectors, and by working more effectively towards their Missions through improved management, better ensure that they contribute to public policies which are reflective of community opinion.

Eligibility for the DNP is determined through an intake assessment process. This assessment provides a quick look at an organization's institutional development in six functional and operational areas (service delivery, financial resources, governance, human resources, management systems and external relations) and examines an organization against a set of basic eligibility criteria, as well.

The basic criteria against which NGOs are qualified for training, technical assistance or grants under the Democracy Network Program are:

- An organizational Mission which seeks to influence the development and implementation of public policies in any of the four priority sectors.
- The existence of a basic governance and management structure with an evident commitment for a stronger, more democratic organization.
- Willingness to collaborate with other NGOs, government entities and/or private enterprises on activities of mutual benefit which relate to the organizational Mission.
- An inclusive membership and democratic leadership dedicated to the organizational Mission.
- A record of programmatic or organizational achievements in service delivery.
- An absence of organizational policy positions or political activities unrelated to the organizational Mission.

**Funding:** Proposals, in either English or Romanian, are accepted on a rolling basis. All grants require a cost share at a minimum level of 10%. Certain proposals, depending on size and the benefit of collaborative funding to an organization's long term sustainability, may require a larger cost share. Financial grants are made available only to those organizations which are legally registered as associations or foundations with the Romanian government. All organizations must be able define and elaborate in their proposals the effect of the proposed activity on the ability of the NGO to have an impact on the formulation or implementation of public policy.

After approving a funding proposal, the DNP submits its recommendation for funding to USAID to the Democracy Commission of the United States Embassy

in Bucharest for final approval. The Democracy Commission provides the final determination on the status of a proposal.

*Training:* NGOs which have been assessed as qualified for DNP participation by meeting the basic eligibility requirements and which have not previously participated in NGO management training opportunities, can be invited to participate in DNP NGO Training Workshops. All eligible NGOs, regardless of previous training experience, are eligible for the collaboration workshop and topical seminars in advocacy and external relations. Training is offered on a grant/cost share basis. The DNP provides participation support to NGOs only for those costs which they are unable to cover.

*Technical Assistance:* TA is offered to individual NGOs in each of the six functional areas of NGO operations. NGOs which have been assessed as qualified for DNP participation meet the basic eligibility requirement for this technical assistance.

Organizations interested in submitting a scope of work for technical assistance to the DNP must first submit a letter of interest which outlines the general nature of the activity, the projected budget and defining the impact that the TA grant will have on the ability of the organization to play a role in the development of public policies.

## II. Activity Summary

In general terms, all activities which were planned for this, the fifth reporting quarter (fourth implementation quarter) were delivered. Training conducted by DNP partners Support Center of America and the National Democratic Institute for International Affairs (NDI) continued as anticipated. Especially notable was the delivery of the remaining introduction to advocacy training in Regions III and IV. The pace of technical assistance delivery increased significantly with the activity of several pro bono trainers supplied by NDI and multiple institutional assessments delivered by World Learning's team of trained local assessors.

Proposal funding activity remained disappointingly slow. Eligible NGOs have submitted to this date approximately 60 concept papers, the initial step to obtaining a DNP grant. In the overwhelming majority of cases, however, the concepts have been submitted by social service organizations for service delivery support and do not address a policy impact. Absent a description of how the funding will have an impact on public policy the concept must be rejected. In only a few instances has the link to a public policy activity been apparent. This called for a review of the approach being taken by the DNP

Therefore, in addition to the implementation of all training, technical assistance, funding and networking activities planned for this quarter, the Democracy Network Program in Romania has analysed the outcomes of the first year's activity in order to draw some broad, general conclusions about the processes and approaches used in the project to date. Most importantly, this analysis has

focused on the nature of associative participation in political and economic decision-making in the experience of eligible NGOs. Using the information obtained through the intake process, World Learning and the Democracy Network Program have thoroughly reviewed the effectiveness of the approach as designed and have determined that significant project modification is required. Specifically, in order to overcome the inability of Romanian NGOs with policy concerns to identify and propose specific activity to address those concerns, directed training activity leading to project proposals for advocacy campaigns is required.

### III. Findings

1. • **Associative advocacy and pluralistic participation in public policy development and implementation are radically new, difficult-to-understand concepts.** World Learning and its team of the National Democratic Institute for International Affairs and Support Centers of America have completed introductory training in advocacy and public policy for all eligible NGOs in all regions. It is clear from the feedback of trainers and participants that all represented organizations, regardless of the level of sophistication or institutional development, grappled (to limited degrees of success) with the concepts of advocacy and pluralistic participation.

Part of the difficulty is the absence of appropriate local examples. (See Finding 4 below.) A reason for this could be historical given the absence of participatory traditions even prior to the communist era. It is notable that the limited information which exists about the nature of public participation in Romania before the events following World War II points to an associative life which was mostly affinity-based and member-serving. Public-serving organizations are, for the most part, absent from Romanian associative tradition. The lack of locally relevant case studies makes the transfer of these concepts more difficult.

Another part of the difficulty the NGOs have had in relating to the concept of advocacy and their role in policy development is very likely due to the nature of policy making in Romania. (See Finding 2 below). Grassroots organizations typically have little opportunity to advance their priority policy concerns with national policy-making authorities. This, in turn, indicates that despite happenstance (i.e., opportunistic) advocacy activity little is accomplished in through associative intervention in policy making. Absent an avenue for a direct relationship to policy authorities, NGOs have limited scope for policy-oriented activity. This fact inhibits the adoption of an active, organized role in policy-making on the part of those groups with policy concerns. It also inhibits the creation of an institutional framework which would support and serve associative engagement towards those policy concerns. Therefore, policy concerns are typically only felt and rarely acted upon by the majority of NGOs. When they are acted upon, the approach is usually unorganized and unfocused without consideration of the appropriate audience of policy makers. Moreover, a limited understanding on the part of most citizens, organized or not, of the role

of local authorities and the limits to their policy-making authority inhibits the development of their role in policy development which relates to their Missions.

Complicating this ability to engage at appropriate levels of policy-making authorities is the limited understanding that members or even the leadership of most NGOs have of their organization's Mission. This clearly affects the ability of most groups to prioritize and then advocate on behalf of policies which impact on that Mission. (See Finding 5 below) Absent an understanding of the defined purpose of the organization, policy and advocacy are difficult concepts to understand.

Finally, the limitations of the Romanian language contribute to the difficulties in conveying an understanding of the concepts of advocacy and public policy. "Advocacy" does not exist at all in Romanian and has been adopted directly from English, albeit with the accent on the second syllable. The Romanian word for "policy" is "politica", the same word for politics. As NGOs form and coalesce around specific policy concerns, they struggle with the difficulty of being contemporaneously "political" and non-partisan. The introduction of the concepts of associative policy engagement has only just begun with the Advocacy Workshops conducted in Year 1. Extensive and intensive efforts made at addressing these findings will be required in order to facilitate demand for DNP services, especially among those groups with a national policy orientation. This is where the return on the investment of training and technical assistance may be greatest in terms of a return in proposals for policy-oriented advocacy activity.

2. • **Limited political and economic decision making at the local level greatly inhibits pluralistic participation.** Romania is a unitary state with very limited autonomy at the local government level. Lack of policy-making authority at the local level has a serious and deleterious impact on the abilities of grassroots organizations to be able to have an impact on policies which are priorities based on the needs defined by their Missions. The little independence in policy making which has been exercised to date has, until recently, often been rewarded with the ouster of the local elected officials by central authorities.

This is compounded by the fact that most NGOs, even those with a scope to allow a national policy focus, are active only in engaging local authorities, usually on subjects related to project activities. Policy-oriented achievements of groups have generally been extremely rare; most successes when they have occurred have been directly related to policies in support of service delivery issues such as the provision of no-cost resources (space or other facilities) or special considerations.

Resources by and large are controlled by the central government in Bucharest. Parliament is composed of individuals not greatly dependent upon or beholden to organizations in their constituencies. (See Finding 4 below.) Without direct control over the allocation of finances, the ability of local authorities to respond to locally defined needs with policy decisions is very limited. This, in turn,

limits the potential for significant policy-oriented achievement for grassroots organizations with local or regional concerns. These groups make up the vast majority of Romanian NGOs which are eligible for DNP services under the existing criteria.

3. • **Limited numbers of national groups with a policy focus exist.** The DNP has assessed more than 600 active organizations (including branches of national organizations) in the four priority sectors in order to determine their eligibility. Of the 179 organizations qualified (277 more are qualified by default as branches of eligible organizations), the DNP has found only 27 Romanian NGOs which have a national scope and organizational legitimacy with activities and policy concerns related to the AID strategic objectives. Another dozen or so exist outside the parameters of the Mission SOs at the policy level but which function as vehicles for public participation, itself a strategic objective for the Mission.

This, however, should not be taken to mean that policy advocacy has been occurring on a national scale. In fact, this has not been the case. (See Finding 4 below.) It simply means that only 27 NGOs really have a Mission which gives them the purview to have an impact on those policies which will address national needs, at least those needs as identified as priorities by the AID Mission in Romania.

4. • **Organized advocacy activity towards specific policy objectives at the national level is practically unknown.** There has been in post-revolution Romania only a single instance of a comprehensive, organized policy-oriented advocacy campaign conducted by an NGO. This was the effort organized by Asociatia Pro Democratia (PDA) for ensuring a law on elections which would provide for local observers. Other organized, multi-faceted policy engagement activity on a national level has not happened.

A single other occurrence of advocacy impact on policies (though not the result of an advocacy campaign) was the effort of the Asociatia Morarilor si Brutarilor cu Capital Privat din România to sue the Government of Romania to honor commitments made for the supply of wheat and flour. No other example impact on national public policy through the judiciary, at the instigation of an NGO, has been achieved since the revolution.

Possible reasons for this fact are scopes of activity limited by Mission, limited resources, and a widespread belief that the system, highly dependent on personal connections, cannot be changed. Most NGOs, even those with national policy scope contained in their Missions, engage only on service delivery projects at a local level. The common rationale is that this is the level where they can, given their human and financial resources, have an impact. The vision of actively engaging in organized policy activity at the national level is hindered by a myopia caused by a recognition that most advocacy in Romania is conducted through personal lobbying efforts without the broad participation of the public or other pluralistic groups.

Moreover, at the national political level, members of parliament are elected based on party lists and are not elected directly by the constituency they are assigned to serve. The need for a parliamentarian to reflect the thinking of his constituents, therefore, is one step removed from his need to reflect the thinking of the leaders of his party. The result is that most policy positions in Romania reflect the thinking of political party leaders (and those who have access to engage in personal advocacy) rather than individual politicians beholden to constituents. NGOs find it easier, given the limitations they face in terms of time, finances and human resources to deal with local authorities than to have to cope with the policy making situation they find at the national level.

5. • **Limited organizational development inhibits the ability of groups with policy concerns to engage their external audiences.** NGOs are unable to identify and act on defined policy issues because as organizations they are ill-defined. Most groups lack a focused Mission and are devoid of a vision. These are key elements in determining specific policy priorities. This is true even (especially?) of the nationally oriented organizations. Three reasons can be cited for this.

No groups engage in strategic planning to define activity priorities. Generally this process should stem from a clearly defined Mission and consider all activities which might fall within the scope and purpose of the organization. This exercise should include a consideration not only of service delivery activities in which those groups are engaged but of the policy conditions which lead to the need for those service delivery functions. For nationally focused NGOs the impact of a haphazard approach to organizational life is especially devastating given their potential for significant, active engagement in the national policy debate. With limited organizational development in governance and limited board participation in the guidance or direction of the NGO keeping it true in all ways to the Mission, organizations typically respond to the "priority of the moment". Generally this priority is finding project activity.

The project, or "service delivery" orientation is typical of an organizational response to immediate and apparent needs in their community. As the society goes through drastic changes available resources are put in place to address the immediate and obvious concerns. NGOs focus on responding to these needs explaining why service delivery tends to be a more highly developed aspect of organizational life in Romania, coming at the expense of the development of other institutional needs. Little attention is paid to the legal/regulatory/policy framework which ought to be in place to see that the conditions which lead to the problem are addressed. Moreover, in the Romanian policy-making context, most NGOs see little reward or possibility for success in addressing the conditions leading to the problems. It is easier and more manageable to address the problems than to actively participate in the effort it takes to engage in the policy debate. (See Findings 2 and 4 above.)

Organizational capacities in management systems, financial resources, human



resources, and external relations are often too limited to allow for active and constructive policy engagement for most NGOs. Policy-oriented associative engagement at the national level is a complex activity which requires dedicated staff, significant resources and attention paid to multiple audiences. Even those groups which do have a higher level of organizational development and a Mission which would indicate an organizational interest in the policy environment generally find that it is easier and less stressful to avoid policy engagement.

Compounding the difficulty presented by relatively low levels of organizational development is the fact that NGO capacity building is a not a short term activity. Results are slow and developmental, especially when dependent upon the introduction of new concepts and new mentalities such as the role and responsibilities of NGO to engage in pluralistic participation in the political process. Therefore, methodologies must be instituted which concurrently promote active associative engagement in policy development while building institutional structures to carry out such activities on a sustainable basis.

### Conclusions

1. • **The Democracy Network Program does not have the capacity (in funds or time) to address the development and resource needs of all NGOs which have the potential to influence public policy. The DNP, in order to meet the needs of the project, must, in Year 2, concentrate the support it is able to provide to those NGOs with a national scope and active policy concerns at the national level in order to have the greatest impact on associative policy engagement.** Training in Year 2 must be exclusively in Advocacy/external relations. The original project proposal and terms of reference of World Learning's Cooperative Agreement point to broader training in institutional development delivered by sub-agreement partner Support Centers of America. While this training is both a perceived and observed need for the vast majority of Romanian NGOs with policy concerns, limited resources indicated that the general management training (as distinguished from the introductory advocacy training) be available to those groups with the greatest needs. This meant that most training interventions as defined by the SCA scope of work were made available to the weakest, least sustainable groups. The methodology of this approach was sound from a developmental standpoint but found lacking in terms of the direct impact on associative policy engagement.

With the completion of Year 1, the relationship between World Learning and DNP partner Support Centers of America has come to a conclusion. They have declined (for reasons of cost vs. budget) to continue to offer services to the DNP. This, in fact, presents an opportunity for the DNP to revise its overall approach to training. With an eye towards assuring that the DNP has maximum impact on the policy engagement capacity of those organizations with the scope of Mission and program activity, breadth of reach and legitimacy of position in the NGO community, those groups with a national policy focus will be singled out

for specific, extensive training. All training in Year Two will concentrate on the specifics of developing an advocacy campaign and will result directly in the development of proposals for funding by the DNP and other donors for specific policy engagement activity. This training will concentrate exclusively on advocacy and external relations and will, we believe, jump start the engagement process on national policies which has been sorely absent since since the opportunity for such activity became possible in 1989.

The DNP in its comprehensive information about a vast number of NGOs throughout Romania is able to identify those organizations which would benefit most from such a revised approach and who, in turn, would have an impact on the development of policies by action subsequently undertaken by them. Four groups of organizations have been created based on the organizational scope of activities, the reach of those activities and the relationship to the Strategic Objectives of the USAID Mission in Bucharest. (See Conclusion 2 below) These groups will receive intensive TA in advance of a week-long training in order to develop their policy priority. Essentially TA in strategic planning, this will be the first occasion that most of these organizations, even those with expressed national policy concerns, will have defined in specific terms what those concerns are. This will be the first step in developing active, organized, objective-based policy-oriented advocacy activity.

After determining their policy priorities, NGOs would be invited to attend a week-long workshop specifically designed to organize a plan of action for achieving the policy impact that they have identified. A framework of action planning and resource identification will be used which lays out in broad terms the concepts these groups develop for achieving their policy engagement objectives. The concepts will be put to paper at the end of the workshop and submitted to the DNP for consideration.

Three weeks later the groups will reconvene for intensive technical assistance in proposal development which will be, in effect, a thorough outline of their advocacy plan. The formal proposals will then be submitted to the DNP Grants Committee for consideration and those which are approved and for which there are funds available will be referred to the Democracy Commission. In the event that the funds are insufficient for all groups to have their proposals funded by the DNP, other appropriate donors will be located. SO partners such as the Regional Environmental Center and the Foundation for the Development of a Civil Society are keen to support such activities as may be developed in these workshops.

Funded groups will then be brought back together for a training specifically on financial management to better ensure the appropriate and necessary systems are in place for the NGOs to oversee the sub-agreement funds. Further technical assistance will be made available in financial management or any other aspect of organizational life. Many of the TA needs will be identified prior to any funding through World Learning's Institutional Assessment Instrument, a collaborative

process between the DNP and the NGO which identifies those areas of organizational development need. Moreover, grant agreements written between World Learning and the NGOs will identify organizational development needs and require that the needs be met or a plan established for addressing them. The ultimate goal of the project, that of developing sustainable NGOs with policy concerns, remains the focus of the project.

The four groups of organizations which have been identified are organized according to Mission, scope, activities and relationship to the Mission's SOs. The first is defined as those eligible NGOs having national scope, credibility and legitimacy and a Mission with activities related to the AID Strategic Objectives. The second group consists of eligible NGOs lacking national scope but having credibility, legitimacy and a Mission with activities related to the AID Strategic Objectives. The third is those eligible NGOs having credibility and legitimacy and a Mission with activities related only to the AID Strategic Objective 2.1 at the advocacy activity level. In other words, this third group are those groups which are not advocating for the legal/regulatory/policy framework which facilitates citizen participation but they are actively involved as vehicles for citizen participation. In most cases, these groups have policy priorities in social services (not a Mission SO) or the broad protection of the environment (unrelated to the Mission's environmental SOs in energy or public health). The last group consists of the rest of eligible organizations, i.e., those organizations which have the *potential* for policy-oriented activity. Under this modified project scenario this last group would only receive passive DNP services such as newsletters, advocacy info sheets, etc. We consider that this grouping will not only lead to concrete policy-oriented activity but will provide examples of successful associative advocacy which could be replicated by groups *adopting* policy concerns.

The lists of the three groups proposed to receive the dedicated advocacy proposal development training follow.

**Eligible NGOs having national scope,  
credibility and legitimacy and a Mission with activities  
related to the AID Strategic Objectives**

**SO 1.3 Development and growth of private enterprise.**

1. Consiliul Național pentru Întreprinderi Private Mici și Mijlocii din România (CNIPMMR)\*
2. Asociația Societatilor cu Capital Privat de Industrializarea Carnii (ASIC)
3. Asociația Morarilor și Brutarilor cu Capital Privat din România
4. Asociația pentru Apărarea Drepturilor și Intereselor Consumatorilor
5. Asociația Națională a Acționarilor din Agricultură
6. Registrul Național al Auditorilor

**SO 1.4 A more competitive and market responsive financial sector.**

(All NGOs listed under SO 1.3)

**SO 1.5 A more economically sustainable and environmentally sound energy sector.**

1. Asociația pentru Politici Energetice din România
2. Asociația Inginerilor Energeticieni
3. Tineretul Ecologist din România

**SO 2.1 Increased, better informed citizens' participation in political and economic decision-making through pluralistic mechanisms.**

1. Centrul de Asistență pentru Organizatie Ne-Guvernamentale (CENTRAS)
2. Pro Democrația (PDA)\*
3. Asociația pentru Apărarea Drepturilor Omului din România -Comitetul Helsinki (APADOR-CH)
4. Liga pentru Apărarea Drepturilor Omului (LADO)\*
5. Fundația Civitas
6. Fundația pentru Pluralism (FpP)
7. Liga Pro Europa\*
8. Societatea Academica din România
9. Academia Cațavencu
10. Centrul Rromilor pentru Intervenție Sociala și Studii (Rromani CRISS)
11. Asociația Femeilor din România
12. Fundația Tinerilor Jurnalisti
13. Asociația Română a Ziariștilor de Mediu (ARZM)

**SO 2.3 More effective, responsive and accountable local government.**

1. Federația Municipiilor
2. Fundația pentru Dezvoltare Locală și Servicii Publice

(In addition to NGOs 1 through 8 listed above under SO 2.1 )

**SO 3.2 Increased use of alternative family planning systems.**

1. Societatea pentru Educație Contraceptivă și Sexuală (SECS)\*

**SO 3.3 Reduced environmental risks to public health.**

1. Grupul de Explorari Subacvatice și Speologice (GESS)
2. Mișcarea pentru Apărarea Drepturilor Nefumătorilor Aer Pur

(In addition to NGO 3 listed above under SO 1.5)

1. "\*"Denotes NGOs having a headquarters and the following numbers of branches:

SECS=32

Liga Pro Europa=1

LADO=36

PDA=37

CNIPMMR=21

**Eligible NGOs lacking national scope  
but having credibility, legitimacy and a Mission with activities  
related to the AID Strategic Objectives**

**SO 1.3 Development and growth of private enterprise.**

1. Confederația Întreprinzătorilor Particulari din Județ Timiș
2. Fundația Oamenilor de Afaceri - Constanța
3. Asociația Patronilor și Meseriașilor - Cluj
4. Centrul de Afaceri Transilvania (CAT)\*
5. Forumul Micilor Întreprinzători din Transilvania
6. Pro Agricultura
7. Fundația Centru pentru Dezvoltarea Întreprinderilor Mici și Mijlocii, Craiova
8. Fundația Centru pentru Dezvoltarea Întreprinderilor Mici și Mijlocii, Argeș
9. Fundația Centru pentru Dezvoltarea Întreprinderilor Mici și Mijlocii, Maramureș
10. Federația Patronilor - Bihor

**SO 1.4 A more competitive and market responsive financial sector.**

(All NGOs listed above under SO 1.3)

**SO 1.5 A more economically sustainable and environmentally sound energy sector.**

1. Ecosens
2. Mare Nostrum
3. Clubul Ecologic Transilvania (CET)
4. Focus Eco Center
5. Rhododendron
6. Albamont
7. Ecomont

**SO 2.1 Increased, better informed citizens' participation in political and economic decision-making through pluralistic mechanisms.**

1. Centrul pentru Studii Politice și Analiza Comparativă
2. Asociația Română de Educație pentru Democrație și Drepturile Omului (AREDDO)
3. Avocații pentru Apărarea Drepturilor Omului (APADO)
4. Centrul Logistic Tactic
5. Societatea Timișoara
6. Asociația Romilor "Prietenia"
7. Societatea Ana pentru Analize Feministe
8. Șanse Egale pentru Femei

**SO 2.3 More effective, responsive and accountable local government**

(All NGOs listed above under SO 2.1)

**SO 3.2 Increased use of alternative family planning systems.**

(NGOs 8 and 9 listed under SO 2.1)

**SO 3.3 Reduced environmental risks to public health.**

(All NGOs listed above under SO 1.5)

\*CAT has four branches

**Eligible NGOs having  
credibility and legitimacy and a Mission with activities  
related only to the AID Strategic Objective 2.1  
at the advocacy activity level**

**SO 2.1 Increased, better informed citizens' participation in political and economic decision-making through pluralistic mechanisms.**

Social Safety Nets

1. Societatea pentru Copii și Părinți
2. Asociația Handicapaților Fizic - Lugoj
3. Asociația Româna pentru Drepturile Copilului
4. Trebuie
5. Fundația Rațiu
6. Asociația Română Anti SIDA (ARAS)
7. Pro Vobis
8. Fundția Estuar
9. Fundația de Ingrijiri Comunitare
10. Asociația pentru Protecția și Ajutorarea Handicapaților Neuro-Psihici (APAHNP)
11. Uniunea Națională a Pensionarilor
12. Asociația pentru Protecția și Ajutorarea Handicapaților Motori (APAHM)
13. Federația pentru Umanizarea Spitalelor
14. Asociația de Asistență Socială (ASSOC)
15. Organizația Națională a Persoanelor cu Handicap din România
16. Liga Națională de Sprinijere a Handicapaților Mental
17. Alianța Pensionarilor din România
18. Salvați Copiii

Environment

1. Unesco Pro Natura
2. Aquaterra
3. Clubul "Piatra Alrarului"
4. Clubul de Cicloturism
5. Societatea Ardeleană de Speologie (SAS)
6. Federația Română de Speologie (FRS)
7. Fundația Ecotop
8. Centrul Regional de Supraveghere Ecologică (CRSE)
9. Fundația Strawberry Net

Democracy/Human Rights

1. Asociația Femeilor Rrome din România
2. Master Forum



Two issues remain to be addressed if this proposed approach is to be taken. The first is the concern that grant funds may not be adequate to meet needs defined by the 27 national NGOs with policy concerns related to the Mission SOs at the policy level, to say nothing of the other two groups. While it is certainly premature to suggest that the grant pool will be inadequate, it is worth noting that there is a risk of full obligation of the grant pool prior to the completion of the entire training cycle for the three groups. While other donors will be used to the fullest extent throughout the process (i.e., environmental advocacy activity proposals submitted to REC's public participation grant program), the concern will merit observation after the conclusion of the proposed November round.

The second concern is that of the "triaged" groups. Although the governmental system in Romania works decidedly against associative participation at the local level, there is value to supporting those groups out there which have the potential to participate. If civil society is to become firmly established in Romania, associative life must be supported to the fullest extent possible. Additionally, one of the indicators of achievement under SO 2.1 is the number of groups which adopt policy-oriented activity. With only passive involvement with the fourth group of NGOs, tracking this becomes more difficult.

With the approach suggested here, the DNP would become not only a resource to NGOs with policy concerns but an active agent for those groups with policy concerns to address them in an organized, objective-oriented fashion. In this way, the DNP will better be able to meet the resource and organizational development needs of the NGOs and the need of civil society in Romania to proactively engage in assuring the development of public policies reflective of the concerns of the community.

2. • **The DNP, to assure greater synergy to overall USAID program strategy, should focus its resources on those organizations which have Missions oriented to the Strategic Objectives of USAID/Romania.** The process of developing a Mission strategy based on specific objectives provides a focus and a direction for a project such as the DNP. With the target group of policy-oriented NGOs, it is natural to look to the DNP to contribute to the achievement of these objectives by using the resources available to support the advocacy work of NGOs in efforts to establish appropriate and desirable legal/regulatory/policy frameworks fundamental to the achievement of all seven objectives. The relevant intermediate results where DNP-supported NGOs could have an impact follow:

SO 1.3 Development and growth of private enterprise.

IR 2.1 Reduced state control of industrial and agricultural assets and services and selected infrastructure.

IR 2.1.1 Improved enforcement/application of legal/regulatory/framework supporting private enterprise development.

IR 2.1.1.1 Improved policy/legal/regulatory framework supporting private enterprise is in place.

IR 4.1.1 Strengthened business support service organizations.

- SO 1.4 A more competitive and market responsive financial sector.
  - IR 1.1 Decreased state involvement in non-regulatory financial market functions.
  - IR 2.1.1 Improved policy/legal/regulatory environment.
  - IR 4.1 Increased transparent and quality information available.
  
- SO 1.5 A more economically sustainable and environmentally sound energy sector.
  - IR 3.1.1.1 Laws, Regulations and policies more effectively implemented.
  - IR 3.1.1.1.1 Necessary laws, regulations and policies in place.
  - IR 3.1.1.1.2 Political commitment increased.
  
- SO 2.1 Increased, better informed citizens' participation in political and economic decision-making through pluralistic mechanisms.
  - IR 1 Increased opportunities to participate in decision-making mechanisms.
  - IR 2 Strengthened advocacy activity by groups with policy formulation and/or implementation concerns.
  - IR 1.1 Improved enforcement and application of laws, regulations and policies promoting citizen participation.
  - IR 2.1 Increased adoption of advocacy roles by groups.
  - IR 2.2 Improved capacity of groups with policy concerns.
  - IR 1.1.1 Better sources of information available to be used in decision-making.
  - IR 1.1.2 Legal/regulatory/policy framework enabling citizen participation is in place.
  
- SO 2.3 More effective, responsive and accountable local government.
  - IR 1.1.1 Increased citizen understanding of local government role, authority, and limitations.
  - IR 1.1.2 Local governments establish mechanisms to exchange ideas and involve citizens.
  - IR 2.1.1 Improved legal/regulatory/policy framework that supports local self-government.
  - IR 1.1.2.1 Increased local government understanding of citizen participation.
  - IR 2.1.1.1 Increased ability of local governments to represent their interests at national level.
  
- SO 3.2 Increased use of alternative family planning systems.
  - IR 4 Alternative family planning systems supported by legal/regulatory/policy framework.
  - IR 4.2 Grassroots groups skilled in effective advocacy.

SO 3.3 Reduced environmental risks to public health.

IR 3.1 Increased local institutional capacity.

IR 2.1.1 Increased enforcement of OHS regulations at local/judet levels.

IR 1.4 Appropriate laws, policies and regulations implemented by national ministries.

IR 4.1 Improved legal/regulatory/policy framework.

IR 4.1.1 International opinion leveraged.

IR 4.1.2 Increased awareness of environmental health problems.

IR 4.1.3 Environmental concerns advocated at the national level.

By proactively encouraging targeted advocacy activity, by supporting that advocacy activity with funding and technical assistance and by tracking NGO accomplishments with respect to these strategic objectives and these intermediate results, the DNP is able to contribute to the achievement of the Mission's objectives, limited only by time and resources.

In order to adopt the modified approach outlined above, approval is required and requested from USAID. A draft budget revision is attached as a basis for discussion. This budget estimates savings from partner costs with the departure of SCA, new direct costs for supporting expenses for the revised training plan and an increase to the grant pool. A pending budget issue is the mid-term evaluation. If this is not desired by USAID the savings could be added to the grant pool.

**World Learning  
DNP Budget Revision  
June 96**

	A	B	C	D
1	<u>Cost category/description</u>	<u>Original budget</u>	<u>Revised budget</u>	<u>net change</u>
2				
3	Other Direct Costs	606107	700679	94572
4	Tech. Assist. Partner Costs	803975	671958	-132017
5	Subgrants to NGOs	<u>842500</u>	<u>879945</u>	<u>37445</u>
6		2252582	2252582	0

# DNP Budget Revision (draft 7/25)

	A	B	C	D	E
1					
2	<u>Description</u>	<u>units</u>	<u>cost/each</u>	<u>extended cost</u>	<u>total cost</u>
3					
4	<b>Advocacy campaign</b>				
5	<b>development wkshops:</b>				
6					
7	participant costs:				
8	(average 25 participants)				
9	(3 trainers: 1 expat, 2 local)				
10	(2 translators)				
11	(5 days/5 nights)				
12	consultancy fee 2 local trainers 6 days		\$50	\$600	
13	consultancy fee 1 expat " 6 days		\$150	\$900	
14	lodging for 29 Romanians 5 nights		\$35	\$5075	
15	lodging for 1 expat 5 nights		\$65	\$325	
16	meals for 30 persons 5 days		\$21	\$3150	
17	workshop space rental			\$250	
18	training materials: flipchart				
19	paper, handouts, pens			\$200	
20					
21	cost each 5 day workshop			\$10500	
22	cost for 3, 5-day wkshops				\$31500
23					
24					
25	<b>3 day workshop</b>				
26	<b>follow-ups:</b>				
27					
28	participant costs:				
29	(25 part., 3 trainers)				
30	( 2 translators)				
31	(3 days, 3 nights)				
32	consultancy fee 2 local trainers 4 days		\$50	\$400	
33	consultancy fee 1 expat " 4 days		\$150	\$600	
34	lodging for 29 Romanians 3 nights		\$35	\$3045	
35	lodging for 1 expat 3 nights		\$65	\$195	
36	meals for 30 persons 3 days		\$21	\$1890	
37	workshop space rental			\$250	
38	training materials: flipchart				
39	paper, handouts, pens			\$100	
40					
41	cost for each 3 day workshop			\$6480	
42	cost for 3, 3 day wkshops				\$19440
43					
44					
45					
46					
47					
48					
49					

## DNP Budget Revision (draft 7/25)

	A	B	C	D	E
5 0					
5 1	<b>Description</b>	<b>units</b>	<b>cost/each</b>	<b>extended cost</b>	<b>total cost</b>
5 2					
5 3	<b>3 day financial management</b>				
5 4	<b>workshop:</b>				
5 5					
5 6	participant costs:				
5 7	(35 part., 2 trainers)				
5 8	(1 translator)				
5 9	(3 days, 3 nights)				
6 0	consultancy fee 2 trainers	4 days	\$50	\$400	
6 1	lodging for 38 Romanians	3 nights	\$35	\$3990	
6 2	meals for 38 persons	3 days	\$21	\$2394	
6 3	training materials: flipchart				
6 4	paper, handouts, pens			\$200	
6 5					
6 6					
6 7					
6 8					
6 9	cost for each 3 day workshop			\$6984	
7 0	cost for 3, 3 day wkshops				\$20952
7 1					
7 2					
7 3	<b>Institutional Assessment</b>				
7 4	<b>Instrument (IAI):</b>				
7 5	75 Organizations:				
7 6	(2 assessors per organization)				
7 7	(2 assessments per organiz.)				
7 8	Assessment fees	4/organiz.	\$50	\$15000	
7 9	Per diem outside Bucharest	40 orgs./2 days	\$21	\$1680	
8 0	Transportation	40 orgs/2 r/t	\$20	\$3200	
8 1	Lodging outside Bucharest	40 orgs./2 days	\$35	\$2800	
8 2	total IAI				\$22680
8 3					
8 4	total budget revision				\$94572
8 5					
8 6					
8 7					
8 8					
8 9					
9 0					
9 1					
9 2					
9 3					
9 4					
9 5					

Given the findings above, it is apparent that the Democracy Network Program in Romania does not have the resources or the time to address the needs of all those NGOs which have the potential to influence public policy in Romania. Nevertheless, it is clear that tying the grants to the SOs is strategically sound and focussing resources in a directed manner on a minority of eligible groups is the only way to motivate those organizations with the capacity to assume their rightful role in the policy development dialogue which must occur in a democratic society.

#### IV. Administration

##### Overview

The 5th Quarterly Reporting Period saw, finally, the completion of the staff with the identification and hiring of the Deputy Program Officer. Charged with overseeing project marketing activities, Catalin Gheorghe will start his assignment with the DNP soon after the start of the 6th quarter.

Relations with DNP partner NDI remain excellent. NDI Representative Michelle Rydz continues to offer highly appreciated, quality support services to Romanian NGOs in the area of external relations activity. In addition, NDI has been actively meeting its commitment to provide pro-bono trainers in support of project activity. These resources are critical to ability of the Democracy Network Program's ability to meet the objectives of the project and its obligations under the recently defined strategic objectives of the USAID Mission. In the next quarter, Ms. Rydz will be relocating to Cluj for family reasons but will continue her full time association with the DNP as a primary provider of technical assistance in advocacy and external relations.

DNP partner Support Centers of America completed its project activity and chose to not pursue a renewal of its one-year cooperative agreement based on the cost/return ratio and the redefined needs of the project. SCA Chief Consultant Becky Davis was critical in the successful delivery of SCA's training inputs as were local consultants Alina Inayeh and Adrian Sorescu. These local trainers are senior staff members of PDA, the only Romanian organization to have implemented a national organized advocacy campaign.

As mentioned above, the project has determined that alternative approaches to the implementation and processes used to date need to be established. Should the recommendations made here be accepted, however, this will leave a vast gap in the support available to grassroots organizations with the potential to address some of Romanian society's most pressing social and policy needs. The DNP suggests that a modality for continuing the training services in organizational development which were being offered by SCA under the DNP should be found.

### III. Grants

**Project Output #1:** Funding provided to NGOs for (a) supporting activities directly related to advocacy and public policy development; (b) building institutional depth and capacities; and (c) meeting critical, operational needs on a one-time basis.

*This output contributes directly towards the achievement of USAID/Romania Strategic Objective SO 2.1: Increased, better informed citizens' participation in political and economic decision making through pluralistic mechanisms.*

*Relevant intermediate results to which these activities contribute are: IR 1.1.2 - Legal/ regulatory/policy framework enabling citizen participation is in place; IR 2 - Strengthened advocacy activity by groups with policy formulation and/or implementation concerns; IR 2.1 - Increased adoption of advocacy roles by groups; and, IR 2.2 - Improved capacity of groups with policy concerns as well as all intermediate results in all strategic objectives which address the legal, regulatory, and policy environment in which NGOs assume their proper role and engage in the public policy debate.*

Thirty six organizations submitted concept papers for proposals in this reporting period and of these, five were approved by the DNP Grants Committee and four grant summaries totalling \$68,300 were forwarded to the Democracy Commission. The Mission's disappointment with the scope and the activities of these proposals as described in the grant summaries caused them to be returned the DNP for redevelopment. The redevelopment of the summary format consumed the month of June and was not resolved until after the end of this reporting period. Therefore, no grants were awarded in this quarter.

The delay in the grants process is the result of a combination of factors as indicated in the finding section of the activity overview above. The pace of proposal submissions for policy oriented activity grants is directly tied to an external relations learning curve and, therefore, the flow of proposals started slowly. Moreover, considerable technical assistance has been required in the development of approved concepts in order to turn the concepts into viable, acceptable proposals.

The format for the initial summary submissions were developed in the first half of May. This format was developed only informally with the Mission in the absence of staff actively responsible for project oversight. The summaries were submitted on May 22 for USAID review after consultation with an acting Project Officer. The package of summaries was submitted to the Democracy Commission in the absence of the Mission director.

These were the grants which were pulled from the consideration of the Democracy Commission in early June and resulted in a discussion which has lead to the project modification which is proposed for discussion above. The



DNP submitted a revised format for the summaries for review/comment on June 17. It is expected that this summary format will assist the mission in tracking USAID-funded activities which work towards the strategic objectives even under the proposed revised project orientation.

(N.B. After obtaining approval from the Mission Director at a meeting on June 28 to proceed with proposals in the pipeline, the four rescinded grant summaries were resubmitted to the Mission for review and forwarding to the Democracy Commission after obtaining approval for the revised format on July 17. A further three proposals were accepted by the DNP Grants Committee and forwarded to the Mission in mid July which, in effect, empties the pipeline in advance of the new strategy outline above.)

The following page outlines the extent of the funding requests under the original project design. It is apparent that few of the proposals had a direct relationship to policy development and those that did were unrelated to the Mission's strategic objectives. The grant summaries as submitted to the Mission early in the 6th reporting period are contained in Attachment 3.

# FUNDING REQUESTS Status at June 30/ 1996

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	A	B	C	D	E	F	G	H	I	J
	Name of the NGO	City	Sector	Grant Category	Date Concept Paper Submitted	Date Concept Paper Discussed	Status	Project Submitted	Project Discussed	Status
1	Fundatia "Ingerii Sperantei"	Lugoj	Social	Institutional Development	12/08/95	02/22/96	approved	03/25/96	04/22/96	rejected (IAI done)
2	Societatea Romana pentru Drepturile Copilului	Ramnicu Valcea	Social	Program Assistance		02/16/96	rejected			
3					12/19/95					
4	APADOR - CH	Bucuresti	Human Rights	Program Assistance	01/31/96	03/14/96	approved	03/21/96	03/26/96	approved
5	Asociatia Pro Democratia	Bucuresti	Democracy/ Human Rights	Program Assistance	02/07/96	02/16/96	took back			
6	Fundatia de Ingrijiri Comunitare	Bucuresti	Social	Program Assistance	02/09/96	02/16/96	rejected			
7	Asociatia Civica "Copiii pentru Copii"	Iasi	Democracy/ Human Rights	Program Assistance	02/14/96	02/22/96	rejected			
8	Clubul "Piatra Altarului"	Cluj-Napoca	Environment	Program Assistance	02/16/96	02/22/96	approved	04/02/96	04/22/96	approved
9	Pentru Fiecare Copil o Familie	Resita	Social	Program Assistance				03/14/96	04/22/96	pending
10	ARAS	Constanta	Social	Program Assistance	02/29/96	03/25/96	rejected			
11	Fundatia Oamenilor de Afaceri	Constanta	Economic	Micro-Grant	03/07/96	03/25/96	approved	04/19/96	05/23/96	approved
12	Centrul de Afaceri Transilvania	Cluj-Napoca	Economic	Institutional Development	03/18/96	03/25/96	approved	04/04/96	05/02/96	pending
13	Centrul de Afaceri Transilvania	Cluj-Napoca	Economic	Institutional Development				re-submitted 05/23/96	06/11/96 06/18/96	pending
14	Fundatia Satul Romanesc	Iasi	Democracy/ Human Rights	Program Assistance	03/18/96	04/02/96	rejected			
15	Fundatia Satul Romanesc	Iasi	Democracy/ Human Rights	Program Assistance	03/19/96	04/02/96	pending			
16	Tineretul Ecologist din Romania	Bucuresti	Environment	Program Assistance	03/19/96	03/25/96	rejected			
17	Consiliul National al Intreprinderilor Private Mici si Mijlocii din Romania	Suceava	Economic	Institutional Development	03/21/96	04/02/96	rejected			

# FUNDING REQUESTS Status at June 30/ 1996

	A	B	C	D	E	F	G	H	I	J
18	Centrul Logistic Tactic Bucuresti		Democracy	Program Assistance	03/21/96	04/02/96	rejected			
	Fundatia Centru pentru Dezvoltarea Intreprinderilor Mici si Mijlocii Arges	Pitesti	Economic	Institutional Development	03/22/96	04/02/96	approved	05/21/96	05/30/96 06/18/96	pending
19	Asociatia Deficientilor Locomotori Bihor	Oradea	Social	Institutional Development	03/22/96	04/02/96	rejected (IAI done)			
20	UNESCO Pro Natura	Bucuresti	Environment	Institutional Development	03/25/96	04/02/96	rejected			
21	ARAS	Bucuresti	Social	Institutional Development	03/25/96	04/02/96	rejected			
22	Asociatia Societatilor cu Capital Privat de Industrializarea Carnii	Bucuresti	Economic	Institutional Development	03/26/96	04/22/96	approved partially	04/29/96	05/13/96	approved
23	Fundatia de Ingrijiri Comunitare	Bucuresti	Social	Program Assistance	03/28/96	04/02/96	rejected			
24	Asklepyos	Cluj-Napoca	Social	Program Assistance	03/29/96	04/22/96	rejected			
25	ARAS	Constanta	Social	Program Assistance	04/01/96	04/22/96	rejected			
26	Uniunea Judeteana a Pensionarilor Bihor	Oradea	Democracy/ Human Rights	Institutional Development	04/04/96	04/22/96	rejected			
27	Societatea Ecologista matiei	Sighetu-Mar	Environment	Program Assistance	04/05/96	04/22/96	rejected			
28	Societatea Ecologista matiei	Sighetu-Mar	Environment	Institutional Development	04/05/96	04/22/96	approved	05/10/96	05/23/96	pending
29	Tineretul Ecologist din Romania	Bucuresti	Environment	Program Assistance	04/08/96	04/22/96	approved	05/10/96	05/23/96	approved
30	Asociatia Independenta Universitara - Bunia	Brasov	Democracy/ Human Rights	Program Assistance	04/17/96	05/02/96	rejected			
31	Grupul de Explorari Subacvatice si Speologice	Bucuresti	Environment	Program Assistance	04/19/96	05/13/96	approved			
32	Ecosens	Bucuresti	Environment	Program Assistance	04/19/96	05/02/96	rejected			
33	Fundatia Tinerilor Jurnalisti	Bucuresti	Democracy/ Human Rights	Program Assistance	04/24/96	06/02/96	approved			
34	Asociatia Patronilor si Meseriasilor	Cluj-Napoca	Economic	Institutional Development	04/24/96	05/02/96	approved	06/10/96	06/18/96	pending
35										

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# FUNDING REQUESTS Status at June 30/ 1996

28

	A	B	C	D	E	F	G	H	I	J
3 6	ARAS	Constanta	Social	Program Assistance	04/30/96	05/13/96	rejected			
3 7	ARAS	Constanta	Social	Program Assistance	05/02/96	05/13/96	rejected			
	Centrul de Afaceri	Cluj-Napoca	Economic	Institutional	05/07/96	05/23/96	rejected			
3 8	Transilvania			Development						
	Centrul de Afaceri	Cluj-Napoca	Economic	Program Assistance	05/07/96	05/23/96	rejected			
3 9	Transilvania									
	Centrul de Afaceri	Cluj-Napoca	Economic	Institutional	05/09/96	06/11/96	rejected			
4 0	Transilvania			Development						
	Centrul pentru	Satu Mare	Economic	Institutional	05/13/96	05/30/96	rejected			
	Dezvoltarea			Development						
	Intreprinderilor Mici									
4 1	si Mijlocii									
4 2	Rhododendron	Targu Mures	Environment	Program Assistance	05/15/96	05/30/96	rejected			
4 3	Ecosens	Bucuresti	Environment	Program Assistance	05/16/96	05/30/96	rejected			
4 4	ARAS	Constanta	Social	Program Assistance	05/16/96	incomplete	rejected			
4 5	Fundatia COPIII NOSTRI	Bucuresti	Social	Program Assistance	05/17/96	05/30/96	rejected			
	Consiliul National al	Bucuresti	Economic	Institutional	05/20/96	05/23/96	rejected			
	Intreprinderilor			Development and						
	Private Mici si			Program Assistance						
4 6	Mijlocii din Romania									
	Comitetul Femeilor	Fagaras	Social	Program Assistance	05/21/96	incomplete	rejected			
	pentru Aparare si									
4 7	Ocrotire									
	Asociatia Civica	Iasi	Democracy/	Program Assistance	05/23/96	06/11/96	rejected			
4 8	"Copiii pentru Copii"		Human Rights							
	Centrul de Afaceri	Nasaud	Economic	Program Assistance	05/23/96	06/11/96	rejected			
4 9	Transilvania									
	Centrul de Afaceri	Nasaud	Economic	Program Assistance	05/23/96	06/11/96	rejected			
5 0	Transilvania									
	Centrul de Afaceri	Oradea	Economic	Institutional	05/24/96	06/11/96	rejected			
5 1	Transilvania			Development						
	Asociatia	Cluj-Napoca	Social	Institutional	05/28/96	incomplete	rejected			
	Handicapatilor			Development						
5 2	"Langdon-Down"									
	Centrul de Afaceri	Nasaud	Economic	Institutional	05/29/96	06/18/96	rejected			
5 3	Transilvania			Development						

# FUNDING REQUESTS Status at June 30/ 1996

	A	B	C	D	E	F	G	H	I	J
5 4	Ecosens	Bucuresti	Environment	Program Assistance	06/14/96	06/18/96	rejected			
5 5	Fundatia COPIII NOSTRI	Bucuresti	Social	Program Assistance1	06/14/96	06/18/96	rejected			
5 6	Fundatia COPIII NOSTRI	Bucuresti	Social	Program Assistance2	06/14/96	06/18/96	rejected			
5 7	Asklepyos	Cluj-Napoca	Social	Program Assistance	06/17/96	06/18/96	rejected			
	Clubul Ecologic	Cluj-Napoca	Environment	Program Assistance	06/29/96					
5 8	Transilvania									
5 9	Binecuvintati Copii	Onesti	Social	Program Assistance	06/27/96					

## V. Training and Technical Assistance

**Project Output #2:** Linkages established within NGO Community and across program sectors. (*USAID/Romania subindicator for SO 2.1, IR 2.2*)

**Project Output #3:** Managerial, organizational, operational and advocacy skills acquired by NGO human resources. (*Activity contributes to USAID/Romania indicators for SO 2.1, IR 2 and IR 2.2 and all SOs where NGOs can contribute advocacy activities aimed toward the achievement of the objective.*)

**Project Output #4:** Institutional effectiveness and efficiency developed through technical assistance (TA). (*Activity contributes to USAID/Romania indicators for SO 2.1, IR 2.2 and all SOs where sustainable NGOs can contribute activities toward the achievement of the objective.*)

**Project Output #5:** State, market and civil society collaboration fostered. (*Activity contributes to USAID/Romania indicators for SO 2.1: IR 1, IR 2.2 and for SO 2.3 (IR 1.1.2)*)

### **Overview:**

Training activities which have taken place this quarter under the existing project design have focused on the organizational development modules offered by DNP partner Support Centers of America and the advocacy seminars conducted by SCA and NDI. The reports of the trainings conducted by SCA can be found in Attachment 2; the reports of SCA and NDI are in Attachment 1. It is clear, however, that the original conceptualization of the DNP providing training and technical assistance to a broad group of eligible NGOs has resulted in policy-oriented advocacy activity. Therefore, although the training in various organizational management skills has inherent value, it has led to any impact on associative engagement on policy issues. This, as much as the other findings outlined above, needs to be addressed constructively and proactively as we enter Year 2.

As indicated previously the groups which have been heretofore been made eligible can be seen to fall into four general categories as discussed above:

- National groups with general policy concerns and activity related to SOs at the national policy level ("legal/regulatory/policy framework in place")
- Local groups with general policy concerns and activity related to SOs at policy levels
- Local and National groups with recognized policy concerns

unrelated to the SOs except to the extent they are provide indicators towards the achievement of SO 2.1 (Public participation through pluralistic mechanisms)

- Local independents or national organizations with only the potential for an advocacy role and branches of national organizations in the first and third categories above.

For all the reasons outlined in the findings, the DNP will need to intensively market the concept of associative policy engagement through training and technical assistance, especially to the first group of 27 nationally oriented NGOs. The DNP proposes beginning this activity through extensive technical assistance in issue identification in the 6th Project Quarter, now through September. In early October (6 - 13) there would be a one week workshop on developing organizational identity, conveying that identity to external audiences and the use of that identity in planning and executing the components of an advocacy campaign which targets a specific policy issue. The objective would be to end the workshop with 27 concept papers for advocacy campaigns identifying specific policies to be addressed by the NGOs, policies related to the AID SOs. These concept papers would identify the strategies, tactics and resources (human, financial, institutional) which are required for the advocacy projects. Our goal would be to have at least 18 of the 27 groups attend and to have 12 concept papers developed, representing all 7 SOs, which we would then review with the groups after the workshop through another round of direct technical assistance.

Three weeks after the workshop we would conduct a follow-up workshop activity to turn the Concept Papers into full proposals. These proposals would be reviewed against the existing guidelines, modified only to the extent that they must address policies related to the Mission SOs. Upon approval by the DNP Grants Committee the proposals would be forwarded to the Democracy Commission for their approval. The expected result is a quiver full of organized, directed, multi-faceted NGO advocacy directed towards the development of public policies contributing to the development of legal, regulatory and policy frameworks contributing to the achievement of the Mission SOs. Subsequent training would be delivered in Financial Management to ensure that the sub-grants are managed adequately.

This activity - if successful - could be repeated for the next two groups as identified above. Subject to the continued availability of funds in the grants line, the DNP could continue to fund policy-oriented advocacy activity conducted by NGOs. Even if the grants line should be used up, the projects developed at these training would be easily funded through other mechanisms such as the Regional Environmental Center or the Foundation for the Development of a Civil Society. In either case, remaining life-of-project time could be used to focus on providing the extensive technical assistance which will no doubt be required in the implementation of these advocacy campaigns specific attention could be paid to moving these groups with policy concerns towards sustainability.

## V. Regional DNP Project Coordination Activities

**Project Output #6:** Romanian NGOs access to existing CEE regional resources increased.

### Overview

Regional opportunities are slowly being accessed by Romanian NGOs. Increasingly, groups and individuals representing groups are submitting applications for regional and US internships as well as the regional activity grants offered by the National Forum Foundation. To the extent that these applicants have approached the DNP in Romania for recommendations, these have been provided on the basis of stated objectives and are available to eligible organizations. To the extent that the Mission may be attempting to align all resources to the Strategic Objectives, the DNP would suggest that all NGO resources funded by USAID should work towards specific SOs.

It should also be noted here that the DNP itself would like to avail itself of the services of two AVID volunteers in the delivery of the modified activity which has been suggested here. Not only will this serve to ensure human resources are in place to meet the technical assistance needs of the proposing NGOs but it will help to make these groups better aware of some of the regional resources which may be available for them to access beyond the life of this project.



SUPPORT CENTERS OF AMERICA SUPPORT CENTERS INTERNATIONAL  
Bucharest, Romania

July 16, 1996

TO: Mark Parkison, World Learning International

FR: Tom McClure Support Centers International



RE: Submission of Final Quarterly Report

Please find enclosed the final Quarterly Report of services provided by SCA/SCI to the Romania Democracy Network Project.

I have enclosed personal comments and recommendations in the Appendix from myself, Maria Popescu and Rebecca Davis which you may find of interest. We are all available to clarify of the observations, comments and recommendations which we have made.

I am pleased with the contributions SCA/SCI has made to the success of the DNP thus far. SCA/SCI looks forward to the prospect of providing ongoing assistance to you and World Learning DNP through Opportunity Associates Romania.

Thank you for forwarding this report to the appropriate persons at World Learning International.

We are providing you with a disk of this report which is on WP 5.1.

Best regards and best wishes for a successful completion of the DNP project.

**BEST AVAILABLE COPY**

SUPPORT CENTERS OF AMERICA / SUPPORT CENTERS INTERNATIONAL

REPORT ON TECHNICAL SUPPORT SERVICES TO WORLD LEARNING  
AND THE DEMOCRACY NETWORK PROGRAM IN ROMANIA  
QUARTERLY REPORT 1996  
Covering the period from Apr. 1, 1996 - June 30, 1996

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V. LISTING OF 11 WORKSHOPS AND TOPICAL SEMINARS

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CONSULTANTS

SCI's purpose in the Romania Democracy Network Project (DNP) is to provide training and technical assistance and certain services to assist World Learning with the management and implementation of the project. The goal and objectives of the DNP project are to provide subgrants and technical assistance to help Romanian NGOs having a public policy orientation to become more self-sustaining and capable of:

- influencing the formulation and implementation of public policy;
- serving as a forum for public policy debate and advocacy;
- mobilizing private resources;
- forming partnerships and alliances with appropriate public and/or private organizations;
- raising funds to further the purpose of the NGO and secure its financial and organizational sustainability;
- operating democratically, effectively, efficiently and responsibly;
- and providing services to and advocacy for their constituents.

The major focus of the Dem Net project is to assist NGOs working in the priority areas of 1) democracy; 2) environment; 3; economic growth; and 4) social safety net.

#### I. SCI PROJECT MANAGER'S OVERVIEW

SCA/SCI had a very active and productive period during this quarter and successfully concluded its work program under the one year agreement with World Learning. During the quarter SCI organized and delivered six workshops and provided logistical and support services for the delivery of five Topical Seminars by NDI. This accomplishment was the result of an effective SCA SCI / NDI / World Learning field team partnership and close collaboration between the SCI Bucharest Field Office and the SCA National Office in San Francisco. SCI benefitted greatly from the commitment and expertise of Dr. Rebecca Davis, Chief Trainer, and Maria Poptean our Logistics Coordinator.

There were no cash flow problems in this quarter and ample funds were provided to the Field Office to meet the significant financial requirements of the last quarter' accelerated training and technical assistance(TA) schedule. A total of 11 workshops were planned, organized and implemented in the period and a total of 25 days of field training support and 4 days of field TA were delivered.

The accomplishments, the uninterrupted continuity of services and the successful completion of work during the quarter reflected SCI's commitment to Romania and the DNP project especially given the circumstances associated with the extensive SCA/ SCI restructuring and reorganization which occurred during this period. The Project Manager provided a 50% time contribution/match to the project and the Chief Trainer also provided significant uncompensated services as well.

As a result of a two year strategic planning process of SCA's National Board acted to reorganize and decentralize the organization and its operations. After December 1996, SCA will operate as a loose federation of independent, separately incorporated centers in the U.S., Europe and the Middle East. An important part of the reorganization was the establishment of an "affiliation" type of membership which will provide a means for all present centers and new affiliate centers to link together for the purpose of mutual support, sharing of materials, and exchange of expertise.

Following the SCA reorganization, SCA/SCI recommended that World Learning contract year 2 and year 3 of SCA's former commitment (to provide technical support services to the 3 year DNP) to its new Romanian affiliate Opportunities Associates Romania (OAR). SCA/SCI agreed to provide technical support and network access to OAR under the terms of affiliation. Given World Learning and USAID's acceptance of this proposal, SCA/SCI will continue to provide match as committed in the original World Learning proposal submitted to USAID. A decision is now being awaited from World Learning and USAID regarding their acceptance of the SCA/SCI proposal.

## II. SUMMARY OF WORKSHOPS DELIVERED/ SUPPORTED BY SCI

Workshop No. and File	Name of Workshop	Dates
1. eval2.mkv	Topical Seminar Volunteer/Member Recruitment, Development and Management, Region 2	April 3-4
2. eval5.mkv	Topical Seminar Volunteer/Member Recruitment, Development and Management, Region 3	April 9-10
3. eval4.mkv	Topical Seminar Volunteer/Member Recruitment, Development and Management, Region 4	April 17-18
4. eval3.ppw	Project Planning and Proposal Writing Workshop, Region 3	April 23-27
5. eval4.adv	Advocacy Workshop Region 4	May 7-8
6. eval4.ppt	Project Management Workshop	May 9-10

7. evalts.adv	Topical Seminar Advocacy Region 1	May 17-18
8. eval3.pm	Project Management Workshop Region 3	May 24-25
9. eval4.ppw	Project Planning and Proposal Writing Workshop, Region 4	May 23-June 1
10. eval3adv.adv	Advanced Advocacy Workshop Region 3	June 12-15
11. eval4adv.adv	Advanced Advocacy Workshop Region 4	June 19-22

Note: "Topical Seminars" were designed and conducted by NDI staff and trainers. SCI technical assistance and support for the workshops included logistical management provision of a Romanian co-trainers, translation assistance and the conducting, compiling and reporting of workshop evaluations.

### III. SUMMARY OF TECHNICAL ASSISTANCE DELIVERED

SCI responded to the requests of World Learning and delivered 4 days of direct field technical assistance (TA) during the reporting period. TA was delivered by SCI's Chief Trainer Rebecca Davis on the identified dates to the following Romanian NGOs:

June 10-11: 2 days of technical assistance to the League for Neuromotor Handicaps in Fagaras County in Project Planning and Proposal Writing.

May 14 and 21: 2 days of technical assistance to the Romanian Association for Meat Processors and Meat Producers in the Fund Raising area.

June 22: 1/2 day of technical assistance was provided by the SCI Project Manager on an informal basis during a visit to the Centrul De Afaceri Transilvania (Transilvania Business Center) in Cluj. He was invited to the regional headquarters and center following the June Coalition Building/Advocacy Workshop in Cluj. The Transilvania Business Center serves a network of six business development centers in the region. The Director of the Center and the Oradea staff attended the Cluj Advocacy/Coalition Building Workshop. The Business Center receives funding from the European Community and Canada. Its primary purpose is to further economic development and job creation in the Transilvania region. The Center is

seeking to expand its knowledge and skills in regional economic development and wants information on how to develop linkages with technical assistance providers and investors. The Center is in the process of submitting a proposal to the DNP to obtain TA and is seeking project funding. They were encouraged in their efforts to obtain TA for preparation of a grant proposal. Information was provided to the leadership of the Business Center on the newly established Romanian - Egyptian Trade Company's interest in developing more trade with Romania, especially in the area of agricultural products and manufactured goods. The Center leadership was also encouraged to explore the opportunities provided by the PIET program to sponsor visits to the U.S.A. Such a visit could help them learn more about the American NGO business-government / partnerships for regional development in less developed areas such as Appalachian through NGOs sponsored by the Appalachian Regional Commission.

#### IV. CRITERIA FOR EVALUATING WORKSHOPS AND TRAINERS

Evaluation forms were provided for each participant to complete and return. Participants were asked to give a numerical grade to the following questions ("1" being the lowest score and "5" being the highest score) and to contribute written assessments as much as possible. At the end of each workshop, participants were asked to:

1. Evaluate the Trainers (through a quantitative Scale of 1-5)
  - whether they were knowledgeable about the topic
  - gave an organized presentation
  - involved participant in the learning process
  - provided useful take-home materials
  - used class time effectively
2. Evaluate the Workshop (through a quantitative scale of 1-5)
  - added to person's knowledge and skills
  - provided practical ideas which could be used in the workplace
  - increased the person's confidence in their abilities
  - was of high quality
  - would recommended to others
3. Identify the Most Helpful Things Learned from the Workshop (Narrative response)
4. Recommend Changes in the Workshop (Narrative response)

## V. LISTING OF 11 WORKSHOPS AND TOPICAL SEMINARS

### TOPICAL WORKSHOP/SEMINAR NO. 1

Volunteer / Member Recruitment, Development and Management Topical Seminar  
Region II Muntenia - Dobrogea

Site: Bucharest  
Date: April 3-4, 1996  
Served: 32 participants from 32 NGOs  
Trainers: Gretchen Rehegr and Alina Ynayah

Particulars: This 2-day workshop was presented by NDI for the purpose of:

- define the importance of Volunteer/ Member Recruitment, Development and Management process
- define the specific elements for Volunteer Management
- provide information about how to attract and keep more members and volunteers
- define more clearly one's organization

Evaluation:

The Trainers received an average score of 4.74 out of a possible 5.00  
The Workshop received an average score of 4.68 out of a possible 5.00  
See Appendix 1 for a comprehensive report.

### TOPICAL WORKSHOP/SEMINAR NO. 2

Marketing and Message Development / Volunteer Member Recruitment, Development and Management, Topical Seminar  
Region III Moldova- Southern Transilvania

Site: Poiana Brasov,  
Date: April 9-10, 1996  
Served: 22 participants from 22 organizations  
Trainers: Gretchen Rehegr

Particulars:

This 2-day workshop was designed to:

- define a marketing campaign
- provide knowledge about how to develop and initiate a marketing campaign
- define the importance of Volunteer/Member Recruitment, Development and Management process

- define the specific elements for Volunteer Management
- provide information about how a marketing campaign message can attract more members and volunteers and identify new funding sources
- define more clearly one's organization

Evaluation.

The Trainers received an average score of 4.57 out of a possible 5.00

The Workshop received an average score of 4.42 out of a possible 5.00

See Appendix 1 for a comprehensive report.

TOPICAL WORKSHOP/SEMINAR NO. 3

Marketing and Message Development : Volunteer Member Recruitment, Development and Management, Topical Seminar  
Region IV, Transilvania

Site: Cluj- Napoca

Date: April 17-18, 1996

Served: 36 participants from 36 NGOs

Trainers: Gretchen Rehgr

Particulars: This 2-day workshop was designed to:

- define a marketing campaign
- provide knowledge about how to develop and initiate a marketing campaign
- define the importance of Volunteer/Member Recruitment, Development and Management process
- define the specific elements for Volunteer Management
- provide information about how a marketing campaign' message can attract more members and volunteers and identify new funding -ources
- define more clearly one's organization

Evaluation:

The Trainers received an average score of 4.71 out of a possible 5.00

The Workshop received an average score of 4.10 out of a possible 5.00

WORKSHOP NO. 4

Project Planning and Proposal Writing  
Region III Moldova - Southern Transilvania



Site: Iasi  
Date: April 23-27, 1996  
Served: 22 participants from 13 NGOs  
Trainers: Becky Davis and Ana Munteanu

Particulars: This 2-day Project Planning workshop was designed to increase the ability of the participants to plan a project. Participants were taught why planning a project leads to better implementation, management and overall success of the project.

Specifically, the following was presented:

- The three sector model of society
- Planning terminology and the importance of the planning process
- Developing an organization's purpose statement
- Developing the five components of a project plan: Problem/ Needs statement, Objectives(Process and Outcome), Methods/ Activities, Evaluation and Budget.

This 3-day Proposal Writing workshop was a follow-up to the two day workshop on Project Planning. This workshop focused on the art of writing a proposal. Researching of funding sources was not included. This workshop was specifically designed to build on the project that participants planned at the previous workshop. Participants were taught how to turn a project plan into a proposal that merits funding. The workshop design included interactive presentation, practical exercises and worksheets which provide a framework for writing a proposal.

#### Evaluation

Trainers received an average score of 4.75 out of a possible 5.00

The Workshop received an average score of 4.79 out of a possible 5.00

See Appendix 1 for a comprehensive report.

#### WORKSHOP NO. 5

##### Advocacy Workshop, Region IV Transilvania

Site: Cluj- Napoca  
Date: May 7-8, 1996  
Served: 28 participants from 14 NGOs  
Trainers: Becky Davis, Michelle Ryds and Adrian Sorescu

Particulars: This 2-day workshop is designed to increase organizational capacities required to plan and conduct a successful advocacy campaign in order to impact the development and/or implementation of Romanian public policies in the environment, in the social sector, in private enterprise or in democracy and human rights.

By the end of the workshop the participants will be able to.

- define various aspects of advocacy
- relate advocacy to organizational goals
- outline the purposes of an advocacy campaign
- identify relevant issues
- identify relevant audiences
- plan a strategy for an advocacy campaign
- develop campaign leadership
- expand and develop their membership base or stakeholder -  
constituencies.
- describe the benefits of effective advocacy to their organizations and  
to Romanian society as a whole

Evaluation:

The Trainers received an average score of 4.74 out of a possible 5.00

The Workshop received an average score of 4.64 out of a possible 5.00

See Appendix 1 for a comprehensive report.

#### WORKSHOP NO. 6

Project Management  
Region IV Transilvania

Site: Cluj-Napoca  
Date: May 9-10.  
Served: 28 participants from 14 NGOs  
Trainers: Becky Davis and Luminita Tatu

This 2-day workshop was designed to teach the main elements of project management. The training design includes a variety of approaches to learning: interactive trainer presentations, group discussions, and exercises for skill practice. Participants were taught:

- why project management is a unique challenge
- how to plan a project
- how to lead a project team
- how to ensure team performance
- how to resolve project - related conflicts
- how to evaluate a project

The trainers adapted the Support Center International materials (which were originally developed for use by Romanian Child Welfare NGOs) to be utilized by the Democracy Network Program. Specific adaptations were:

Expanding the Romanian examples to include the  
Environmental, Economic and Democracy/Human  
Rights sectors

Evaluation:

The Trainers received an average score of 4.91 out of a possible 5.00

The Workshop received an average score of 4.83 out of a possible 5.00

See Appendix 1 for a detailed report

TOPICAL WORKSHOP/SEMINAR NO. 7

Advocacy Topical Seminar, Region I Banat - Oltenia

Site: Cluj-Napoca

Date: May 17-18.

Served: 16 participants from 10 NGOs

Trainers: Michelle Rydz, Lauren Coleta, Jim P and Adrian Sorescu

Particulars: This 2-day workshop is designed to increase organizational capacities required to plan and conduct a successful advocacy campaign in order to impact the development and/or implementation of Romanian public policies in the environment, in the social sector, in private enterprise or in democracy and human rights.

Evaluation:

The Trainers received a score of 4.79 out of a possible 5.00

The Workshop received a score of 4.82 out of a possible 5.00

See Appendix 1 for a detailed report.

WORKSHOP NO. 8

Project Management Workshop

Region III Moldova - Southern Transylvania

Site: Iasi

Date: May 24-25, 1996

Served: 24 participants from 12 NGOs

Trainers: Becky Davis, and Sorina Oanta

This 2-day workshop was designed to teach the main elements of project management. The training design included a variety of teaching approaches: interactive trainer presentations, group discussions, and exercises for skill practice. Participants learned

- why project management is a unique challenge
- how to plan a project

- how to lead a project team
- how to ensure team performance
- how to resolve project - related conflicts
- how to evaluate a project

The trainers adapted and used Support Center materials (which were originally developed for use by Romanian Child Welfare NGOs). Specific adaptations included:

- expanding the Romanian examples to include the Environmental, Economic and Democracy Human Rights sectors
- providing more information about the difference between process and outcome objectives
- providing more interactive activities

**Evaluation:**

The Trainers received an average score of 4.46 out of a possible 5.00  
 The Workshop received an average score of 4.45 out of a possible 5.00  
 See Appendix 1 for a comprehensive report.

**WORKSHOP NO. 9**

**Project Planning and Proposal Writing  
 Region IV Transilvania**

Site: Cluj-Napoca  
 Date: May 28-June 1,1996  
 Served: 31 participants from 16 NGOs  
 Trainers: Becky Davis and Adrian Sorescu

**Particulars:** This 2-day Project Planning workshop was designed to increase the ability of the participants to plan a project by learning why planning a project leads to a better implementation and management of the effort.

Specifically, the following was presented:

- The three sector model of society
- Planning terminology and the importance of the planning process
- Developing an organization's purpose statement
- Developing the five components of a project plan: Problem/ Needs Statement; Objectives(Process and Outcome); Methods/ Activities; Evaluation and Budget.

This 3-day Proposal Writing workshop was a follow-up to the two day workshop on Project Planning. This workshop focuses on the art of writing a proposal and did not include researching funding sources. Building on the project that participants planned at the previous workshop, participants learned how to turn a project plan into a proposal that would merit funding. The workshop design to included interactive activities, presentation, practical exercises and worksheets which provide a framework for writing a proposal.

Evaluation.

The Trainers scored 4.82 out of a possible 5.00

The Workshop scored 4.84 out of a possible 5.00

See Appendix 1 for a comprehensive report.

WORKSHOP NO. 10

Advanced Advocacy

Region III Moldova-Southern Transilvania

Site: Iasi

Date: June 12-15.

Served: 33 participants from 33 organizations

Trainers: Becky Davis, Michelle Rydz, Adrian Sorescu and Alina Ynayah

The purpose of this workshop was to promote an open, operating environment for Non-Governmental Organizations in Southeastern Romania to provide opportunities for collaboration between and among NGOs, local and national governmental entities and the market sector. The purpose of this collaboration is to help these entities better contribute to the development of public policy in Romania.

Objectives of the workshop were:

- to foster the development of intra-sector collaboration among NGOs
- to provide the necessary skills, knowledge and attitudes for the state, market and nongovernmental organizations to develop an open dialogue.
- to clarify roles and responsibilities of governmental, civil society and economic institutions and to identify mutually beneficial aims and purpose.
- to identify opportunities and to develop preliminary efforts for collaborative activity between and among the NGOs, local and national governmental entities and the market sector.

Evaluation:

The Trainers scored 4.54 out of a possible 5.00

The Workshop scored 4.57 out of a possible 5.00

See Appendix 1 for a more detailed report.

## WORKSHOP NO. 11

Advanced Advocacy  
Region IV Transilvania

Site: Cluj-Napoca  
Date: June 19-22, 1996  
Served: 61 participants from 61 organizations  
Trainers: Becky Davis, Michelle Rydz, Adrian Sorescu and Alina Unayeh

The purpose of this workshop was to promote an open, operating environment for Non-Governmental organizations in Southeastern Romania to provide opportunities for collaboration between and among NGOs, local and national governmental entities and the market sector. The purpose of this collaboration is to help these entities better contribute to the development of public policy in Romania.

- to provide the necessary skills, knowledge and attitudes for the state, market and non-governmental organizations to develop an open dialogue.
- to clarify roles and responsibilities of governmental, civil society and economic institutions and to identify mutually beneficial aims and purpose
- to identify opportunities and to develop preliminary efforts for collaborative activity between and among the NGOs, local and national governmental entities and the market sector

### Evaluation

The Trainers scored 4.54 out of a possible 5.00  
The Workshop scored 4.58 out of a possible 5.00  
See Appendix for a comprehensive report.

## VI. APPENDIX

### APPENDIX 1 A

#### COMPREHENSIVE REPORT OF INDIVIDUAL PARTICIPANT'S EVALUATION RESPONSES FROM ALL WORKSHOPS

(Submitted on disk, July 15, 1996)

### APPENDIX 1 B

#### SELECTED EVALUATIVE COMMENTS FROM WORKSHOP PARTICIPANTS

##### *Comments on the trainers*

- appreciated professionalism
- had organized and clear presentations

- ability to lead discussions and engage participants
- capacity to get participants involved in the discussions
- they were able to create special relationship between trainers and participants and among participants themselves
- open communication
- interactive teaching ways
- they provided many concrete and practical examples
- they used very good teaching and learning methods: team work, group activities, instructive games, play roles, brainstorming

*Comments on the workshops*

- appreciated problem centered discussions which addressed relevant needs and issues
- the value of interaction and collaboration with other NGOs
- training atmosphere, e.g. open, relaxed, friendly and helpful
- diplomas or certificates should be provided for the participants
- useful and interesting topics
- quantity and quality of information
- useful training materials, attractive flipcharts
- good organization, meal and accommodation
- variety of NGOs that participated in the training and the opportunity provided to meet other NGOs, government and business

*Suggestions for improvement if particular workshops are repeated*

- more time needed "too much information in too short a period"
- more concrete and detailed examples in some presentations
- more group activities
- more information about legal aspects of the problems presented
- more written materials, video tapes
- to select the participants not based on geographical area but on the activity field: environmental, human right, etc
- this training should be continued in the future

**APPENDIX 2**

**PERSONAL COMMENTS AND RECOMMENDATIONS FROM SCI STAFF AND CONSULTANTS**

*Comments and Recommendations from Thomas McClure, Project Manager*

1. SCA/SCI strongly recommends that World Learning contract with Opportunities Associates Romania (OAR) for the continued delivery of technical support services which were scheduled to be provided by SCA/SCI in year 2 and year 3. The DNP has a unique

opportunity to continue to benefit from the SCA/SCI resources and expertise if it contracts with this newly established affiliate of the new Support Centers.

An arrangement has been worked out between SCA/SCI and OAR to continue the provision of technical support services to the DNP as originally planned by SCA and World Learning prior to SCA's restructuring. Originally, SCA recommended a one year contract with a view to changing project management arrangements after its reorganization. SCA/SCI believe that OAR is now capable of delivering (or obtaining) any technical assistance services required by the DNP. There have been discussions about the possibility of OAR applying for an institutional development grant to further its ability to provide services to the DNP. This, of course, would be helpful and advantageous to OAR in the future and would help ensure sustainability of training and technical assistance (TTA) services after the DNP ends. SCA/SCI, however, see the need for an immediate need to contracting for continuation of DNP technical support services. We see the possibility of an institutional development grant for OAR in the future as a separate issue since it requires Democracy Network Commission approval.

World Learning has the power to subcontract for the continuation of DNP technical support services now. An institutional development grant, however would have to be approved by the Democracy Commission and would probably cause a significant delay in service delivery.

By contracting with OAR now the DNP will:

--help ensure the continuity of services established by SCA/SCI in the past year and maintain the employment of two Romanian staff in a project support role;

--further the capacity of OAR to increase its delivery skills, establish a regional TTA network, further the utilization of Romanian trainers, and further its ability to sustain services to DNP grantees after the close of the project. OAR with SCI assistance has already prepared a project design to regionalize training and technical assistance delivery to DNP clients and has already obtained the commitment of The Peace Corps, Cooperative Housing Foundation, ARAS, SCA and other organizations to help support the implementation of the services;

--ensure the continued development of Romanian NGO TTA leadership training services and trainers for the delivery of core management workshops throughout the country. SCA/SCI and OAR have collaborated for three years in the design and development of Training of Trainers programs;

--support the continuing efforts to regionalize the delivery of TTA services to NGOs which was strongly supported by USAID past three years and endorsed in the USAID final evaluation of the SCA/SCI and National Association of Social Workers (NASW) Romania Support Project;



--serve to further the continuity of services and protect the considerable investment already made in materials and TTA by SCA/SCI, USAID and NASW in the past to establish indigenous structures for the delivery of TTA services through Romanian organizations:

--further the ability of the DNP to benefit from SCA/SCI match and to increase the potential of generating match from OAR's other American affiliate, Opportunities Associates (USA).

2. The DNP should explore ways and means of taking a more proactive role in the identification and selection of candidates to receive direct technical assistance in the future and in the delivery of those services.

Since the DNP is a resource driven, time sensitive project with fixed amounts of money to be expended in a fixed amount of time, its current administrative procedures and approach for delivery of technical assistance services may need to be reviewed and possibly speeded up to meet USAID's future proposal processing and cash disbursement time frames. Of course, it would be better to have more time to create a more ideal TA atmosphere, allowing Romanian NGOs to proceed at their own pace in responding to the DNP offer of TA. There is real benefit in making NGOs completely responsible for making the request, preparing the appropriate request form and negotiating the terms and conditions of delivery. However, resource driven, time sensitive projects often do not allow the luxury of time for an ideal development process to take place, especially in countries where the TA concept is fairly new.

While it is admirable to allow NGOs to proceed at their own initiative and pace to learn about and access TA, those in most need (least funded with little or no staff) may be handicapped by the current DNP technical assistance strategy which places most of the initiative on the NGO. The DNP may find it helpful to reassess the current TA marketing strategy, especially as it relates to furthering the opportunity and access of nascent NGOs and minority organizations to DNP resources. Many nascent NGOs and minority organizations, although committed and capable of impacting public policy development (given the needed funds) may be the least knowledgeable and "savvy" about how to ask for and obtain technical help and grant funds. Many of these NGOs need more direct motivational assistance and mentoring to learn how to plan and ask for TA. It is possible that some of these smaller agencies may tend to get "left out" of the TA support process while the larger more sophisticated NGOs, with more experience, more external support and mentoring, may tend to become "first in line" for technical assistance and first in line for funding since they often have more knowledge, staff and resources than the smaller, less experienced or minority NGOs.

SCI and NASW's past work in Romania focused on targeting and helping such NGOs--those who tended to be most needy and less capable of accessing resources and least capable of competing for limited donor resources. SCI efforts in the past to help "level the playing field" in Romania helped increase the ability of nascent agencies to compete more effectively for funding. Some significant success stories resulted from the investment of extra time and attention on select agencies..

The DNP may find it productive to develop a more proactive "affirmative action" style and approach to extending services to smaller, minority, or less developmentally sophisticated NGOs in Romania. Such a strategy would help the DNP ensure that there will be an equitable distribution of resources amongst DNP qualified agencies (including minority NGOs) in the regions. World Learning may wish to consider targeting selected areas of the country and selected organizations to receive *project initiated* technical assistance aimed at bringing them "up to speed" and making them more competitive with the larger, more experienced, successful and assertive urban NGOs which tend to fare better in all types of funding environments. If the DNP decides to undertake a more proactive approach to the marketing of TA in the regions, local consultants could be recruited and trained to help identify and assisting nascent, or minority NGOs which are qualified to receive assistance from the DNP. Such an approach might also help ensure a larger variety of NGOs participating and benefiting from the DNP resources.

3. Training Certificates need to be prepared and mailed to participants or participant NGOs. Certificates have been requested by participants at most of the workshops. If it is not possible to give each participant a certificate (my preference) the participating NGOs should be provided with a certificate as soon as possible. Hopefully, the certificates will include the DNP partner who provided the training and some reference to sponsorship from USAID. SCI has submitted its suggestion for the wording of such certificates and is awaiting to discuss with the effort through its local affiliate.

4. The initiative to identify, train and utilize Romanians as trainers and consultants should be continued and expanded. Opportunity Associates, as Romania's oldest and largest Training of Trainers organization is well suited for this task.

5. The valuation, documentation and contribution of SCA in-kind match to the project needs to be settled immediately. The SCI Egypt office has past agreements with USAID Cairo and with the USAID prime contractor on how SCA materials and services are valued as match. This information should be utilized in the computation and settlement of past (and possible future) SCA in-kind contributions to the DNP project.

6. Workshop Module Revision and Upgrading. I recommend World Learning contract for a local professional to prepare a final adaptation and upgrading of key modules used in the "C" and NDI workshops. These modules can be used in the future by the DNP and Romanian NGOs. It is especially important that the final advocacy and collaboration workshop modules be revised and updated to reflect workshop contributions from the trainers, resource persons and participant work groups. SCI has collected the relevant materials for this upgrading and they are available at the Opportunity Associates office.

*Comments and Recommendations from Maria Poptean, SCI Logistics  
Coordinator*

Maria attended all of the above workshops. Her duties included logistical planning and coordination, banking transactions, payment of transport and lodging expenses for participants. She also translated materials for 2 topical seminars and for Advocacy workshop, conducted the evaluation component of the seminars. She translated most of the participant evaluations and prepared the summary reports in Appendix 1. Her duties also included the purchasing of materials for the workshops and the transporting of materials to and from the seminars. She assisted the recruitment of Romanian co-trainers and translators and prepared contracts for Romanian consultants.

1. A major need and recommendation for the future would be to provide more direct TA to NGOs in appropriate subjects such as project planning, proposal writing. Insufficient TA in this area was requested or provided. Smaller NGOs are especially needy in this area. This information was obtained from personal discussion with at least 10 participants from workshops.

2. The Romanian trainers have been well received. They know their content. The national trainers have received good support from the Chief Trainer. No complaints have been heard about their skills and delivery. They have been accepted by the participants.

3. Translators were generally acceptable. Problems occurred with some over technical vocabulary but this was corrected.

4. I believe it is not a good idea to focus only on advocacy in future training and technical assistance. In the future NGOs will need more help with fund raising and financial mgmt. This opinion was developed from observations and from discussions with participants.

5. Romanian trainers should be able to train by themselves in the future (in the subject areas they have been trained in). Outstanding, capable trainers include: Anna Munteanu (Project Planning and Proposal Writing); Adrian Sorescu and Alina Inayeh for Advocacy and Collaboration; Dana Nicolescu, Sorina Oanta and Valentin Vladu for Project Management.

Translators who might be developed into trainers include: Marielena Iliescu (Advocacy, Project Management, Board Development). Alina Porumb from Cluj translated everything and is a good resource for a trainer. Alexandru Surugiu (Iasi English teacher) is good for Advocacy, Project Management and other subjects and is very fast at translating Romanian into English. Culin Meda (is a good translator and potential good trainer) for Advocacy Collaboration, Advocacy, Project Management and Proposal Writing.

6. In the future, more direct tech. assistance should be given in needed subjects. Participants should be made to realize that training is a grant to their agency and should avoid coming and going at workshops which causes disruptions.

7. A training logistics person is needed for the workshops. Trainers are not able to handle training and logistics too (with such problems as billing, training environment, reservation problems, set up, prior arrangements, cash management to deal with)

*Comments and Recommendations from Dr. Rebecca Davis, SCI Chief Trainer*

The training that has been provided in the areas of project planning, proposal writing, project management and advocacy can better be implemented with follow-up technical assistance. During the training, the basic frameworks were presented with some individual organizations being able to receive some practical assistance. With the large number of organizations represented (in some cases 16-17) it was very difficult to provide the concrete help that was needed. The ideas developed and presented at the workshops now need to be put in a written format.

Other training programs need to be in writing skills, and more specific and concrete topical areas of management and advocacy (especially conflict and negotiation, motivation, communication skills, basic problem-solving and planning). The participants were especially receptive to the interactive training model and several said: "through that experiential exercise, we learned more than we ever could from a lecture on that topic"

The training brought together very diverse people, in terms of location (urban, rural, mid-size towns), ages (70's - 20's), work environment and government and non/government. This is the part of the training that I think has had a great deal of impact. Early in the training programs, first day or so, participants would make comments regarding the "differences". I would generally remark about the importance of the differences and the positive elements. As the workshops would progress, you could observe the respect and understanding increase. Also, the appreciation for the commonalities of issues that need to be addressed.

The training program now needs to focus on the external relations, which should include project evaluation and board development. These two are key in developing systematic linkages with external persons or groups.

In addition, I recommend the development of a one-day curriculum on Public Policy. There is a general understanding about policy, but not specific enough for these organizations to articulate what they are doing at the policy level. Because the work is new and innovative and against the communist tradition, it requires some level of policy influence. There is another level of intervention that NGO could be involved in if they could better translate their "direct services" at the policy level. I believe (as is basic to social work) that interventions should be on both levels if you are involved in direct service work. There should always be a focus on policy change at least at the organizational level.

## Technical assistance

Many of the participants had questions related specifically to their type of work. There needs to be a resource bank or some way to link them with Western resources. During the last training I had requests for information on the North Carolina Governor's School program that is a summer school for gifted children and state supported; information about the "cottage industry" or home industrial and employment opportunities from the states; a curriculum on negotiation skills; information on gender issues; and a source of information about possible industrial opportunities for villages to become more self-sustaining.

## Overall comments

1. The growth and development of the Romanian trainers has been an important outgrowth of this program. Surin Dorescu has now asked Becky Davis, to be his co-trainer and is applying for ECFELURE money to support her assistance. The basic workshops can now be provided by local Romanian trainers.

2. The linkages that the participants have made with each other is the beginning of the local resources network. This training has provided an opportunity for them to develop respect and tolerance for each other. The confidence and belief that each one of them makes a difference and can influence change has been demonstrated and said by the participants. Some of the negative "attitudes" that continue to be talked about related in part to a lack of confidence in their own skills to communicate and influence change. Each person was given an opportunity to practice that in the workshop setting. The statement I heard several times "I can make a difference" and "we can make a difference" will provide the beginning of a collaboration for change.

3. There is still a lack of true understanding at the practice level about just what policy is. A brochure would be helpful if a curriculum can not be developed.

Date: June 30, 1996

To: Mark Parkison, World Learning Inc.

From: Michelle Rydz, National Democratic Institute of International Affairs

Re: Fourth Quarter report

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The National Democratic Institute for International Affairs (NDI) has participated in the training and technical assistance unit of the Democracy Network Program administered by World Learning. During the last quarter NDI has fulfilled the following responsibilities, based on the scope of work agreed upon by NDI and World Learning at the outset of the project:

- a)
  - i. Assess the climate of existing advocacy work presently undertaken by Romanian NGOs and identify constituencies of various government entities which will support the development of local NGOs.
  - ii. Prepare an overview of the Romania NGO sector based on the initial assessment of the climate of existing advocacy work undertaken by Romanian NGOs.
  - iii. Conduct organizational assessments of individual Romanian NGOs.

Assessments were conducted throughout Romania in the first three quarters of the project.

Assessment 1: Banat/Oltenia July 29-August 10, 1995

Assessment 2: Muntenia and Dobrogea September 18-September 30, 1995

Assessments 3 & 4: Assessments were conducted in the Northern regions of Romania between January 29-February 9

b. Technical Assistance, not to exceed 8,49 person months unless otherwise specifically authorized in writing by World Learning, which includes short-term technical field staff and short term pro-bono consultants.

i. Participate in four Action Planning Workshops (Advanced Advocacy).

Region I: November 2, 3 and 4 in Timisoara

Region II: March 14, 15, and 16 in Busteni

Region III: June 12-15 in Iasi

Region IV: June 19-22 in Cluj

Four advanced advocacy workshops have been conducted with participation of NDI field representative and NDI pro-bono trainers.

ii. Deliver four one day introductory advocacy and grassroots organizing workshops in year one.

Advocacy I

Region II: January 19 and 20 in Busteni

Region III: March 1 and 2 in Iasi

Region I: March 5 and 6 in Baile Herculane

Region IV: May 6 and 7 in Cluj

iii. Conduct follow-up individual training seminars with each NGO representative at the introductory advocacy and grassroots organizing workshop year one.

The Advocacy workshop was expanded to include an extra day of more in depth advocacy information. Expanding the topic to include definition of skills and how to execute tactics in an advocacy campaign. The NDI field representative was the point person in designing and delivering the advocacy training.

Individual training/technical assistance has been delivered to NGOs on an as requested basis. There have been 24 interventions of technical assistance. Technical Assistance has been provided by Michelle Rydz, long term NDI field representative, Gretchen Rehegr, James Doumas, and Lauren Coletta NDI pro-bono trainers.

iv. Design and deliver a series of eight to ten workshops focusing on 1-2 elements of grassroots in year one.

In the months of March, April, May and June, NDI has designed and delivered nine topical seminars dealing with marketing and message development and volunteer recruitment and management, and Introduction to Advocacy.

- |     |                  |                                      |                 |
|-----|------------------|--------------------------------------|-----------------|
| 1   | Region I and II: | Marketing and Message Development    | March 28 and 29 |
| 2   | Region II:       | Volunteer Recruitment and Management | April 3 and 4   |
| 3,4 | Region III:      | Marketing and Message Development    | April 9         |
|     |                  | Volunteer Recruitment and Management | April 10        |

5,6 Region IV: Marketing and Message Development April 17  
Volunteer Recruitment and Management April 18

Three topical seminars to eligible NGOs on introductory advocacy topics were presented.

7	Advocacy I Region I	May 17-May 18
8	Advocacy I Iasi	June 12-13
9	Advocacy I Cluj	June 19-20

vi and vii. Document each direct technical assistance and training intervention. NDI has provided materials and documentation for every training and technical assistance design. Follow-up reports have been written by the Field representative with the input of the pro-bono trainers if applicable.

#### Comments & Recommendations

NDI has successfully completed all of the training and technical assistance interventions laid out in the initial Scope of Work. The assessment of the NGO community and environment completed by the NDI field representative, Michelle Rydz and a team of six Romanian experts revealed a general lack of information regarding advocacy and external relations. The assessments took place in four distinct regions of the country and included NGOs from four NGO program sectors as outlined by AID. These program sectors include; social safety net, economic, environment and democracy and human rights. In total over four hundred NGOS were interviewed and the conclusions were based on these interviews.

One particularly interesting observation is that most NGOs believe that coverage in the media was in and of itself an advocacy campaign. This observation and others like it led the assessment team to recommend that all NGOs that were eligible for the Democracy Network Program should have a complete advocacy training.

Other observations based on the assessment included:

- Many NGOs were unable to succinctly describe their NGO and the projects to membership or the general public.
- Many NGOs, in particular Social Safety net organizations and environmental groups, do not have members/citizens in project planning and decision making.
- NGOs, even those with a large membership base, did not have plans to expand and develop their membership.



- Most activity involving public policy change was done by lobbying and not through grassroots activity.
- Many NGOs have not made the connection of their activity to the larger community.

Findings and recommendations can be found in the assessment reports (Regions I-IV located in the Democracy Network Program's Office in Bucharest, Romania). These findings and recommendations led the training and technical assistance unit of the Romanian DNP to focus year one on laying the groundwork for grassroots advocacy campaigns. With this in mind, eligible NGOs participated in advocacy training which included topics such as; message development, defining public policy and advocacy, explanation of tactics in advocacy campaigns, conflict resolution and coalition building. Furthermore, four intensive workshops helped organizations look at membership and volunteers as partners in their organizations and helped NGOs design strategies to utilize human resources more fully. Year Two will build on information provided at the trainings and will focus on helping individuals design and develop advocacy campaigns.

#### Problems and Constraints

Aside from the lack of knowledge regarding advocacy and external relations issues, there were no problems or constraints in implementing the external relations interventions in year I.

**Schedule for Lauren Coletta**

***Wednesday May 15, 1996***

Arrive 5:20 p.m. (Bucharest)

***Thursday May 16, 1996***

6:50 a.m. Depart Bucharest for Cluj

12:00 p.m.-  
4:00 p.m. Meeting with  
trainers/transaltors for  
Advocacy workshop

***Friday May 17, 1996***

8:00 a.m.-4:30 p.m.

Training at the Casa Tinertului

5:00- 7:00 p.m.  
Debriefing/Plan for Next Day

***Saturday May 18, 1996***

8:00 am-4:00 p.m.  
Training at Casa Tinertului

4:00-5:00 p.m. Debriefing

***Sunday May 19, 1996***

10:00 am-3:00 p.m.

Material Development for Advanced  
Advocacy Workshop:  
Grassroots Organizing skills  
a) Telephoning  
b) Door-to-Door Interviewing  
c) Direct mail Campiagns  
d) Petitions

**Schedule for James Doumas**

***Wednesday May 15, 1996***

Arrive 5:20 p.m. (Bucharest)

***Thursday May 16, 1996***

6:50 a.m. Depart Bucharest for Cluj

12:00 p.m.-  
4:00 p.m. Meeting with  
trainers/transaltors for  
Advocacy workshop

***Friday May 17, 1996***

8:00 a.m.-4:30 p.m.

Training at the Casa Tinertului

5:00- 7:00 p.m.  
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8:00 am-4:00 p.m.  
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***Sunday May 19, 1996***

10:00 am-3:00 p.m.

Material Development for Advanced  
Advocacy Workshop:  
Grassroots Organizing skills  
a) Telephoning  
b) Door-to-Door Interviewing  
c) Direct mail Campiagns  
d) Petitions

**Monday May 20, 1996**

10:00 Regional Center for Environmental\*  
Survey Cluj

Viorel Lascu  
059-13.68.85  
adresa:

11:00

12:00

13:00

14:00 Transylvania Speological Society\*

Mihai Botez  
064-187.657  
adresa:

15:00

**Tuesday May 21, 1996**

10:00 Focus Eco-Center \*

Zoltan Hajdu  
065/163692  
adresa:

11:00

12:00

13:00

14:00 Liga Pro-Europa\*

Smaranda Enache  
065-168549

15:00

16:00

17:00

**Monday May 20, 1996**

10:00 PROVOBIS \*

Name:

Adresa:

Phone:

11:00

12:00

13:00

14:00 Clubul Ecologic Transilvania\*

Christian Pop  
064-190404  
adresa:

15:00

**Tuesday May 21, 1996**

10:00 Furumul Micilor Intreprinzatori  
din Transilvania\*

Csaba Kalman  
065-163080  
adresa:

11:00

12:00

13:00

14:00 Rhododendron

15:00

16:00

17:00

**Wednesday May 22, 1996**

10:00 Advanced Advocacy Topical  
Seminars Planning & Development

11:00

12:00

13:00

14:00

15:00

16:00

17:00

18:00

**Thursday May 23, 1996**

10:00 Travel from Cluj

11:00

12:00

13:00

14:00

15:00

16:00 Meeting with Mark Parkison

17:00

18:00 Material Development Wrap up

**Wednesday May 22, 1996**

10:00 Advanced Advocacy Topical  
Seminars Planning & Development

11:00

12:00

13:00

14:00

15:00

16:00

17:00

18:00

**Thursday May 23, 1996**

10:00 Travel from Cluj

11:00

12:00

13:00

14:00

15:00

16:00 Meeting with Mark Parkison

17:00

18:00 Material Development Wrap up

**Friday May 24, 1996**

10:00 Fundatia Estaur\*  
Roxana Braga  
adresa:  
Phone:  
11:00  
  
12:00  
  
13:00  
  
14:00 Doina Munteanu\*  
Areddo  
  
15:00  
  
16:30 Mare Nostrum  
@NDI Flat Bucuresti  
  
17:00  
  
18:00

**Friday May 24, 1996**

10:00 Trebuie  
Nicoleta Matei  
adresa:  
phone:  
11:00  
  
12:00  
  
13:00  
  
14:00 Oamenii si Mediul Inconjurator\*  
Adrian Geogescu  
adresa:  
  
15:00  
  
16:00 FOA Constanta  
@Peace Corps  
  
17:00  
  
18:00

## Technical Assistance

Name of Organization: The Regional Center for Ecological Survey

Provided by: Lauren Coletta, Executive Director of the Citizens Information Service

Participants: Dan Pific, Viorel Lasau

Goal of TA: Strengthen their organization by gaining a better understanding public policy and successful ways to influence public policy through public policy and advocacy.

Method of TA: The technical assistance began with discussions on the types of public policies and types of advocacy campaigns.

- 1) Discussed issues and goals that are of interest to the organization.
- 2) Participants and the trainer choose one goal to discuss during the remainder of the technical assistance to demonstrate the process of developing an advocacy campaign more concretely.

GOAL of Organizaton: Create an advisory committee with public representation that the government would consult on issues of preservation, in particular for the Auspeni mountains and for the Baile 1 Mai.

- 3) Chose target of the campaign: Minister of the Environment
- 4) Discussed tactics of the campaign including:  
Lobbying, commitment chart, educating people through media and public awareness events.
- 5) Set time line for proposed strategy and discussed the resources needed to accomplish strategy.

## Technical Assistance

Provided by: Lauren Coletta, Executive Director of the Citizens Information Service

Name of Organization: Transylvania Speological Society

Name of Participant: Mihai Botez

Goal of TA: To increase the institutional development of the organization by discussing potential for the NGO to form a citizens council for Cave protection and thereby create a better position for their NGO in civil society.

Method: The NGO has a full understanding of what the social and economic implications of the caves in their region are, with this in mind the Transylvania Speological Society would like to form an advisory committee focused on the protection of caves, in which the NGO pro actively helps to formulate policy on caves.

Although this is very similar to the previous technical assistance session they wanted to develop the campaign separately.

Goal of Advocacy campaign: To create an advisory council to focus on policies surrounding the protection of caves.

Research to determine:

Who are the key decision makers in the city council?

(Is there a special committee devoted to environmental issues?)

Who can befriend the organization? Are there any local counsellors that are members?

Determine what exactly the role of the NGO should be...Do they want to administer the advisory council, sit on the advisory council with other experts? etc.  
(Determine what the role should be before contact with the government)

Initiate local ordinance to formulate an advisory committee on caves.

Make contact with the local Government

Holding an accountability session to discuss problems that exist with caves

Prove legitimacy of the NGO, by informing the general public that the organization has expertise..demonstrate professionalism and public awareness example: "Caveman" day.

*Democracy Network Program*  
*June, 1996*

## Technical Assistance

Organization: Business Center of Transilvania-Cluj

Provided by: James Doumas, Executive Director of North Avenue Business Association

Participants: Staff of the Center

The three hour technical assistance session was in fact a abbreviated advocacy training for the staff of the Center, many of whom are students or have recently graduated from the University.

The Center serves over three hundred businesses and is in the process of expanding to smaller cities and villages outside of Cluj. With this in mind the training focused first on the public policy and advocacy and secondly on developing grassroots leadership for the outlying clubs. This includes strategizing on how to make the clubs independent but to keep enough of a connection to insure that the all the regional clubs have common projects.

Finally, Jim engaged in brainstorming for how to involve more members into the clubs activities (Business after hours events) and how to involve citizens in the promotion of the Center and the members. Citizens (Customers) can provide an important supporting resource during an advocacy campaign.

See supporting promotional materials on file with DNP Program Officer.

## Technical Assistance

Organization: ECOFORUM

Provided by: James Doumas, Executive Director of North Avenue Business Association

Participants: Christian Pop

Issue: Deforestation of the Western Carpathians

Goal: Involve local villages in the protection of the Carpathians

Research:

- Environmental impact study on the deforestation of the Carpathians
- Research laws that currently exist to protect the Carpathians. Research laws that exist to protect other regions in other countries.
- Analyze the self interest of the local villagers. Use motivational techniques to cut

*Democracy Network Program*  
*June, 1996*



the issue (participants and TA provider practised cutting the issue). Keep villagers involved by having them participate in key volunteer roles.

- Focus on the successes to keep people motivated to protect the mountains.

### Technical Assistance

Organization: Focus Eco center

Provided by: Lauren Coletta, Executive Director of the Citizens Information Service

Participants: Bartha Barna, Zoltan Hajdu

Issue: Lack public input in the permitting process

Goal: Frame for developing public participation in the permitting process

This issue/goal was derived after nearly two hours of discussion about a suitable organizing issue for their organization. The public participation component of the permitting process for new businesses and industries interested in opening a business, is a provision that is present in the new environmental law. Lauren discussed the importance of self interest in the pursuit of an organizing effort, that issues need to excite and motivate people and that people once they were involved in a local environmental issue could more easily get involved in a more abstract issue such as involvement in the permitting process. The participants felt, however, that they were under a bit of a time constraint and were afraid that if they didn't take a pro-active approach in designing a public participation model the local government would and it make it difficult to change a system that is already in place.

Objectives:

- Develop a framework of Public Participation for the permitting process
- Identify four community leaders that are already involved in community/environmental issues and involve them in the campaign
- Develop a public outreach campaign that can serve to educate on the importance of public input in the permitting process
- Identify a local issue (e.g. a factory that is toxic to the environment) that can be used as a case study on how if the public had been involved in the permitting process the issue would not exist today.

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Resources:

- Identify other environmental groups in the community
- Use community leaders that are already involved in environmental issues
- Reach out to other environmental groups throughout the country, the environmental law affects the whole country there should be a coordinated country wide on the approach to developing the framework.

Message:

- Develop a message that makes sense for the general public, make it easily understandable.

Tactics:

- Create a working group on the framework. First with only community leaders and NGOs, later with Government Officials.

### **Technical Assistance**

Organization: Liga Pro Europa

Provided by: Lauren Coletta, Executive Director of the Citizens Information Service

Participants: Staff of the organization

The technical assistance session was an abbreviated advocacy training in which, Lauren discussed the types and the parts of an advocacy campaign. She illustrated her theoretical presentation with a brief professional example of the steps taken in developing a campaign. After the presentation, a discussion ensued on how to involve more volunteers. Lauren suggested using a task force sheet at events sponsored by the league to involve more people in later activities. The importance of utilizing events to recruit people for your organization.

## Technical Assistance

Organization: Rhododendron

Provider: James Doumas, Executive Director of the North Avenue Business Association

Participants: Peter Abran, Zoltan Abram, Gabriela Tepes, Gloria Papp, Carmen Csomos

A brief presentation on what advocacy is and the importance of advocacy.

Issue: Lack of public input in the permitting process

Goal: Framework for involving public in the permitting process of new businesses. (See more detailed discussion Focus eco-center.)

Research:

Find the self interest (are there currently code violations) and connect it to the issue.

Cut the issue in such a way that people are motivated to action

- Identify audiences and develop your message according to the target audience
- Don't be afraid to agitate targeted population into action (this was a point that was not embraced by the participants)

Objective: Raise public consciousness about the issue

Method:

- Media campaign
- Public hearing (the NGO wanted to have a debate public debate on the issue, Jim advised that instead they should have a public hearing in which they could present their framework and from their proposed framework have people /government comment on the viability of the solution).

Objective: Build a coalition of organizations to work on the issue.

Method:

- Contact environmental organizations in Târgu Mures and nationwide
- Coalition members should meet together to create strategy on the campaign, in this way there is equal partnership with organizations

## Technical Assistance

Organization: Transylvania Business Forum-Târgu Mures

Provided by: James Doumas, Executive Director of the North Avenue Business Association

Participants: Csaba Kalman, Wilhelm Molnar

Goal of the TA: Increasing Membership

Objective: Increase Membership by 50 new businesses

Method:

- Choose a small geographical territory (within the boundaries) and do face to face interviews with every business in the area. During this time there should be very concentrated information gathered. Who there customers are? What are the obstacles and opportunities that they face every day? What types of Resources that they would like from a business association?
- Hold a "business after hours" event in which businesses can network with one another.
- Take advantage of the location of the office and hold "business days" on the main street.
- Create a directory of businesses, to raise funds for the organization and to promote local businesses and recruit members through selling ads.
- Follow up with participants in previous events and seminars (they have had good participation but they have not followed up with the participants to keep them involved in the NGO.

Objective: Change laws that are adversely effecting the business climate

Method:

- Develop a seminar on how policies that effect the businesses and how they can be changed

## Technical assistance

Organization: Fundatia Estaur

Provided by: James Doumas, Executive Director of the North Avenue Business Association

Lauren Coletta, Executive Director of Citizens Information Service

Participants: Staff of the Estaur Foundation

The Estaur foundation has received money from ECPHARE to engage in Advocacy activities on behalf in the field of the mental health in Romania. As an introductory technical assistance session, Estaur asked for a staff training on the concepts and principles behind advocacy. After a presentation on the advocacy and organizing, the participants and providers brainstormed on issues that Estaur could work on.

Some issues discussed:

- Lack of privacy for persons with mental illnesses.
- Lack of proper identification procedures (some persons with mental illnesses lose their identity during hospital stays and/or episodes).
- Inability to access quality health care services.
- Inability to access state money for individuals with mental illnesses (disability money).

Estaur has asked for follow-up technical assistance to develop an advocacy campaign.

## Technical Assistance

Organization: Mare Nostrum

Provided by: James Doumas, Executive Director of the North Avenue Business Association

Lauren Coletta, Executive Director of Citizens Information Service

Participants: Lucian Ionescu, Executive Director of Mare Nostrum

Issue: Inadequate system of garbage removal and storage in Constanta.

Goal: An environmentally sound solution to the garbage removal problem implemented

Objective: Introduction of a publicly accepted garbage removal plan

Method: Research other coastal cities garbage removal systems

Contact international environment centres about ecologically sound disposal sites (technology)

Objective: Develop a coalition of leaders in the community to work on the campaign,

Method: Contact schools, businesses, unions, and other organizations..hold a public meeting

Further discussion during the technical assistance focused on :

- tactics to achieve the goals of the campaign
- resources to accomplish the campaign
- Targets of the campaign

## Volunteer and Member Recruitment, Development and Management

### Training Design

**Workshop Goal:** Participants will have the skills, information and ideas on how to design a volunteer recruitment program, and upon implementation, how to develop and manage volunteers.

### **Workshop Objectives:**

- 1) Participants will understand definition of the word "volunteer".
  - a. Participants will understand some of the personal motivations of volunteers
  - b. Participants will understand some of the reasons that people do not volunteer
  - c. Participants will look at an organizational chart to understand how volunteers might fit in at an organization.
- 2) Participants will examine the 7 area process of forming their own volunteer program: **Reflection, Research, Readiness, Recruitment, Retention, Recognition, Resources**
- 3) (REFLECTION) Participants will know how an organization and its participants must view volunteerism and the roles of volunteers if it is to have a successful volunteer program.

TACTIC: Participants will have a clear understanding of and a template for the goals and principles that can guide an organization's volunteer program.
- 4) (RESEARCH) Participants will understand and have the knowledge to undertake the categories and types of research that can help to recruit and retain volunteers and help to pinpoint strengths and weaknesses of a volunteer program.

TACTIC: Participants will evaluate the needs and capacities of the organization, the volunteers and the community.
- 5) (READINESS) Participants will have the knowledge and components to write a strategic plan for volunteer development
- 6) (RECRUITMENT) Participants will have the knowledge to develop a good outline for a volunteer recruitment strategy.

TACTIC: Participants will complete a worksheet "How to Recruit Volunteers"

TACTIC: Participants will have skills to and will write a volunteer job description

TACTIC: Participants will evaluate interviewing techniques and questions and will use these skills in a roleplay.

7) (RETENTION) Participants will have a better understanding of supervising evaluating, and if necessary, terminating volunteers.

TACTIC: Discussion of topics for volunteer orientations, training, handbooks.

TACTIC: Discussion of evaluation of volunteers

TACTIC: Discussion of suggested steps to use if termination is necessary.

8) (RECOGNITION) Participants will understand the concept of volunteer recognition and how it can be used formally and informally.

TACTIC: Worksheet on volunteer recognition and how to evaluate the volunteer base in order to recognize meaningfully.

9) (RESOURCES) Participants will recognize some of the places to turn to for volunteer development and management information.



**Marketing and Message Development  
Volunteer Recruitment and Management**

Baile Herculane March 28 and 29 Region I

Bucharest April 3 and 4 Region II

Poiana Brasov April 9 and 10 Region III

Cluj April 17 and 18 Region IV

**Volunteer Recruitment and Management**

Bucharest April 3 and 4 Region II

Poiana Brasov April 10 Region III

Cluj April 18 Region IV

The Volunteer Recruitment and Management topical seminar was offered to the Eligible NGOs of the Democracy Network Program-Romania in three of the four regions of the country. The topical seminar; Volunteer Recruitment and Management was offered in response to requests by NGOs during the assessment period in the two regions.

The topical seminar was offered as a two day seminar in Bucharest (where national headquarters of many NGOs are located and where a large number of volunteers necessitate strong volunteer management skills.) In regions III and IV the topical seminar was offered as a one day overview of volunteer recruitment and management.

Participation:

Region II: Thirty one organizations attended the training in Bucuresti. They represented all four program areas. The NGOs invited to participate included all those eligible in Region II, both those that had been invited to the Management training series and those eligible for technical assistance and funding.

Region III: Twenty-two organizations attended the training for Region III, held in Poiana Brasov. The NGOs invited to participate included all those eligible in Region III, both those that had been invited to the Management training series and those eligible for technical assistance and funding.

Region IV: Thirty four NGOs attended the training for Region IV, held in Cluj. The NGOs invited to participate included all those eligible in Region IV, both those that had been invited to the Management training and those eligible for technical assistance.

**Training Curriculum: Workshop Goal:** Participants will have the skills, knowledge and attitudes on how to design a volunteer recruitment program, and upon implementation, how to develop and manage volunteers.

**Workshop Objectives:**

- 1) Participants will be able to define of the word "volunteer".
  - a. Participants will know the motivations of volunteers
  - b. Participants will know reasons that people do not volunteer
  - c. Participants will analyze an organizational chart to understand how volunteers might fit in at an organization.
  
- 2) Participants will examine the 7 area process of forming their own volunteer program: **Reflection, Research, Readiness, Recruitment, Retention, Recognition, Resources**
  
- 3) (REFLECTION) Participants will know how an organization and its participants must view volunteerism and the roles of volunteers if it is to have a successful volunteer program.

Method: Participants will have a clear understanding of and a template for the goals and principles that can guide an organization's volunteer program.
  
- 4) (RESEARCH) Participants will understand and have the knowledge to undertake the categories and types of research that can help to recruit and retain volunteers and help to pinpoint strengths and weaknesses of a volunteer program.

Method: Participants will evaluate the needs and capacities of the organization, the volunteers and the community.
  
- 5) (READINESS) Participants will have the knowledge and components to write a strategic plan for volunteer development
  
- 6) (RECRUITMENT) Participants will have the knowledge to develop a good outline for a volunteer recruitment strategy.

Method: Participants will complete a worksheet "How to Recruit Volunteers"  
Method: Participants will have skills to and will write a volunteer job description  
Method: Participants will evaluate interviewing techniques and questions and will use these skills in a role play.
  
- 7) (RETENTION) Participants will have a better understanding of supervising evaluating, and if necessary, terminating volunteers.

Method: Discussion of topics for volunteer orientations, training, handbooks.  
Method: Discussion of evaluation of volunteers  
Method: Discussion of suggested steps to use if termination is necessary.

8) (RECOGNITION) Participants will understand the concept of volunteer recognition and how it can be used formally and informally.

Method: Worksheet on volunteer recognition and how to evaluate the volunteer base in order to recognize meaningfully.

9) (RESOURCES) Participants will recognize some of the places to turn to for volunteer development and management information.

Recommendations:

\* The workshop, as presented, covered a variety of the theoretical knowledge and practical skills in managing and recruiting of volunteers. The practical application of the theories discussed were the most beneficial for the participants and they will be the most useful in the future work of the NGOS. Therefore, it is recommended that the group work and the practical knowledge exercises be incorporated into the training from the beginning.

\* Training rooms should be looked at before they are booked, because the rooms do not often fit the amount of participants.

\* The training would be more useful if two people per organization could attend therefore allowing for each organization to develop a recruitment plan.

\* There should be less lecturing and more group activities. Organizations learn the best if they have an opportunity to learn from each others successes and failures. This is particularly true for the Bucharest training in which there were several national headquarters with a large volunteer component.

### **Marketing and Message Development**

Baile Herculane March 28 and 29 Region I

Poiana Brasov April 9 Region III

Cluj April 17 Region IV

The **Marketing and Message Development** topical seminar was offered to the Eligible NGOs of the Democracy Network Program-Romania in three of the four regions of the country. The topical seminar; **Marketing and Message Development** was offered in response to requests by NGOs during the assessment period in the three regions.

The topical seminar was offered as a two day seminar in Baile Herculane. In regions III and IV the topical seminar was offered as a one day overview of marketing and message development.

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Participation:

Region I: Thirty six organizations attended the training in Baile Herculane. They represented all four program areas. The NGOs invited to participate included all those eligible in Region I, both those that had been invited to the Management training series and those eligible for technical assistance and funding.

Region III: Twenty-two organizations attended the training for Region III, held in Poiana Brasov. The NGOs invited to participate included all those eligible in Region III, both those that had been invited to the Management training series and those eligible for technical assistance and funding.

Region IV: Thirty four NGOs attended the training for Region IV, held in Cluj. The NGOs invited to participate included all those eligible in Region IV, both those that had been invited to the Management training and those eligible for technical assistance.

Content:

**Training Curriculum: Workshop Goal:** Upon completion of the workshop, participants will have the information and skills to define, develop and implement a marketing program.

Three Goals: Define your organizations unique niche  
Reach the intended audiences with a motivating message  
Have a greater impact on social welfare agenda in the community

**Workshop Objectives:**

- 1) Participants will be able to define what marketing is and is not.
- 2) Participants will be able to clearly explain with Romanian examples: what service marketing is.
- 3) Participants will learn the steps of the Marketing Process.
  - a) Participants will be able to set action and image goals.
- 4) Participants be able to differentiate between a mission statement and a positioning statement, and understand the importance of each.
  - a) Participants will be able to write a mission and a positioning statement.
- 5) Participants will know what the 6 P's of marketing are and of the importance of their clarity for a successful marketing program.
  - a) Participants will conduct a marketing audit.
- 6) Participants will have an understanding of how promotion fits into a marketing plan of non-profit organizations.

Schedule:

For Two day workshop: 9:00 am - 4:30 p.m.  
9:00 am - 2:00 p.m. (no lunch break)

For One day : 9:00 - 4:00 p.m.  
Recommendations:

- Overhead projector
- Larger training space (space was not adequate for number of participants).
- Better logistical arrangements. (Hotel inadequate for participants).
- Case study of Romania and eastern European examples were very well received and made the information more relevant.
- Expanded session on what Service marketing is was very important, because of this being such a new concept in Romania.
- The one day session only defined terms and worked in teams on the marketing plans and audits (This was useful).
- The materials should be adapted better to the materials that are already used by Support Centers International. Both English and Romanian terms that were used varied for the same concepts.
- Less invitations to the trainings would make a higher quality training. Participants would have the opportunity to work on Marketing audits and plans for their specific organizations.

Submitted by:  
Michelle Rydz  
National Democratic Institute for International Affairs  
April 22, 1996

Lista participantilor

Cluj

17.18 aprilie 1996

1. Centrul regional de supraveghere ecologică  
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33. Federația Organizațiilor Studentești Cluj  
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Participant: Tudorică Doina

LISTA PARTICIPANȚILOR  
la seminarul  
MARKETING / ELABORAREA MESAJULUI  
BĂILE HERCULANE  
28.29. APRILIE 1996

1. FUNDAȚIA PENTRU ÎNGRIJIRI COMUNITARE BUCUREȘTI  
PARTICIPANT: CRISTINA ISAR
2. CENTRUL PENTRU DEZVOLTARE DURABILĂ PITEȘTI  
PARTICIPANT: NEGOESCU IONELA
3. ASOCIAȚIA PENTRU PROTECȚIA COPIILOR ȘI TINERILOR CU DIABET  
BUCUREȘTI  
PARTICIPANT: ANCA STOIAN
4. ASOCIAȚIA ROMÂNĂ DE DREPT UMANITAR REȘIȚA  
PARTICIPANT: ȘTEFĂNICĂ MIRELA
5. FUNDAȚIA PENTRU TINERT "1 DECEMBRIE" CRAIOVA  
PARTICIPANT: GHEORGHE DANIELA
6. ECOS 2000  
PARTICIPANT: CRISTINA ONOFRE
7. SEMPER VIRENT  
PARTICIPANT: BARBU IULIANA
8. CENTRUL PENTRU DEZVOLTARE DURABILĂ PITEȘTI  
PARTICIPANT: LIZICA FENEȘAN
9. SOCIETATEA ROMÂNĂ PENTRU PROTECȚIA ATMOSFEREI  
BUCUREȘTI  
PARTICIPANT: POSTĂVARU NICOLAE
10. ASOCIAȚIA FEMEILOR DIN ROMÂNIA  
PARTICIPANT: DANIELA MIRELA RUSU
11. CONSILIUL NAȚIONAL AL ÎNTREPRINDERILOR PRIVATE MICI ȘI  
MIJLOCI DIN ROMÂNIA FILIALA BUCUREȘTI  
PARTICIPANT: SAVU MONICA
12. ECOSENS  
PARTICIPANT: DAN GORDIN
13. AGENȚIA DE DEZVOLTARE ECONOMICĂ TIMIȘ  
PARTICIPANT: SERGIU BĂLAȘA
14. FUNDAȚIA ÎNGERII SPERANȚEI LUGOJ  
PARTICIPANT: VALCAN IOAN
15. PENTRU FIECARE COPIL O FAMILIE REȘIȚA  
PARTICIPANT: TĂNASE NICOLETA
16. TREBUIE SLATINA  
PARTICIPANT: BICA MARIA
17. FUNDAȚIA HELIOS  
PARTICIPANT: DOCHIA IOANA
18. CENTRUL PENTRU DEZVOLTAREA ÎNTREPRINDERILOR MICI ȘI  
MIJLOCI DOLJ  
PARTICIPANT: CORNALIU DINCA

19. ASOCIAȚIA STUDENȚILOR DIN UNIVERSITATEA " C. BRÂNCUȘI"  
TG. JIU  
PARTICIPANT: MUGUREL SURUPĂCEANU
20. FUNDAȚIA PENTRU PLURALISM  
PARTICIPANT: DANIELA ANTON
21. REȚEAUA PRACTICIENILOR ÎN ASISTENȚĂ SOCIALĂ BUCUREȘTI  
PARTICIPANT: SORINA OANȚĂ
22. CENTRAS - CENTRUL DE ASISTENȚĂ PENTRU ORGANIZAȚIILE  
NEGVERNAMENTALE - BUCUREȘTI  
PARTICIPANT: DANA STANCIU
23. CLUBUL ECOLOGIC UNESCO PRO-NATURA  
PARTICIPANT: MIHAELA DOBRE
24. CDIMM - ARGES  
PARTICIPANT: CHIRIAC ȘTEFAN
25. ASOCIAȚIA NAȚIONALĂ A COPIILOR AUTIȘTI - ROMÂNIA  
PARTICIPANT: GEORGETA CRIȘU
26. FUNDAȚIA RAȚIU  
PARTICIPANT: MARIANA BARAC
27. ASOCIAȚIA ROMÂNĂ A ZIARIȘTILOR DE MEDIU - BUCUREȘTI  
PARTICIPANT: ALEXANDRU R. SĂVULESCU
28. ASOCIAȚIA SPERANȚA - CONSTANȚA  
PARTICIPANT: SEPTAR NEGIVAN
29. CENTRUL PENTRU STUDII POLITICE ȘI ANALIZĂ COMPARATIVĂ  
PARTICIPANT: ANDREEA NICULESCU-ARON
30. ASOCIAȚIA ROMÂNĂ ANTI-SIDA  
PARTICIPANT: ELENA TUDOR
31. FUNDAȚIA PENTRU DEZVOLTARE LOCALĂ ȘI SERVICII PUBLICE  
PARTICIPANT: DORU BULARDA
32. STUDINFORM  
PARTICIPANT: TUDOR AVRAM
33. FUNDAȚIA ESTUAR  
PARTICIPANT: ELENA MITTELU
34. SOCIETATEA TIMIȘOARA  
PARTICIPANT: VÂTCĂ ELENA
35. ASOCIAȚIA HANDICAPAȚILOR FIZIC - LUGOJ  
PARTICIPANT: DORINA VĂRGATU
36. ASOCIAȚIA HANDICAPAȚILOR NEUROMOTOR - ARAD  
PARTICIPANT: ECATERINA JAGER

**Lista participanților  
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9,10 aprilie 1996**

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- 4. O.S.S. Silva Brașov**  
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- 5. ASOCIAȚIA PENTRU APĂRAREA DREPTURILOR ȘI INTERESELE  
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**10. FUNDAȚIA PENTRU DEZVOLTAREA INTREPRINDERILOR MICI ȘI MIJLOCI BRAȘOV**

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participant: Miron Gheorghe

**12. SALVAȚI COPIII SUCEAVA**

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participant: Cristina Frîncu

**13. CLUBUL DE TURISM NEMIRA SF. GHEORGHE**

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**14. ASOCIATIA ROMÂNŌ AMERICANA PENTRU PROMOVAREA ASISTENȚEI MEDICALE, EDUCAȚIEI ȘI SERVICIILOR UMANE SIBIU**

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**Seminarul "Marketing"**  
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**3-4 Aprilie 1996, București**

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Participant: Văileanu Ingrid

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Participant: Rotaru Lilia



18. TREBUIE

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19. CONSILIUL NAȚIONAL AL ÎNTREPRINDERILOR MICI ȘI MIJLOCII - Suceava

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22. FUNDAȚIA ESTUAR

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Participant: Elena Mititelu

23. ASOCIAȚIA ROMÂNĂ DE EDUCAȚIE PENTRU DEMOCRAȚIE ȘI DREPTURILE OMULUI

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Participant: Doina Munteanu

24. ASOCIAȚIA PENTRU PROTECȚIA COPILOR CU DIABET

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25. MASTER FORUM

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26. ECOSENS

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Participant: Dan Mihai Țălnaru

## TECHNICAL ASSISTANCE

### Asociatia Nationala a Copilor Autisti din Romania

- GOALS:
- 1) Define and clarify the marketing needs
  - 2) Determine a means for getting publicity
  - 3) Discuss need for getting a location for the association

#### Define and clarify the marketing needs:

- Discussed what kind of materials the organization needs, edited and rewrote parts of information sheet in English.

#### Determine a means for getting publicity:

- Discussed various tactics that the organization could use to create more awareness.
- Determined that best means would be to get a feature story in the newspaper or on the "social" part of the television news.
- Developed story and points to make to the media.

#### Discuss need for getting a location for the association

- Discussed means that could be used to create more awareness of the need for a location. (Develop a sheet of statistics and concrete information about autism in Romania)
- Determined that publicity about the organization would be the first step in creating awareness of the organization and of the need for a location.

### Group for Underwater and Speleological Exploration

- GOAL:
- 1) How to reach the various target groups
    - media
    - similar groups in other Danube Basin countries
    - farmers and community
    - government

#### Media

The organization will introduce itself to the media by bringing them in for a lunch and an audiovisual presentation of what the organization is doing. They will prepare packets for the media representatives that include some of the imperatives of the organization and explanations of the projects.

#### Similar groups in other Danube Basin countries

The group will prepare a plan for dealing with the media for some of the other countries who are further behind in their efforts (Ukraine, Moldova, Bulgaria).

#### Farmers and Community (in some of the "hot spot" areas)

- Will plan a series of town meetings in targeted areas.
- Will develop a compelling message and poster to use in these areas
- Will look to create more opportunities for students and families to volunteer, perhaps in an "Earth Day" type of format.

#### Government Officials

- Will use PDA's Guide to the Romanian Parliament in beginning a letter writing campaign.
- Will coordinate with other environmental NGOs to begin to have more of a unified front on some issues.

### **Pro Democracy Association**

**GOALS:** 1) To get the press to respond to their requests and needs better

- Discussed with representative how to develop a professional news release.
- Discussed tactics that could be used to get the media's attention when the news release isn't effective.
- Discussed the need for building relationships with the media-encouraged representative to invite them in for a tour, or to provide them with a packet of information.

### ***Group Technical Assistance***

#### **Trebuie, Aras and Accept and Speranta (Constanta)**

**Goals:** Design a brochure that discusses HIV at the prevention level.

- Together organizations designed a brochure aimed at the general public that discussed HIV prevention.

#### **Aredo. Accept and League of Young female Students**

**Goals:** Clearer understanding of the definition of volunteerism, Discussion and ideas on the process of recruiting and developing volunteers.

- Went step by step through the "Seven R's" of volunteerism, discussing in detail. recruitment, job definition, the need for job descriptions and how to write them.
- Worked with NGOs on ways to manage volunteer base more effectively.
- Discussed methods for evaluating volunteers, questions to be used, evaluation problems.
- Discussed recognition and how to strengthen it within each of the organizations.

## Foundation for Community Service, Estaur, and Ratiu Foundation

**Goals # 1:** Look for ways to gain more access and cooperation with 1) the media 2) The government

### **The media**

- Create events to bring media; lunch tour of facility, speakers and press packet at lunch.
- Went over basic ideas of promotional activities.

### **The government**

- Contact PDA for parliament guides,
- Network with other NGOS about which parliamentarians to target.

### **Goal # 2: Publicity needs for marathon.**

Discussed marketing possibilities : changing the route of the marathon to end in a park, activities in the park, drinks, prizes for winners.

Discussed ways to make the marathon better for next year, sponsorship fees, runners get sponsors, food and drink donations, sign-up deadline, registration dates.

#### **Other topics:**

Idea of conference for NGOs in Romania in order to:

- Strengthen their position with the government
- Give NGOs a chance to meet and discuss, solve problems
- Draft legislation proposals

Gather statistics on numbers of participants, clients and volunteers-represent number of votes (strength of all the NGOS)

#### **Discussed ideas for conference:**

- Internationally recognized keynote speaker
- Multi-day with sessions for specific interests
- Exhibitions time-each NGO shares information
- Set specific goals...define legislation in specific areas
- Set a contact point person for logistics.

## TRAINING AND TECHNICAL ASSISTANCE UNIT

### **Evaluation Report**

**Workshop:** Topical Seminar  
Volunteer / Member Recruitment, Development and Management

**When:** April 3- 4, 1996

**Where:** Region 2 - Dobrogea -Muntenia  
Hotel Turist, Bucharest

**Time:** 10:00 AM - 4:00 PM

**Trainers:** Gretchen Rehegr  
Alina Inayeh, Romanian Co-trainer  
Marilena Iliescu, Translator

### **Workshop Description:**

This 2-day workshop is designed to-

- define the importance of Volunteer / Member Recruitment, Development and Management process
- define the specific elements for Volunteer Management
- provide information about how to attract and keep more members and volunteers
- define more clearly your organization

### **Materials Used:**

The Marketing materials were adapted from numerous sources, personal experiences and case studies

**VOLUNTEER / MEMBER RECRUITMENT, DEVELOPMENT AND  
MANAGEMENT WORKSHOP EVALUATION REPORT REGION 2**

**Recommendations for Future Workshops:**

**Workshop Participants:** (see attached list)

**Participants' Evaluation:**

An evaluation form was given to the participants to complete. They were asked to give a numerical grade to the following questions ("1" being low and "5" being high)

**The Trainers -**

·	seemed knowledgeable about this topic	4.88
·	gave an organized presentation	4.82
·	involved me in the learning process	4.59
·	provided useful take-home materials	4.82
·	used class time effectively	4.59

**The workshop -**

·	added to my knowledge and skills regarding Advocacy Campaign	4.82
·	gave me practical ideas I can use in the workplace	4.76
·	increased the confidence in my abilities	4.24
·	all things considered, was of high quality	4.65
·	is one I would recommend to others	4.94

**VOLUNTEER / MEMBER RECRUITMENT, DEVELOPMENT AND MANAGEMENT  
WORKSHOP EVALUATION REPORT REGION 2**

**Participants comments from the evaluation forms were (all comments are listed;  
original forms are on file at the DNP office in Bucharest):**

**What was the most helpful part of the workshop?**

. the quantity and importance of information  
. open communication  
. it is the first time I attended this kind of training and I liked it very much  
. written materials provided to participants  
. the clear communication and good translation  
. the idea of group activities  
. the trainers' job  
. useful and interesting topic  
. efficient translation  
. professional organization of the training  
. I liked the theoretical part related to the Research  
. focus on needed information about volunteer  
. team work - practical part  
. the way it was structured  
. the way it was organized, clear stages  
. very interesting presentation and good organization  
. the group was set up very quickly  
. the exercises  
. the training materials  
. team work - group activities  
. team work, communication  
. the way it was presented  
. important information about organizing NGOs' activity to become more  
efficient  
. useful relationships with other NGOs  
. the quantity and quality of information  
. organized and detailed information  
. the topic and atmosphere  
. informal style  
. organized presentation about volunteer development and recruitment  
. open communication  
. we had the opportunity to share and learn about the volunteer experience that  
other NGOs have  
. the idea of presenting a Volunteer program for NGOs

**VOLUNTEER / MEMBER RECRUITMENT, DEVELOPMENT AND MANAGEMENT  
WORKSHOP EVALUATION REPORT REGION 2**

**What changes do you recommend**

. more time needed to share experiences  
. the organization chart for YMCA cannot be applied to Romanian NGOs  
because they do not work with so many volunteers, or if they do the volunteer  
time is very short  
. organizers need to ask some feed back from participants  
. the groups need to be structured based on other criteria and not aleatory  
more team work  
. name tags with participant's and organization's name  
. more breaks, especially for the smokers  
. more graphic information  
. the training room to be arranged in other way  
participatory atmosphere  
. the punctuality - to respect the schedule  
. more discussions in small groups and then to be shared in large group  
. some concepts need to be better clarified in order to avoid the confusions due  
to translation, and difficulty to find Romanian word  
. more open atmosphere.  
. Maybe we should have stayed in a circle during the discussions in order to see  
each other and to get a better communication.  
. to be aware of the importance of NGOs as a liaison between people and local  
authorities  
. this training and its conclusions need to be presented in mass media  
. we need to discuss the real situation of volunteer in Romania



**VOLUNTEER / MEMBER RECRUITMENT, DEVELOPMENT AND MANAGEMENT**  
**WORKSHOP EVALUATION REPORT REGION 2**

I learned three important things from this workshop

Participant 1:

- how to attract volunteer
- how to keep volunteer
- how to recognize volunteer

Participant :2

- how to develop your own volunteer program
- how to develop the message for volunteer
- how to recognize volunteer

Participant 3:

- how to recruit volunteer
- how to appreciate volunteer
- how to motivate volunteer

Participant 4:

- importance of working with volunteer
- methods and techniques used during the work with volunteer
- other organizations' experience

Participant 5:

- methods for selecting volunteer
- methods for attracting volunteer

Participant 6:

- how to recruit volunteer
- how to motivate our volunteer
- how to keep and develop volunteer

Participant 7:

- volunteer is as important as an employee
- we need to keep a good relationship between volunteer and employee
- the purpose of a marketing campaign

Participant 8:

- importance of volunteer in civil society
- the principles of volunteer management
- how to communicate with volunteer

Partixipant 9:

- how to reward volunteer
- to share personal experiences with other organizations

**VOLUNTEER / MEMBER RECRUITMENT, DEVELOPMENT AND MANAGEMENT**  
**WORKSHOP EVALUATION REPORT REGION 2**

Participant 10:

to appreciate volunteer's work  
to recognize volunteer

Participant 11:

the organization needs to have a flexible structure  
more team work  
how to appreciate and evaluate volunteer

Participant 12

volunteer concept in USA  
in Romania there are many different NGOs which can communicate

Participant 13:

the volunteers are very different and they need a special attention  
volunteers need to be recognized

Participant 14:

practical tips needed when we work with volunteer  
structure models of NGOs  
how to contact new NGOs

Participant 15:

how to organize a training  
using active-participatory methods  
providing some written materials

Participant 16:

how to do the research stage of volunteer  
how to work with volunteer

## TRAINING AND TECHNICAL ASSISTANCE UNIT

### **Evaluation Report**

**Workshop:** Topical Seminar  
Marketing and Message Development  
Volunteer / Member Recruitment, Development and Management

**When:** April 9- 10, 1996

**Where:** Region 3 - Moldova -Southern Transilvania  
Hotel Sport, Poiana Brasov

**Time:** 9:00 AM - 4:00 PM

**Trainers:** Gretchen Rehegr  
Marlena Iliescu, Translator

### **Workshop Description:**

This 2-day workshop is designed to-

- define a marketing campaign
- provide knowledge about how to develop and initiate a marketing campaign
- define the importance of Volunteer / Member Recruitment, Development and Management process
- define the specific elements for Volunteer Management
- provide information about how a marketing campaign's message can attract more members and volunteers, and identify new funding sources
- define more clearly your organization

### **Materials Used:**

The Marketing materials were adapted from numerous sources, personal experiences and case studies

**MARKETING AND MESSAGE DEVELOPMENT**  
**VOLUNTEER / MEMBER RECRUITMENT, DEVELOPMENT AND MANAGEMENT**  
**WORKSHOP EVALUATION REPORT REGION 3**

**Recommendations for Future Workshops:**

**Workshop Participants:** (see attached list)

**Participants' Evaluation:**

An evaluation form was given to the participants to complete. They were asked to give a numerical grade to the following questions ("1" being low and "5" being high)

**The Trainers -**

· seemed knowledgeable about this topic	4.84
· gave an organized presentation	4.74
· involved me in the learning process	4.42
· provided useful take-home materials	4.37
· used class time effectively	4.47

**The workshop -**

· added to my knowledge and skills regarding Advocacy Campaign	4.58
· gave me practical ideas I can use in the workplace	4.26
· increased the confidence in my abilities	3.89
· all things considered, was of high quality	4.53
· is one I would recommend to others	4.84

**MARKETING AND MESSAGE DEVELOPMENT**  
**VOLUNTEER / MEMBER RECRUITMENT, DEVELOPMENT AND MANAGEMENT**  
**WORKSHOP EVALUATION REPORT REGION 3**

**Participants comments from the evaluation forms were (all comments are listed;  
original forms are on file at the DNP office in Bucharest):**

**What was the most helpful part of the workshop?**

new ideas about marketing  
interactive and pleasant presentation  
professional presentation  
developing a marketing campaign  
promotional message  
quality of presentation  
professional teaching way  
presentation way of new knowledge  
organization  
accommodation, meal  
quantity and quality of information  
practical exercises  
professional presentation  
the topic - marketing for services  
team work  
communication  
implementing of the marketing concept  
quality of the workshop  
clear presentation  
interactive teaching way with many examples  
the content of the training  
accommodation  
presentation  
teaching techniques  
presentation and clear examples  
topic, new opinions, presentation  
presentation, atmosphere  
new ideas, presentation  
discussions about common problems specific for all Romanian NGOs  
clear presentation, team work  
group activities  
theoretical information

**MARKETING AND MESSAGE DEVELOPMENT**  
**VOLUNTEER / MEMBER RECRUITMENT, DEVELOPMENT AND MANAGEMENT**  
**WORKSHOP EVALUATION REPORT REGION 3**

interesting subject  
information  
creating and promoting an image  
the relationship with mass-media  
different approach of organization management

**What changes do you recommend**

more time needed for this training  
I did not understand some questions which were not explained enough  
the participants should be quiet while the others discuss  
everybody should have the opportunity to express the opinions  
bibliographical sources  
to be in touch with other NGOs which organize such kind of training  
more substantial written materials should be provided to the participants  
the problems need to be discussed using Romanian words  
hotel services  
more breaks  
the organizers should be more involved in the training and provide more  
information and materials  
more time for team work  
more time for this kind of seminar  
fixing a clear menu for breakfast  
more time for team activities, for brainstorming  
a longer lunch break, about 2 hours  
we need to receive the invitations for these workshops earlier  
a better quality of materials  
more examples  
the teaching way was too quick  
to insist on practical exercises  
more detailed presentation  
more active and participatory atmosphere - some participants did not pay  
attention when the other groups discussed  
If we have some written it is not necessary to take notes  
when you schedule the seminars you should take in consideration some events  
like holidays, etc

**MARKETING AND MESSAGE DEVELOPMENT**  
**VOLUNTEER / MEMBER RECRUITMENT, DEVELOPMENT AND MANAGEMENT**  
**WORKSHOP EVALUATION REPORT REGION 3**

I understood that one of the criteria used for selecting the participants was the geographical area of NGOs. I think it would be a good idea that for the next workshop the participants should be selected using another criteria like activity field. For example try to organize a seminar by inviting only environment NGOs, and you will see the team will work better.  
It would also be a good idea the participants should pass a test through their knowledge be verified.

I learned three important things from this workshop

Participant 1:

- positioning
- how to develop a volunteer program
- how to recognize volunteer

Participant 2 ;

- how to recruit volunteers
- how to keep volunteers
- how to develop a volunteer's job description

Participant 3:

- importance of marketing campaign for NGO's activity
- how to appreciate volunteer
- how to keep volunteer

Participant 4:

- to organize my ideas
- to develop my knowledge
- to be more confident in myself

Participant 5:

- to learn how to listen to others' opinions
- to better organize the ideas

Participant 6:

- how to prepare the messages
- how to attract our volunteers
- American experience in this area

**MARKETING AND MESSAGE DEVELOPMENT**  
**VOLUNTEER / MEMBER RECRUITMENT, DEVELOPMENT AND MANAGEMENT**  
**WORKSHOP EVALUATION REPORT REGION 3**

Participant 7:

importance of volunteers  
how to recognize volunteer  
how to organize a training

Participant 8:

marketing campaign  
importance of volunteer recruitment

Participant 9:

how to create a message  
how to attract the volunteers  
volunteer management

Participant 10:

how to appreciate volunteer's work  
the volunteer needs to be treated as an employee

Participant 11:

what the punctuality is  
I need to learn a lot about DNP management

Participant 12

Marketing process is very important for NGOs activity

Participant 13:

how to recruit and use volunteers

Participant 14:

how to attract volunteers  
how to appreciate volunteers  
how to elaborate the message in order to attract volunteer

Participant 15:

importance of collaboration

Participant 16:

how to develop a volunteer program  
how to develop a marketing campaign  
organization positioning

Participant 17:

we need to respect volunteer's work  
the volunteers are as important as the employees  
there are many possibilities to approach volunteer subject



## TRAINING AND TECHNICAL ASSISTANCE UNIT

### **Evaluation Report**

**Workshop:** Topical Seminar  
Marketing and Message Development  
Volunteer / Member Recruitment, Development and Management

**When:** April 17- 18, 1996

**Where:** Region 4 - Transilvania  
Hotel Sport, Cluj

**Time:** 10:00 AM - 4:00 PM

**Trainers:** Gretchen Rehegr  
Marilena Iiescu, Translator

### **Workshop Description:**

This 2-day workshop is designed to-

- define a marketing campaign
- provide knowledge about how to develop and initiate a marketing campaign
- define the importance of Volunteer / Member Recruitment, Development and Management process
- define the specific elements for Volunteer Management
- provide information about how a marketing campaign's message can attract and keep more members and volunteers, and identify new funding sources
- define more clearly your organization

### **Materials Used:**

The Marketing materials were adapted from numerous sources, personal experiences and case studies

MARKETING AND MESSAGE DEVELOPMENT  
VOLUNTEER / MEMBER RECRUITMENT, DEVELOPMENT AND MANAGEMENT  
WORKSHOP EVALUATION REPORT REGION 4

**Recommendations for Future Workshops:**

**Workshop Participants:** (see attached list)

**Participants' Evaluation:**

An evaluation form was given to the participants to complete. They were asked to give a numerical grade to the following questions ("1" being low and "5" being high)

**The Trainers -**

- seemed knowledgeable about this topic 4.88
- gave an organized presentation 4.80
- involved me in the learning process 4.60
- provided useful take-home materials 4.68
- used class time effectively 4.60

**The workshop -**

- added to my knowledge and skills regarding Advocacy Campaign 4.28
- gave me practical ideas I can use in the workplace 4.36
- increased the confidence in my abilities 4.00
- all things considered, was of high quality 4.44
- is one I would recommend to others 4.92

MARKETING AND MESSAGE DEVELOPMENT  
VOLUNTEER / MEMBER RECRUITMENT, DEVELOPMENT AND MANAGEMENT  
WORKSHOP EVALUATION REPORT REGION 4

Participants comments from the evaluation forms were (all comments are listed;  
original forms are on file at the DNP office in Bucharest):

What was the most helpful part of the workshop?

teaching way  
the opportunity we had to meet other NGOs  
team work  
detailed and practical presentation  
many practical examples  
the possibility we had to contact other organizations  
new ideas  
the draft of positioning message  
open discussions  
information  
group activities  
new and interesting information  
the workshop was very instructive  
new relationships  
professional presentation  
new connections  
interesting and attractive topic  
good trainer  
the quality of training  
organization  
trainer's job  
good organization  
the content of training  
concrete and specific information provided by trainers  
professional organizers and trainers  
organized presentation  
using of a simple and direct language for presentation  
quality of trainers  
professional organization and translation

MARKETING AND MESSAGE DEVELOPMENT  
VOLUNTEER / MEMBER RECRUITMENT, DEVELOPMENT AND MANAGEMENT  
WORKSHOP EVALUATION REPORT REGION 4

quality of work sheet  
written materials  
structure of activities  
facilitator  
the subject  
worksheets were very concise  
group activities and team work  
the last part : promotion  
the participants were asked to give examples from their own activity  
the trainer used examples from her own experience  
written materials were provided

**What changes do you recommend**

the seminar should be organized during the weekend  
the schedule of the seminar should be provided earlier  
you should emphasize the relationships between NGOs and media  
more and new materials specific to NGOs that deal with handicapped people  
all the participants should be more involved in activities  
the NGOs were too different, the workshop should be organized according to  
the type of NGOs  
techniques of presentation  
more consistent written materials  
the participants should be broken down in small groups based on their area of  
activity and their knowledge  
more space  
too much new information during a such short period of time  
this type of seminars should continue  
a larger training room  
deliver a complete set of written materials with information concerning the  
following topics that are going to be discussed in the future workshops  
we would like to see more promotional materials for some organizations, for  
example for organizations dealing with people with special needs  
more concrete examples  
to use the time in an adequate way- the game from the beginning of the  
workshop was a waste of time

MARKETING AND MESSAGE DEVELOPMENT  
VOLUNTEER MEMBER RECRUITMENT, DEVELOPMENT AND MANAGEMENT  
WORKSHOP EVALUATION REPORT REGION 4

I learned three important things from this workshop

Participant 1:  
to think very seriously about marketing problems  
to respect my co-workers  
to know how to approach the problems

Participant 2:  
how to be focused on marketing activity  
it is worth to use volunteers

Participant 3:  
how to recruit volunteer  
how to appreciate volunteer  
the communication among NGOs

Participant 4:  
what is the meaning of volunteer  
how to recruit volunteer

Participant 5:  
new information about volunteer  
how to design a short and concise message  
to appreciate other NGOs' work

Participant 6:  
how to organize volunteer  
the importance of marketing  
practical ideas

Participant 7:  
I became more confident in myself  
I was involved in learning process  
practical ideas

Participant 8:  
the main parts of marketing process  
new methods used for volunteer recruitment  
new methods used in volunteer recognizing

Participant 9:  
management training  
how to improve the image of the organization  
Marketing- publicity

MARKETING AND MESSAGE DEVELOPMENT  
VOLUNTEER / MEMBER RECRUITMENT, DEVELOPMENT AND MANAGEMENT  
WORKSHOP EVALUATION REPORT REGION 4

Participant 10:

Marketing  
how to elaborate the message  
how to develop volunteer

Participant 11:

how to prepare the message  
how to select the staff  
examples of volunteer

Participant 12

the participants should be selected more carefully  
in Romania the information about NGOs are reduced  
team work

Participant 13:

it is necessary to participate to these seminars  
how to recruit volunteers

Participant 14:

marketing process  
how to elaborate the message  
how to develop volunteer

Participant 15:

how to communicate  
to be also interested in other things not related to my profession

Participant 16:

the necessity of volunteer work

Participant 17:

each NGO needs a very well organized and structured marketing plan  
we need to have a very specific plan in order to motivate volunteers  
team work represents a condition to be successful

Participant 18:

how to contact volunteers  
how to recognize volunteers

Participant 19:

we can discover solutions for our NGO's problems from other NGOs'  
experience

MARKETING AND MESSAGE DEVELOPMENT  
VOLUNTEER / MEMBER RECRUITMENT, DEVELOPMENT AND MANAGEMENT  
WORKSHOP EVALUATION REPORT REGION 4

Participant 20:

the necessity of developing a volunteer program  
you need to be very professional when you elaborate promotional and  
recruitment message

Participant 21:

marketing for NGOs  
volunteer process  
necessity of improving professional level of NGOs members

Participant 22:

the necessity of setting up a department for attracting and keeping volunteers  
the message needs to be elaborated in a professional way

Participant 23:

development of volunteer program

## TRAINING AND TECHNICAL ASSISTANCE UNIT

### **Evaluation Report**

**Workshop:** Project Planning and Proposal Writing

**When:** April 23 - 27, 1996

**Where:** Region 3 - Moldova - Southern Transilvania  
Hotel Moldova, Iasi

**Time:** 9:00 AM - 4:00 PM

**Trainers:** Becky Davis  
Ana Munteanu, Romanian Co-trainer  
Roxana Gavrilovici, Translator

### **Workshop Description:**

This 2-day Project Planning workshop is designed to increase the ability of the participants to plan a project by learning why planning a project leads to better implementation and management of the project. Specifically, the following was presented:

- The three sector model of society
- Introduction to advocacy - definition and components of an advocacy campaign
- Planning terminology and the importance of the planning process
- Developing an organization's purpose statement
- Developing the five components of a project plan: Problem / Needs statement: Objectives (Process and Outcome): Methods / Activities: Evaluation: Budget

This 3-day Proposal Writing workshop is a follow-up to the two day workshop on Project Planning. This workshop focuses on the art of writing a proposal and does not include researching funding sources. Building on the project that participants planned at the previous workshop, participants learned how to turn a project plan into a proposal that merits funding. The workshop design included interactive presentation, practical exercises, and worksheets which provide a framework for writing a proposal.



PROJECT PLANNING AND PROPOSAL WRITING WORKSHOPS EVALUATION  
REPORT REGION 3

Materials Used:

The trainers adapted the Support Center International materials (which were originally developed for use by Romanian Child Welfare NGOs) to be utilized by the Democracy Network Program. Specific adaptations were:

- Expanding the Romanian examples to include the Environmental, Economic and Democracy/Human Rights sectors
- Provided more information about the difference between process and outcome objectives
- Provided more interactive activities

Recommendations for Future Workshops:

-

Workshop Participants: (see attached list)

Participants' Evaluation:

An evaluation form was given to the participants to complete. They were asked to give a numerical grade to the following questions ("1" being low and "5" being high)

**The Trainers -**

- |   |      |
|---|------|
| - seemed knowledgeable about this topic | 5.00 |
| - gave an organized presentation        | 4.78 |
| - involved me in the learning process   | 4.61 |
| - provided useful take-home materials   | 4.78 |
| - used class time effectively           | 4.56 |

**The workshop -**

- |   |      |
|---|------|
| - added to my knowledge and skills regarding proposal writing | 4.93 |
| - gave me practical ideas I can use in the workplace          | 4.72 |
| - increased my ability to write a proposal                    | 4.61 |
| - all things considered, was of high quality                  | 4.78 |
| - is one I would recommend to others                          | 5.00 |

PROJECT PLANNING AND PROPOSAL WRITING WORKSHOPS EVALUATION  
REPORT REGION 3

Participants comments from the evaluation forms were (all comments are listed;  
original forms are on file at the DNP office in Bucharest):

*What was the most helpful part of the workshop?*

- the presentation regarding budgets and evaluation
- Gaunt table
- relaxed presentation
- some problems related to project planning were very well clarified
- participants were involved in activities
- clear and concrete explanations followed by examples
- methods used for finding the right solutions
- trainers proved patience in teaching process
- I learned how to develop a problem and its objectives
- we had to solve clear and concrete tasks
- individual support delivered to each group
- concise and clear presentation with concrete examples
- clear identification of project's goal and objectives
- we had enough time to work
- the relaxed and pleasant atmosphere
- very good organization
- team work
- practical information
- clear and concise information -
- systematic and detailed presentation of the subjects
- trainer's involvement
- team work
- small group activities
- in spite of difficulty of this training it was very useful and interesting
- new elements to strengthen NGOs
- trainers' job
- teaching style
- new information
- intense activity
- trainers were very patient and kind with the participants
- open atmosphere

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PROJECT PLANNING AND PROPOSAL WRITING WORKSHOPS EVALUATION  
REPORT REGION 3

- . concise presentation made participants to be more involved into discussions
- . concrete examples, the way the theoretical concepts were presented and applied
- . feed - back process
- . the variety of information regarding social policies
- . good organization
- . explanations regarding the budgets
- . team work
- . collaboration among organizations
- . relaxed and open atmosphere allowed good work activities .
- . everybody participating to discussions
- . training materials were structured and presented in a adequate manner
- . enough time for exercises
- . participants' challenge
- . professional teaching way
- . approach way of problems
- . participants communication
- . support delivered in order to strengthen the organizations
- . we discussed very interesting things such as project's selection
- . open and direct discussions
- . topic, details, atmosphere and dialogue
- . methods used: brainstorming
- . the collaboration among organizations when the goals were set up for each organization
- . participants shared their ideas
- . all the participants were interested in discussed subjects
- . trainers' availability to detail some unclear aspects of the problems
- . each participant supports his organization
- . interesting topics, open and interesting dialogue, the way in which opinions were shared. making decisions process
- . theoretical notions were combined with team work
- . very useful topics for all NGOs were selected
- . the variety of examples and techniques used: brainstorming, team work
- . teaching way

PROJECT PLANNING AND PROPOSAL WRITING WORKSHOPS EVALUATION  
REPORT REGION 3

. accommodation, strong coffee, meal, ice cream  
. trainers and organizers were very good  
. good organization  
. presentation way of information  
. everything was just perfect!  
. written materials  
. practical examples  
. trainers and translator (Ana Munteanu and Roxana Gavrilovici)  
were professional and they provided a lot of useful and  
interesting information to participants  
. these training are very efficient and they should be continued  
in the future

*What changes do you recommend*

- more attractive schedule with more examples
  - more time for work
  - a better involvement of the participants in activities
  - to schedule the activities every day
  - more breaks, longer break after lunch
- the relationship between trainer and participant should be improved
- more time allocated for examples of successful projects, to insist on budgets and evaluations of these projects
- to use only dark colors for markers
- too many interesting information provided in a short period of time
- a better correlation between the time for breaks and that for training
- examples from other's experience
- more practical examples
- the participants's presentation should be more concise and exact
- the realities from both countries, USA and Romania, might be presented on some video tapes for illustrating the problems discussed. There are many differences between them but also some common issues.
- to improve participants' mentalities about sharing experience, the right of having an opinion no matter of sex, age, education, about a constructive and creative critique, counter arguments not contradiction.

- some diplomas (certificates) should be provided for participants at the end of the training
- more variety
- more time
- more exercises
- more training for providing more information
- to fill out a questionnaire in order to check the participants' knowledge after the training is over
- we are interested to have certificates for these training
- we should discussed on a successful project. It would have been better if we had discussed about a DNP project, about all its stages.

*I learned three important things from this workshop*

Participant 1:

- how to evaluate, select and plan a project
- how to submit a proposal writing
- the components of proposal writing submitted to the funder

Participant 2:

- team work
- how to break down the tasks between team members

Participant 3:

- how to plan a project
- how to write a proposal
- how to better communicate

Participant 4:

- proposal is written by one person, but the other people need to come with suggestions

Participant 5:

- the project planning elements
- funders who provide technical and financial assistance
- how to present a proposal writing-

Participant 6:

- practical and theoretical elaboration of a project
- funding sources

PROJECT PLANNING AND PROPOSAL WRITING WORKSHOPS EVALUATION  
REPORTS REGION 3

Participant 7:

- how to be credible
- it is better to collaborate with many governmental organizations

Participant 8:

- problem's solutions need to be found out through team work
  - how to plan a project and how to submit a proposal writing
- for concrete actions we need to structure and organize the ideas

Participant 9:

- we need to train volunteers in our organizations
- team work is very important to develop the organization
- how to solve a problem

Participant 10:

- how to design and present a project
  - how to write a proposal
  - how to present my organization when I ask funds

Participant 11:

- Our group works much better now
- how to plan a project and write a proposal

Participant 12:

- how to act during a meeting with the funder
- it is not shame to ask funds

Participant 13:

- how to write proposal
- the necessity of team work
- to understand funders' criteria

Participant 14:

- team work
- to plan a project is not very simple
- any thing can be done

Participant 15:

- where I can get potential donors
- these seminars are very necessary
- some name tags would be useful

PROJECT PLANNING AND PROPOSAL WRITING WORKSHOPS EVALUATION  
REPORT REGION 3

Participant 16

the importance of project planning  
how to write a summary  
the role of the fact sheet

Participant 17:

how to plan a project  
how to present the project to the funder  
to insist on concrete data

Participant 18:

how to develop a project  
how to select a problem  
how to be organized

**Advocacy I**  
**Workshop in Region IV**  
**Cluj, Romania**  
**May 7-10, 1996**

Introduction: The Advocacy Workshop was the first in the management and training series offered in Region 4. The workshop focused on the skills needed to execute a successful advocacy campaign. The workshop, very concrete in nature, contained both process exercises and concrete theoretical background information. The purpose of the training was to introduce advocacy campaigns as a way to influence public policy in Romania. The intent in providing Advocacy I first is to have the participants build on the advocacy and policy change concepts with later trainings.

Participation: Fourteen organizations were represented in the workshop with a total number of participants varying between 27 and 30. Unlike the other regions the organizations were unequally represented by the Social Safety net sector, including the six groups from handicapped organizations. No groups present represented the democracy and Human rights sector. There were two groups from both the economic sector and the environmental sector. While the NGOs representing the Social Safety net sector shared many common interests and goals there was some concern that the unequal distribution of sectors made some groups feel that they lacked common interests. When the sectors are equally represented there tends to be an easier connection between NGOs and therefore sectors.

Curriculum design: The workshop design includes a high level of group participation. "Coalitions" are formed in which participants design an advocacy campaign of similar interest based on the information presented in the modules. The purpose of the coalitions is to engender an exchange of information (Issues, problems and opportunities) between the NGOs. Moreover, policy change is often successfully achieved when coalitions are formed.

Knowledge and Skills: The advocacy workshop presented knowledge and skills necessary to design an advocacy campaign.

Defining terms: As an introduction to the workshop, a detailed explanation of the purpose and the goals of the Romania-Democracy Network Program was presented. The first module was a presentation of public policy. This presentation of public policy included a detailed definition of the variety of types of public policies. This presentation was developed in response to recommendations made at the Advocacy I workshop that was held in Region I. The module presented that public policy includes principles, plans, procedures, laws, administrative codes and actions that are created by the government. Further, public policy balances the tension between limited resources, unlimited need, unfairness and lack of consensus on policy decisions. The concept of Advocacy was presented in the next module. Advocacy was discussed in the following terms ; 1) that advocacy assumes people have rights and those rights are defendable



and 2) that the process of advocacy is almost as important as winning the advocacy campaign. The process of an advocacy campaign should empower both the individual within the organization and the organization itself. This empowerment serves to prepare the organization for more campaigns. Types of Advocacy discussed included self advocacy, case advocacy and class/policy advocacy. The presentation closed with a brief discussion of the elements of an advocacy campaign including; people, identifying self interest, issue identification, research, strategy, implementing strategy (action) and evaluation, celebration and power (ability to make change). This was presented in a circular model and not in a linear manner, advocacy campaigns should be flexible and adjustable at any given moment.

The next session was a discussion on issues identification and the difference between "problems" and "issues" . Due to time constraints , exercises to highlight the presentation were not included. Participants broke into their "coalitions" to choose an issue that they would develop an advocacy campaign around for the remainder of the workshop.

Resources: Several sessions were dedicated to the necessary resources for an advocacy campaign. The topics included; coalition building (risks and advantages)organizational considerations (money, staff etc.) Because of time constraints volunteer recruitment and leadership development was left out as an entire topical seminar will be held on this topic.

The final sessions included a discussion on targets (who can give you what you want in an advocacy campaign) and tactics (how do get what you want). The target of a campaign is always a person who has the ability to give you what you want . The target is always a person, never an institution. Tactics are part of the overall strategy that draw attention to your campaign. Next, three important tactics in advocacy campaigns were discussed; how to lobby, how to run a public hearing. After the presentation the participants were given random group assignments where they developed a plan for a public meeting, wrote a press release, and lobbied a government official. This session was expanded because tactics are such an important part of advocacy campaigns.

Advocacy campaigns developed: Trainers suggested that groups divide along program sectors to select an issue and develop an advocacy campaign, handicapped groups formed a subset. The issues selected included; Group 1 (consisting of handicapped groups) chose the issue of inaccessibility of public buildings, Group 2 chose the issue of lack of professional standards of social workers, Group3 chose of the issue of an unprotected cave, and group four choose the issue of lack of a system of protection for elderly people.

**Schedule:**

**Day 1: 9:00 a.m. - 4:30 p.m.**

**Day 2: 9:00 a.m. -2:00 p.m. (no break for lunch)**

**Comments and Suggestions:**

\*The groups selected demonstrated varying skills. For example, the pensioners groups participated in a very complicated advocacy campaign last year which secured higher social security payments for seniors. Their tactics included lobbying, protests, marches, letter writing campaigns and even a hunger strike.

\* As suggested in the participants section, the unequal representation of groups at the training made the group dynamics a little difficult at first.

\* Adrian Sorescu of the Pro-Democracy Association made his debut as a co-trainer. Adrian has many years of experience with grassroots organizing and the political processes of the Romanian government system. Adrian presented how a bill becomes a law. This was very well received by the participants (in fact when he finished the participants were moved to applause). We should continue to use Adrian in the capacity of trainer.

\* Case studies of Romanian, eastern Europe and the USA were very well received and should be incorporated in the upcoming participants guide.

\* The training team works well together bringing a variety of training styles and experiences to the workshop. The team should remain in tact.

\* The Advocacy workshop covered a broad range of material, Advocacy II should focus on skill development rather than the development of a strategy campaign.

\* Materials were developed based on previous trainings. The materials were well received but need some revision to make them more applicable to the Support Center training.

\* An expanded public policy brochure was developed and included in the advocacy materials.

\* An overhead projector should be available for trainings. The flip charts are getting ruined with each progressive use.

Submitted by:

Michelle Rydz

National Democratic Institute for International Affairs

Advocacy and External Relations

*Lista participanților  
Cluj  
7-10 mai 1996*

**1. Pro Vobis**

Calea Dorobantilor 99, Et. 6, ap. 32, Cartier Mărăști, 3400, Cluj

Tel/Fax: 064/412527

Contact: Voica Pop

Participanti: Felicia Robotin Mada  
Cristina Arba

**2. Asociația de protecție a peșterilor și zonelor carstice din România "Piatra Altarului"**

Calea Floresti 81, Bl. V5, Sc.9, ap.261, Cluj Napoca, 3400

Tel: 064/178629, 184037 x 116

Fax: 420042

Contact: Mihai Gligan

Participanti: Pătras Silviu  
Bugeac Decebal

**3. Asociația pentru protejarea și ajutorarea handicapatilor neuro-psihiici**

Str. Cuza Voda 16, ap.4, Cluj Napoca 3400

Tel:064/120863

Contact: Ana-Mariana Ilies

Participanti: Ana-Mariana Ilies  
Ioana Hoșu

**4. Serviciul de Ajutor Maltez din România**

Str. Nufierilor nr. 1, ap. 9, 3400 Cluj

Tel: 064/192737, 195801

Fax: 064/192714

Contact: Otto Nutz

Participanti: Mihai Bădean  
Diana Bărbulescu

**5. Asociația Handicapaților Motor**

Str. 22 decembrie 1989, Nr.69, Zalau

Tel:060/631254, Tel Prefectură: 060/614120,

fax: 060/617118

Contact: Rodica Marian

Participanti: Rodica Marian  
Erdodi Sara

**12. Asociația handicapatilor neuro-psiho-motor**

Str. Sf. Vineri, cămin I.A.I.F.O., camera 8, Zalău

Tel: 060/631338 sau 060/ 619090

Tel/fax: 060/634577

Contact: Mariana Bumbut

Participanti: Mariana Bumbut

Pășcută Ioan

**13. Liga handicapatilor neuro-locomotor din Țara Făgărașului**

str.1 Decembrie, bl.13 B, sc.C, ap.8, Făgăraș

tel: 068-215922

Contact: Anghel Constantin

Participant: Anghel Constantin

**14. Inițiativa zonal geografică "Sibienii Pacifiști "**

Str. Mitropoliei, nr.26, Sibiu

tel: 069-218 178

fax: 069-211 881

Contact: Lăcătuș Ștefan

Participanti: Constantin Ștefan Lăcătuș

Marius Vintilă

TRAINING AND TECHNICAL ASSISTANCE UNIT

**Evaluation Report**

**Workshop:** Project Management 118

**When:** MAY 9 -10, 1996

**Where:** Region IV, Transilvania  
Hotel Napoca, Cluj

**Time:** 9:00 AM - 1:00 PM

**Trainers:** Becky Davis.  
Luminita Tatu

**Workshop Description:**

This 2-day workshop is designed to teach the main elements of project management. The training design includes a variety of approaches of learning : interactive trainer presentations, group discussions, and exercises for skill practice. You will learn:

- why project management is a unique challenge
- how to plan a project
- how to lead a project team
- how to ensure team performance
- how to resolve project - related conflicts
- how to evaluate a project

**Materials Used:**

The trainers adapted the Support Center International materials (which were originally developed for use by Romanian Child Welfare NGOs) to be utilized by the Democracy Network Program. Specific adaptations were:

- Expanding the Romanian examples to include the Environmental, Economic and Democracy/Human Rights sectors
- Provided more information about the difference between process and outcome objectives
- Provided more interactive activities

PROJECT MANAGEMENT WORKSHOP 118 EVALUATION REPORT REGION 4

**Recommendations for Future Workshops:**

**Workshop Participants:** (see attached list)

**Participants' Evaluation:**

An evaluation form was given to the participants to complete. They were asked to give a numerical grade to the following questions ("1" being low and "5" being high)

**The Trainers -**

· seemed knowledgeable about this topic	5.00
· gave an organized presentation	4.84
· involved me in the learning process	4.84
· gave me useful materials for study	4.94
· used class time effectively	4.94

**The workshop -**

· added to my knowledge and skills regarding project management	4.84
· gave me practical ideas I can use in the workplace	4.80
· increased my ability to write a proposal	4.58
· all things considered, was of high quality	5.00
· is one I would recommend to others	4.95

PROJECT MANAGEMENT WORKSHOP 118 EVALUATION REPORT REGION 4

Participants comments from the evaluation forms were (all comments are listed; original forms are on file at the DNP office in Bucharest):

*What was the most helpful part of the workshop?*

- games w/ the ball and discussions regarding the group
- creating a model and "breaking it" to find solutions till reaching the target
- creating a motivation
- adaptability to necessities
- the creative way the management issues was approached; the way a theoretical presentation was replaced with a practical one (the game)
- finding the way to discover solutions to problems
- free discussions, no time pressure
- life-cycle of a project
- presentation
- relationship between the participants and trainer
- learning rules and methodologies to obtain better results
- new points of view re. our work leading to more efficient results
- discussions and game as idea and thought
- good quality of the materials presented
- variety of themes presented
- what was presented can be applied in our situation or adapted
- open way of teaching for better understand new knowledge
- team work
- concrete examples well explained
- professionalism and variety in presenting materials
- the variety of NGOs attending
- everything
- friendly atmosphere
- trainers, practical examples
- organization of the workshop
- presentation, dialogue
- is very practical
- open atmosphere and discussions

PROJECT MANAGEMENT WORKSHOP 118 EVALUATION REPORT REGION 4

*What changes do you recommend*

- . the translator today was worse compared to the former one'
- . activities to communicate internally and with the exterior
- . would have been better to start the training with the game in order for people to know each other
- . if it was not enough time to discuss a theme to use extra time for it
- . pay more attention when choosing the translator
- . the yesterday translator was better

*I learned three important things from this workshop*

Participant 1:

- everything is possible through hard work
- we are appreciated for our work although we aren't experts

Participant 2:

- work in organization, roles
- following this training I took the decision to make changes in my organization

Participant 3:

- what I have to do from now on
- my motivation is right
- you need on going training

Participant 4:

- team work
- listen to all
- pick up the best

Participant 5:

- new knowledge about using advocacy methods
- to wish the change
- to wish other trainings

Participant 6:

- effective team work
- the old fashion relation "teacher-student" is not always the best

Participant 7:

- the importance of such trainings
- know to listen to other opinions
- how to collaborate

Participant 8:

- team work
- looking for new solutions
- raising the quality



PROJECT MANAGEMENT WORKSHOP 118 EVALUATION REPORT REGION 4

Participant 9

how important is working in team  
how to do more than I did till now

Participant 10

work in a team and delegate  
how to meet people from abroad

Participant 11

team work  
the importance of the leader and his work  
how to work in order to have final results

Participant 12

the level of knowledge in an action is very important  
the way you get involved in an action is very important  
team work is more efficient

Participant 13

advocacy concept  
management  
team building

Participant 14

how to organize an advocacy campaign  
how to develop a managerial team  
improving volunteers activities

Participant 15

to recognize and to value my self  
to qualify and motivate my planes and actions  
to join forces with others in order to create new alliances

Participant 16

group development stages  
motivation and job description  
group decision making process

Participant 17

we learned from each other  
is important to be open

Participant 18

to know how to work with people  
to insist on problems  
to don't give up

**Advocacy I  
Workshop in Region I  
Cluj, Romania  
May 17-18, 1996**

**Introduction:** The Advocacy Workshop was presented to the NGOs in Region I that qualified for technical assistance and funding, but were not participants in the training series offered in Region 1. The workshop focused on the skills needed to execute a successful advocacy campaign. The workshop, concrete in nature, contained both process exercises and concrete theoretical background information. The purpose of the training was to introduce advocacy campaigns as a way to influence public policy in Romania.

**Participation:** Ten organizations were represented in the workshop with a total number of participants varying between 18 and 20. Unlike the other regions the organizations were unequally represented by the Social Safety net sector, including four branches of Salvati Copiii (each branch is registered independently). The groups represented also proved to be at a higher skill level than at previous trainings so the information that was covered in more depth.

**Curriculum design:** The workshop design includes a high level of group participation. "Coalitions" are formed in which participants design an advocacy campaign of similar interest based on the information presented in the modules. The purpose of the coalitions is to engender an exchange of information (Issues, problems and opportunities) between the NGOs. Moreover, policy change is often successfully achieved when coalitions are formed.

**Knowledge and Skills:** The advocacy workshop presented knowledge and skills necessary to design an advocacy campaign.

**Defining terms:** As an introduction to the workshop, a detailed explanation of the purpose and the goals of the Romania-Democracy Network Program was presented. The first module was a presentation of public policy. This presentation of public policy included a detailed definition of the variety of types of public policies. This presentation was developed in response to recommendations made at the Advocacy I workshop that was held in Region I. The module presented that public policy includes principles, plans, procedures, laws, administrative codes and actions that are created by the government. Further, public policy balances the tension between limited resources, unlimited need, unfairness and lack of consensus on policy decisions. The concept of Advocacy was presented in the next module. Advocacy was discussed in the following terms ; 1) that advocacy assumes people have rights and those rights are defendable and 2) that the process of advocacy is almost as important as winning the advocacy campaign. The process of an advocacy campaign should empower both the individual within the organization and the organization itself. This empowerment serves to prepare the organization for more campaigns. Types of Advocacy discussed included

self advocacy, case advocacy and class/policy advocacy. The presentation closed with a brief discussion of the elements of an advocacy campaign including; people, identifying self interest, issue identification, research, strategy, implementing strategy (action) and evaluation, celebration and power (ability to make change). This was presented in a circular model and not in a linear manner, advocacy campaigns should be flexible and adjustable at any given moment. The next session was a discussion on issues identification and the difference between "problems" and "issues".

Resources: Several sessions were dedicated to the necessary resources for an advocacy campaign. The topics included; coalition building (risks and advantages)organizational considerations (money, staff etc.) Because of time constraints volunteer recruitment and leadership development was left out as an entire topical seminar was held on this topic.

The final sessions included a discussion on targets (who can give you what you want in an advocacy campaign) and tactics (how do get what you want). The target of a campaign is always a person who has the ability to give you what you want . The target is always a person, never an institution. Tactics are part of the overall strategy that draw attention to your campaign. Next, three important tactics in advocacy campaigns were discussed; how to lobby, how to run a public hearing. After the presentation the participants were given random group assignments where they developed a plan for a public meeting, wrote a press release, and lobbied a government official. This session was expanded because tactics are such an important part of advocacy campaigns.

Advocacy campaigns developed:

Group 1: Group consisting of the Salvati Copiii branches covered the issue of getting the government to sponsor social workers for abandoned children.

Group 2: Group consisting of Environmental groups, and democracy and Human Rights groups (Lado of Craiova) discussed the issue of the Chemical Plant in Rimicu Vilcea that is responsible for polluting the environment.

Group 3: Group consisting of business groups and handicapped groups discussed the issue of accessibility of government buildings for handicapped people.

Schedule:

Day 1: 9:00 a.m. - 4:30 p.m.

Day 2: 8:30 a.m. -2:00 p.m. (no break for lunch)

Trainers:

Michelle Rydz, National Democratic Institute of International Affairs  
James Doumas, Executive Director of the North Avenue Business Association  
Lauren Coletta, Executive Director of the Citizens Information Service  
Adrian Sorescu, Political Officer Pro-Democracy Association

Comments and Suggestions:

- \* In the training design Ms. Coletta suggested that we present Issues, Goals, Objectives and Methods together and then have the groups develop them all at once. In this way, trainers (if the group has misidentified a goal or objective) can point to what the point is, this she suggests is a more positive way of helping groups identify goals, issues, objectives and methods.
- \* Once again, stories used as examples were very useful in highlighting the modules presented and they should be continued, perhaps added to the training materials.
- \* The message development exercise which was in the materials but was dropped for the training was reintroduced and was warmly received, we should continue to use it in the trainings as it allows creativity and role playing into the training.
- \* The training site was excellent and all the logistics were smooth.
- \* The Pro-Bono trainers added a nice freshness to the material presented and helped the Advocacy and External relations specialist to identify fine points that may have been missed in earlier trainings.

Submitted by:  
Michelle Rydz  
National Democratic Institute for International Affairs  
Advocacy and External Relations  
June 3, 1996

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## Lista participanților Cluj 17,18 mai 1996

Organizația	Adresa	Persoana de contact	Tel:	Fax:	Participanți
<b>Fundația Helios</b>	Calea București, bl.C17, ap.2, Craiova	Mimi Marin	051-163 523	051-163 523	Ioana Dochia Mădălina Turcu
<b>Salvați Copiii Pitești</b>	str. Sfânta Vineri, bl. D 26, Pitești	Rodica Macicaș	048- 628 787		Dana Floarea Gabriel Buduruș
<b>Salvați Copiii Craiova</b>	str. Dr. Bagdazar, nr.1B, Craiova, 1100	Ciobanu Mihai	051-416 161		Bărbuică Titu Tudor Mircea
<b>Centrul pentru Dezvoltare Durabilă</b>	Cartier Trivale, nr.2, bl. 60, ap.16, et. 5, Pitești	Lizica Feneșan	048-680 624	048-213 099	Lizica Feneșan Carmen Giuclea
<b>Centrul pentru Dezvoltarea Intreprinderilor Mici și Mijlocii</b>	Piața Vasile Milea, nr.1, Casa Alba, et.3,cam146-148, Pitești	Ștefan Chiriac	048-581094	048-210909	Iuliana Bostenaru
<b>Asociația Română pentru Drepturile Copilului</b>	Calea Traian, Rîmnicu Vilcea	Dragoș Serafim	050-716501		Popescu Dan Mircea Popescu Radu Bogdan
<b>Salvați Copiii - Timișoara</b>	str. Platanilor, nr.2, Timișoara, 1900	Violeta Stan			Monica Ștefănică Carmen Florescu
<b>Ingerii Speranței</b>	str. Ion Vidu, nr.17, Lugoj, 1800	Ioan Valcan	056-311 152	fax: 056-190 393	Ioan Valcan Cornelia Roșu
<b>Liga pentru Apărarea Drepturilor Omului</b>	str. Oltet, nr.20 E, Craiova, jud. Dolj	Ștefan Ceapraz	051-130167 sau 051-413318	051-199539	Ștefan Ceapraz
<b>Asociația Down Oradea Romania (ADOR)</b>	Str. Spartacus 48, bl. SQ1, Sc.B, ap.24, Pța 1 Decembrie, Oradea	Lucia Ciobanu	059-151154	059/143080	Anca Tudor

## TRAINING AND TECHNICAL ASSISTANCE UNIT

### Evaluation Report

**Workshop:** TOPICAL SEMINAR I

**When:** May 17 -18, 1996

**Where:** Region 1 - Banat - Oltenia  
Casa Tineretului, Cluj

**Time:** 9:00 AM - 4:00 PM

**Trainers:** Michelle Rydz  
Lauren Coleta  
Jim  
Adrian Sorescu, Co-trainer  
Alina Porumb, Translator

### **Workshop Description:**

This 2-day workshop is designed to increase organizational capacities required to plan and conduct a successful advocacy campaign in order to impact the development and/or implementation of Romanian public policies in the environment, in the social sector, in private enterprise or in democracy and human rights.

By the end of the workshop the participants will be able to:

- define various aspects of advocacy
- relate advocacy to organizational goals
- outline the purposes of an advocacy campaign
- identify relevant "issues"
- identify relevant audiences
- plan a strategy for an advocacy campaign
- develop campaign leadership
- expand and develop their membership base or stakeholder constituencies.
- describe the benefits of effective advocacy to their organizations and to

Romanian society as a whole

### **Materials Used:**

The following materials were adapted:

- Organizing for Social Change, Midwest Academy, Chicago, by Kim Bobo,  
Jackie Kendall
- Blessedure the Fighters, Reflections on Community Organizing
- National Training and Information Center, Chicago, By Shel Frapp
- Rules for Radicals, by Saul Alinsky

TOPICAL SEMINAR ADVOCACY EVALUATION REPORT REGION 1

**Recommendations for Future Workshops:**

**Workshop Participants:** (see attached list)

**Participants' Evaluation:**

An evaluation form was given to the participants to complete. They were asked to give a numerical grade to the following questions ("1" being low and "5" being high)

**The Trainers -**

- |   |      |
|---|------|
| - seemed knowledgeable about this topic | 5.00 |
| - gave an organized presentation        | 4.42 |
| - involved me in the learning process   | 4.75 |
| - used class time effectively           | 5.00 |

**The workshop -**

- |   |      |
|---|------|
| added to my knowledge and skills regarding<br>Advocacy Campaign | 4.92 |
| - gave me practical ideas I can use in the<br>workplace         | 5.00 |
| - increased the confidence in my abilities                      | 4.42 |
| - all things considered, was of high quality                    | 4.75 |
| - is one I would recommend to others                            | 5.00 |

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TOPICAL SEMINAR ADVOCACY EVALUATION REPORT REGION 1

Participants comments from the evaluation forms were (all comments are listed: original forms are on file at the DNP office in Bucharest):

*What was the most helpful part of the workshop?*

- topic.presentation
- content of the workshop
- teaching style
- meal. accommodation
- the constructive dialogue with Mr. Sorescu (Romanian co trainer)
- concepts' clarification
- materials presentated
- clear presentation
- new and interesting information
- methods used
- organization
- subject
- new knowledge acquired
- organization: schedule, accommodation, meal
- work team
- information
- presentation way
- participants' involvement into discussions
- interesting training, especially message development
- team work



TOPICAL SEMINAR ADVOCACY EVALUATION REPORT REGION 1

*What changes do you recommend*

- . if written materials had been mailed to the participants earlier we could have participated more actively
- . you should combine 2 workshops of 5-6 days, because we spent a lot of time travelling to the training site. In this way we can save time.
- . the translation needs to be improved
- more examples
- concrete case study
- more concrete examples
- visual materials
- presentation way
- . the seminars should last more days

*I learned three important things from this workshop*

Participant 1:

- information about an advocacy campaign
- how to develop a message
- how to identify targets and tactics

Participant 2:

- advocacy
- lobby
- public policy

Participant 3:

- NGOs can be more involved in social area
- NGOs should better collaborate
- NGOs should be more involved in solving people' problems

Participant 4:

- the necessity of relationships among NGO
- advocacy campaigns can be very efficient

Participant 5:

- how to plan a strategy
- how to lobby
- legislative process

TOPICAL SEMINAR ADVOCACY EVALUATION REPORT REGION 1

Participant 6:

how to plan a strategy  
message development  
to use the tactics

Participant 7

to organize my work  
we need to select a person as a target

Participant 8:

additional information about democracy  
to consider things thoroughly  
American trainers detailed their presentation

Participant 9:

advocacy campaign  
lobby  
message development

Participant 10:

the importance of the Advocacy Campaign  
we need to organize and plan our activity  
any objective can be achieved

Participant 11:

it is very important to be a good "advocate"  
importance of "Advocacy Campaign", and its results  
when you select the right issue you can attract a lot of  
people

## TRAINING AND TECHNICAL ASSISTANCE UNIT

### **Evaluation Report**

**Workshop:** Project Management 118

**When:** May 24 - 25, 1996

**Where:** Region 3 - Moldova / Southern Transilvania  
Hotel Moldova, Iasi

**Time:** 9:00 AM - 4:00 PM

**Trainers:** Becky Davis  
Sorina Oanta, Romanian Co-trainer  
Alexandru Surugiu, Translator

### **Workshop Description:**

This 2-day workshop is designed to teach the main elements of project management. The training design includes a variety of approaches of learning - interactive trainer presentations, group discussions, and exercises for skill practice. In it you will learn\_

- why project management is a unique challenge
- how to plan a project
- how to lead a project team
- how to ensure team performance
- how to resolve project - related conflicts
- how to evaluate a project

### **Materials Used:**

The trainers adapted the Support Center International materials (which were originally developed for use by Romanian Child Welfare NGOs) to be utilized by the Democracy Network Program. Specific adaptations were:

- Expanding the Romanian examples to include the Environmental, Economic and Democracy/Human Rights sectors
- Provided more information about the difference between process and outcome objectives
- Provided more interactive activities

PROJECT MANAGEMENT WORKSHOP 118 EVALUATION REPORT REGION 3

**Recommendations for Future Workshops:**

-

**Workshop Participants:** (see attached list)

**Participants' Evaluation:**

An evaluation form was given to the participants to complete. They were asked to give a numerical grade to the following questions ("1" being low and "5" being high)

**The Trainers -**

- seemed knowledgeable about this topic 4.47
- gave an organized presentation 4.35
- involved me in the learning process 4.35
- provided useful take-home materials 4.59
- used class time effectively 4.53

**The workshop -**

- added to my knowledge and skills regarding project management 4.59
- gave me practical ideas I can use in the workplace 4.35
- increased my ability to write a proposal 4.47
- all things considered, was of high quality 4.18
- is one I would recommend to others 4.65

PROJECT MANAGEMENT WORKSHOP 118 EVALUATION REPORT REGION 3

Participants comments from the evaluation forms were (all comments are listed: original forms are on file at the DNP office in Bucharest):

*What was the most helpful part of the workshop?*

- job description
- the game with ball
- the schedule was presented for hole day
- the role of the manager was clarified
- how to write a job description-
- professional and concrete presentation
- teaching way
- team work, organization
- the collaboration among different organizations leaded to very good results
- games
- the collaboration among NGOs
- the brainstorming and other teaching methods used
- using game as a teaching method
- the information were very well organized
- the method for problems approaching
- relaxed and open atmosphere
- discussions and games
- variety of the subjects
- the ability of the trainer to get participants involved in the discussions

PROJECT MANAGEMENT WORKSHOP 118 EVALUATION REPORT REGION 3

*What changes do you recommend*

- participants should be more involved in workshop's activities
- you should follow the schedule
- the participants talk too much each other during the training
- you should provide some certificates at the end of the training
- we should have insisted on the proposed topic, no other digressions
- I am under the impression there were some obstacles( barriers) between young and old participants
- we need some certificates by the end of this training which might help us to have a potential manager job to support the elaboration of NGOs legislation
- some practical examples need to be presented as management models
- to be provided some diplomas
- more examples from NGOs' experience
- to insist on team work and solving the conflicts that occurred
- to insist on team work
- to try to eliminate the differences among participants(age, educational differences), it seems the trainers surpass this stage
- to initiate some tests about how each participant can solve a certain problem chosen by themselves

*Learned three important things from this workshop*

Participant 1:

- how to make a decision inside the group
- sources and conflicts' solving

Participant 2:

- job description
- making decisions process in small groups
- sources of conflicts

Participant 3:

- manager's role
- reinforcement theory
- how to clarify a conflict

PROJECT MANAGEMENT WORKSHOP 118 EVALUATION REPORT REGION 3

Participant 4:

- we need to be more focused on the conflicts
- we need to insist on team work

Participant 5:

- I need to learn more
- I can not do everything by myself
- the importance of leadership

Participant 6:

- how to develop a job description
- manager's role

Participant 7:

working in a systematic way you are going to succeed  
collaborating with other NGOs you can get information  
how to act for getting what you want

Participant 8:

team work always lead to good results  
we need to set some rules in developing a project  
I hope I learned how to plan and manage a project

Participant 9

to think about "giving data"  
you do not have to be discouraged when you get poor results

Participant 10

the importance of leader's abilities  
a good planning assure efficiency  
necessity of stopping the conflicts

Participant 11

the meaning of team work  
we need to learn more  
I am not able to do everything by myself

Participant 12

how to manage the conflicts  
organization's structure

Participant 13

game represent a very good teaching method  
team work is efficient  
everybody needs to participate in making decisions process

PROJECT MANAGEMENT WORKSHOP 118 EVALUATION REPORT REGION 3

Participant 14

we need to be well-informed in order to be a good manager  
how to act in order to be successful  
team work is successful when the leader has good skills

Participant 15

management functions  
job description  
collaboration methods among the members of the group

Participant 16

the leader needs to know people and their motivations

Participant 17

planning is the most important thing  
which are manager's responsibilities  
how to solve the conflicts



## TRAINING AND TECHNICAL ASSISTANCE UNIT

### Evaluation Report

**Workshop:** Project Planning and Proposal Writing

**When:** May 28 - June 1, 1996

**Where:** Region 4 - Transilvania  
Casa Tineretului, Cluj

**Time:** 9:00 AM - 4:00 PM

**Trainers:** Becky Davis  
Adrian Sorescu, Romanian Co-trainer  
Alina Porumb, Translator

### Workshop Description:

This 2-day Project Planning workshop is designed to increase the ability of the participants to plan a project by learning why planning a project leads to better implementation and management of the project. Specifically, the following was presented:

- The three sector model of society
- Introduction to advocacy : definition and components of an advocacy campaign
- Planning terminology and the importance of the planning process
- Developing an organization's purpose statement
- Developing the five components of a project plan: Problem / Needs statement; Objectives (Process and Outcome); Methods / Activities; Evaluation; Budget

This 3-day Proposal Writing workshop is a follow-up to the two day workshop on Project Planning. This workshop focuses on the art of writing a proposal and does not include researching funding sources. Building on the project that participants planned at the previous workshop, participants learned how to turn a project plan into a proposal that merits funding. The workshop design included interactive presentation, practical exercises, and worksheets which provide a framework for writing a proposal.

PROJECT PLANNING AND PROPOSAL WRITING WORKSHOPS EVALUATION  
REPORT REGION 4

Materials Used:

The trainers adapted the Support Center International materials (which were originally developed for use by Romanian Child Welfare NGOs) to be utilized by the Democracy Network Program. Specific adaptations were:

- Expanding the Romanian examples to include the Environmental, Economic and Democracy/Human Rights sectors
- Provided more information about the difference between process and outcome objectives
- Provided more interactive activities

Recommendations for Future Workshops:

-

Workshop Participants: (see attached list)

Participants' Evaluation:

An evaluation form was given to the participants to complete. They were asked to give a numerical grade to the following questions ("1" being low and "5" being high)

**The Trainers -**

- |   |      |
|---|------|
| - seemed knowledgeable about this topic | 5.00 |
| - gave an organized presentation        | 4.68 |
| - involved me in the learning process   | 4.82 |
| - provided useful take-home materials   | 4.91 |
| - used class time effectively           | 4.68 |

**The workshop -**

- |   |      |
|---|------|
| - added to my knowledge and skills regarding proposal writing | 4.91 |
| - gave me practical ideas I can use in the workplace          | 4.82 |
| - increased my ability to write a proposal                    | 4.77 |
| - all things considered, was of high quality                  | 4.77 |
| - is one I would recommend to others                          | 4.95 |

PROJECT PLANNING AND PROPOSAL WRITING WORKSHOPS EVALUATION  
REPORT REGION 4

Participants comments from the evaluation forms were (all comments are listed;  
original forms are on file at the DNP office in Bucharest):

*What was the most helpful part of the workshop?*

- different opinions
- presentation, discussions and translation
- presentation, flipchart paper's design
- teaching style
- participants were interested in the topic presented
- all the participants were involved in the discussions
- presentations were adapted according to the nature of each organization
- translation
- clear and direct teaching way
- open discussions
- the flipcharts were attractive
- we became familiar with each organizations' problems and objectives
- discussions
- open atmosphere
- some aspects related to organizations' goals, activities and methods
- presentation
- everything
- trainers' work
- some concepts were clarified such as: mission-goal, goal-activities-methods
- proposals writing
- efficient team work
- all the people participated to activities
- friendly and open atmosphere
- the most important thing was the people had to think and reflect to the subjects
- open discussions and informal teaching way
- subjects
- I understood how to plan my future projects according to my organization's mission

PROJECT PLANNING AND PROPOSAL WRITING WORKSHOPS EVALUATION  
REPORT REGION 4

- relaxed atmosphere
- the last topic: common project
- team work
- . practical way of solving theoretical problems
- . concise presentation made participants to get more involved into discussions
- . discussions among participants
- . practical examples, collaboration among participants
- . participants were interested in all the proposed projects
- . concrete exercises not only theoretical ones
- . the organizers explained and listen to the participants very patiently
- . team work
- . stimulative atmosphere
- . relaxed and open atmosphere allowed good work activities , everybody participating to discussions
- . participants were concerned about the importance of the topic
- . the trainers insisted for correct understanding of each project's stage
- . team work
- . professional teaching way
- . each participant had the possibility to present his own project and to make suggestions for other participants' projects
- . this training is very useful for planning and design a project
- . the difference between problem and objectives (advantages)
- . team work no matter of nature and mission of each organization
- . approaching way of problems
- . participants were focused on subjects
- . the variety of project examples, and how the trainers interfered in the discussions in order to structure participants' ideas
- . we got much information and we appreciate the accessibility to these information
- . observations, suggestions, directions, explanations received from trainers
- . pleasant atmosphere
- . detailed presentation
- . teaching style
- . translation of materials

PROJECT PLANNING AND PROPOSAL WRITING WORKSHOPS EVALUATION  
REPORT REGION 4

. examples used helped us to better understand the notions  
. this training was very useful for me  
. some concepts were clarified  
. teaching way, explanations, clarifications  
. useful information about the budget  
. how to elaborate the budget  
. I liked the budget presentation very much  
. information about evaluation  
. discussions  
. budget section  
. Beck's presentation and Alina's translation  
. theoretical presentation and practical examples  
. topics, methods used, open discussions  
. theoretical problems were explained and detailed very well  
. practical examples  
. exercises  
. the presentation of different project summaries was a very good  
. example that might help us to write a successful summary in  
. the future  
. we are happy because you appreciated our summaries and that  
. makes us confident in the possibility of getting some funds from  
. World Learning  
. writing of project summaries  
. feed-back process  
. collaboration among different NGOs  
. methods used, very good practical examples  
. accommodation, meal  
. Tom's participation at the seminar increased our confidence  
. practical examples will help us to plan a project and to write a  
. proposal that might be funded  
. I have some knowledge about this topic but I am sure  
. this seminar will help me to structure and organize it  
. information sharing process

PROJECT PLANNING AND PROPOSAL WRITING WORKSHOPS EVALUATION  
REPORT REGION 4

*What changes do you recommend*

- more time for clarification of litigious problems
- more time for discussions
- to insist on practical way for planning a project which might become a guide for us
- more tolerance
- to work in small groups during the breaks
- more practical exercises
- more discussions
- the participants should have more initiative
- some thorough social problems specific to our society should be discussed
- I would like to see these projects achievable
- It would have been better if we could arrange the room differently
- it should not exist contradictions among different organizations
- all the participants are welcome, but I think
- you should check Pro Europa League because its president Smaranda Enache has political character. Everything was fine and very useful except this little inconvenient.
- more concrete examples
- more group activities
- by the end of the seminar we should leave with a project model
- the rhythm of the training was too slow, we became bored,
- nobody kept an entertaining atmosphere
- the schedule needs to followed
- no comments
- hot coffee
- the participants should be asked to be punctual
- the exercises should be explained more thoroughly
- the presentation was not quick enough and the problems were not so clear
- more group activities
- the theory should be more consistent
- By the end of the training some diplomas in both languages English and Romanian should be provided to the participants needed in their relationships with authorities and some institutions

PROJECT PLANNING AND PROPOSAL WRITING WORKSHOPS EVALUATION  
REPORT REGION 4

- . work groups need to be smaller so that each participant can express his point of view
- . additional time need to be allocated to detail budget section that is very important
- . more time for the budget
- . we need some certificates
- . we need to use the time in an efficient way
- . I would like to have more summaries of some approved projects (like Sokoto summary) especially from environmental area
- . we need some sleep in the afternoon
- . the atmosphere needs to be improved
- . the ventilation in the training room
- . no improvements

*I learned three important things from this workshop*

Participant 1:

- how to start something
- how to continue a proposed project
- how to close a project

Participant 2:

- how to listen to, think about and analyze useful things
- how to collaborate and work together

Participant 3:

- how to plan a project
- criteria for selecting a project
- how to evaluate a project and how to get funds

Participant 4:

- team work
- project implementation
- how to market our proposal in order to be successful

Participant 5:

- definition of the project
- how to elaborate a budget
- how to submit a project for funding -

Participant 6:

- why we need a right presentation of the project

PROJECT PLANNING AND PROPOSAL WRITING WORKSHOPS EVALUATION  
REPORTS REGION 4

Participant 7:

- how to plan a project
- how to write a proposal
- I can write a proposal

Participant 8:

- how to elaborate the budget
- how to plan a project and how to submit a proposal writing

Participant 9:

- to plan a project is very important
- it is very important to believe in what you are doing
- if you have an insucces you do not have to give up

Participant 10:

- how to plan a project
- how to realize project evaluation
- how to present my project to the funder

Participant 11:

- it is very important to plan a project
- the summary of the project is very important
- problem statement is very important

Participant 12:

- to present the summary of the project
- I got information about some funding sources

Participant 13:

- how to design a project
- the presentations need to be short and concise

Participant 14:

- how to plan a project
- how to design a project
- funding sources

Participant 15:

- where I can get potential donors
- how to design a project
- how to write a proposal that merits to be funded



PROJECT PLANNING AND PROPOSAL WRITING WORKSHOPS EVALUATION  
REPORT REGION 4

Participant 16

how a project can meet funder's criteria  
how to present your organization  
how to present the project to the funder

Participant 17:

how to plan a project  
how to present the project to the funder  
how to develop a project

Participant 18:

how to design a project  
I improved my knowledge in this area

Participant 19:

the information needed to write a proposal  
when you present your proposal you need to be diplomatic

Participant 20

to be confident in myself  
to be confident in my organization



Fund of the United States and the Netherlands Helsinki Committee, APADOR has become uniquely positioned to work towards the organizational mission. The expertise and credibility of the members and staff has allowed the organization to achieve a high level of legitimacy with public authorities and institutions such as Parliament, the General Prosecutor's Office and the General Department of Penitentiaries. APADOR has become the first resort of alleged victims of human rights abuses.

APADOR actively collaborates with other NGOs such as Liga Pro Europa, CENTRAS, etc. and is turned to by members of the NGO community for advocacy in support of associative rights. In this capacity staff of APADOR have played a lead role in drafting the amendment to the Law on Associations and Foundations (21/1924) which is now before Parliament. APADOR is a key player in negotiations with the Government to resolve differences between this proposed amendment and the Government's proposed new legislation for governing NGO operations.

As is the case with most Romanian NGOs, APADOR is not sustainable through domestic resources. The organization has relied heavily on the support of the German Marshall fund of the United States in order to support its extensive activities. This proposal to the Democracy Network Program represents the group's first significant efforts at diversifying its funding base and provides a bridge grant to the NGO for a year as they strategize for financial sustainability more reliant on domestic resources. This proposed DNP grant would represent approximately 33% of the organization's \$150,000 operating budget for their fiscal year beginning July, 1996. This would allow APADOR-CH to remain an active, vital voice on behalf of human rights throughout Romania as it looks to the future and adapts.

With the DNP funds APADOR will be able to continue providing existing services. They will assess the human rights impact of all draft laws presented before Parliament. They will be able to investigate and report on the fifteen anticipated cases of police abuse which will occur this year. They will complete an investigative report on conditions in Romanian prisons. Their Centre for Human Rights, will continue to issue the Human Rights Quarterly. In the realm of advocacy and external relations, APADOR is seeking in this coming year to:

- Restore cooperative relations with the General Inspectorate of Police;
- Conduct an information campaign with the General Prosecutor's Office;
- Establish informational contact with judges and lawyers to instruct them in international standards of human rights;
- Promote public awareness of the importance of the defence of human rights.

These activities will be conducted by APADOR's team of staff and volunteers, under the leadership of Gabriel Andreescu and Renate Weber, two leading experts.

**Project Budget:**

(See attached detail).

**Funding Conditionalities:**

Because the survival of this unique activity is so dependent on external resources, the grant agreement will include special requirements for the development of a

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plan and mechanisms for the achievement of greater financial independence. An organizational assessment conducted by World Learning assessor's has also determined that particular development priorities for the organization lie in the area of management systems and financial management. Therefore, the grant agreement will be drafted in order to facilitate organizational development in these areas. World Learning would also require an external audit, the hiring a full time financial manager/accountant and the identification of a single manager responsible for advocacy and external relations strategy. Furthermore, to ensure that this grant is seen as a bridge to financial sustainability, the grant agreement will clearly note that no subsequent proposal for operating funds shall be entertained. Any future activity proposed by APADOR may only be for direct policy-oriented activities.

APADOR has been evaluated by a team of World Learning Institutional Assessors using World Learning's Institutional Assessment Instrument. The organization received an overall rating of 2 (i.e., a "developing organization"), the second of four ascending stages indicating the level of institutional development. In order to become a more sustainable organization, the assessment team recommended:

- the assigning of oversight responsibilities to individual board members;
- the development of documented management processes and procedures;
- the expansion of the membership/volunteer base;
- the diversification of financial resources and professional financial oversight;
- the implementation of an impact assessment for programs; and,
- the improved use of indigenous resources.

These recommendations for organizational development would be noted in the grant agreement and the submission to the DNP of a plan for addressing these needs made a condition for the receipt of funds should the grant be approved.

#### **Impact on the achievement of Mission Strategic Objectives:**

*SO 2.1 Increased, better informed citizen participation in political and economic decision making through pluralistic mechanisms.*

The activities provided for under this grant fully represent and ensure the existence of basic freedoms to guarantee active, pluralist participation in decision making activity. The proposed funding also works towards the achievement of several intermediate results (IRs). The conditionalities of the grant agreement will lead to *IR 2.2: Improved capacity of groups with policy concerns*. The organizational development impact of the terms of the grant agreement will be seen through comparative institutional assessment ratings. Achievement towards *IR 1.1.1: Better sources of information available to be used in decision making* is inherent in many of APADOR's ongoing activity. Another focus of APADOR's regular and continuing activity is action to support the achievement of *IR 1.1.2 Legal/Regulatory/Policy Framework enabling citizen participation is in place*. This is also true of APADOR's commitment to ensuring that the rights of political, religious and economic minorities are not overlooked.

*SO 2.3 More effective, Responsive and Accountable Local Government.*

APADOR, in actively engaging and advocating in front of local authorities, works to ensure the accomplishment of this SO, especially with regard to *IR 1.1.2.1 Increased local government understanding of citizen participation*.



## Project Budget:

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<b>Costs Covered by DNP</b>	
IBM-Compatible 586 Computer	\$1356.00
HP 600 Printer	\$353.00
Internal Fax/Modem	\$59.00
Diskettes	\$30.00
	<b>DNP Costs</b>
	\$1798.00
<b>Costs Covered by ASIC</b>	
Ink Cartridges	\$42.00
Training	\$162.00
	<b>ASIC Costs</b>
	\$204.00
	<b>Total Project Cost</b>
	\$2002.00

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## Funding Conditionalities:

The grant agreement will include special provisions to develop the management capacities of the organization which will be useful beyond the term of the grant. A VAT rebate request will be required for all purchases of equipment and supplies. An annual organization report which outlines the budget and program activities of ASIC must be produced in order to obtain title to the property at the end of the project period.

Technical Assistance provided by DNP staff has indicated that there is a particular need for the development of a strategic plan to develop the priorities of the organization as well as an annual workplan by which the action priorities may be identified with annual objectives laid out in order to objectively measure the achievements of the executive director. and and a of management systems and financial management. Therefore, the grant agreement will be drafted in order to facilitate organizational development in these areas.

ASIC is scheduled for an evaluation by a team of World Learning Institutional Assessors using World Learning's Institutional Assessment Instrument in September, 1996. However, they have already requested and received technical assistance from the DNP in board development and membership development. Several recommendations have been made on the basis of that TA:

- the development of board member oversight and support responsibilities;
- the prioritisation of a strategic objectives;
- the development of the membership base;
- the prioritisation of policy objectives
- the creation of a policy oriented activity plan.

These recommendations for organizational development would be noted in the grant agreement and the submission to the DNP of a plan for addressing these needs made a condition for the receipt of funds should the grant be approved.

**Impact on the achievement of Mission Strategic Objectives:**

*SO 1.3 Development and growth of private enterprises*

The focus of ASIC's activity is to promote, protect and defend private enterprise in the meat industry. This grant, in supporting the development of the institutional capacity of ASIC, clearly is an investment towards the achievement of this SO. The most important contribution towards achieving this objective will be the advocacy activity which the organization will undertake leading to *IR 2.1.1 Improved policy/legal/regulatory framework supporting private enterprise development in place*. With the equipment purchased under the terms of this grant, ASIC is committed to working towards *IR 2.1 Reduced state control of industrial and agricultural assets and services and selected infrastructure*. This is clearly in the best interests of the members and is one of the primary purposes behind the formation of the association. As an institutional development grant for an association of private entrepreneurs, funds provided inherently contribute to *IR 4.1.1 Strengthened business support service organizations*

*SO 2.1 Increased, better informed citizen participation in political and economic decision making through pluralistic mechanisms.*

The activities provided for under this grant contribute to the ability of private entrepreneurs to play a more active role in policy formation thereby contributing to the achievement of this strategic objective. The proposed funding also works towards the achievement of several intermediate results. The conditionalities of the grant agreement as well as the specific nature of the grant (funds for office equipment) will lead to *IR 2.2: Improved capacity of groups with policy concerns*. With the equipment they will be in a better position to more efficiently and more broadly serve the interests of the membership. The organizational development impact to be achieved through the terms of the grant agreement will be measured through comparative institutional assessment ratings. Achievement towards *IR 1.1.1: Better sources of information available to be used in decision making* will be produced by the equipment provided for under this grant.





## Project Budget:

### **Costs Covered by DNP**

IBM-Compatible Pentium Computer	\$1500.00
28.8bps Modem	\$200.00
fax machine	\$470.00
photocopier and initial consumables	\$4185.00
Binding machine and consumables	\$635.00
File cabinet	\$115.00
5 Desks	\$750.00
5 Office Chairs	\$150.00

**DNP Costs**      \$8005.00

### **Costs Covered by FOA**

IBM-Compatible Pentium Computer	\$1500.00
Laser Printer	\$650.00

**FOA Costs**      \$2150.00

**Total Project Cost**      \$10155.00

## Funding Conditionalities:

The grant agreement will include special provisions to develop the management capacities of the organization which will be useful beyond the term of the grant. A VAT rebate request will be required for all purchases of equipment and supplies. An annual organization report which outlines the budget and program activities of ASIC must be produced in order to obtain title to the property at the end of the project period. Advocacy materials developed with the equipment must be submitted to the DNP for the purpose of sharing such materials with other business associations.

Technical Assistance provided by DNP staff has indicated that there is a particular need for the development of a strategic plan to develop the priorities of the organization as well as an annual workplan by which the action priorities may be identified with annual objectives laid out in order to objectively measure the achievements of the executive director. and and a of management systems and financial management. Therefore, the grant agreement will be drafted in order to facilitate organizational development in these areas.

FOA has been evaluated using World Learning's Institutional Assessment Instrument. The organization received an overall rating of 3 (i.e., an "expanding organization"), the third of four ascending stages indicating the level of institutional development. In order to continue development towards a more sustainable organization, however, the assessment team recommended:

- the clarification of short and long term strategies;
- the refining of the organizational mission;
- the development of management information systems
- the development of an orgchart reflecting strategic objectives and ongoing organizational activities; and,
- the definition of impact assessment indicators for the service delivery and external relations activities.

These recommendations for organizational development would be noted in the grant agreement and the submission to the DNP of a plan for addressing these needs made a condition for the receipt of funds should the grant be approved.

**Impact on the achievement of Mission Strategic Objectives:**

*SO 1.3 Development and growth of private enterprises*

FOA has been formed to promote the development of private enterprise in the judet of Constanța. This grant, in improving the institutional capacity of FOA, clearly makes a contribution towards the achievement of the SO. The advocacy activity which the organization will undertake using the equipment and supplies obtained under this grant will lead to *IR 2.1.1 Improved policy/legal/regulatory framework supporting private enterprise development in place*. As an institutional development grant for an association of private entrepreneurs, funds provided inherently contribute to *IR 4.1.1 Strengthened business support service organizations*, an achievement measurable by the capacity rating for their service delivery function.

*SO 2.1 Increased, better informed citizen participation in political and economic decision making through pluralistic mechanisms.*

The activities provided for under this grant contribute to the ability of private businesses in Constanța Judet to participate in a dialogue with local authorities towards policy formation. The conditionalities of the grant agreement as well as the specific nature of the grant (funds for office equipment) will lead to *IR 2.2: Improved capacity of groups with policy concerns*. With the equipment they will be in a better position to more efficiently and more broadly serve the interests of the membership. The organizational development impact to be achieved through the terms of the grant agreement will be measured through comparative (baseline and end of project) institutional assessment ratings. Achievement towards *IR 1.1.1: Better sources of information available to be used in decision making* will be produced by the equipment provided for under this grant.

**Organization:** Clubul "Piatra Altarului": Asociația pentru Protection Peșterilor și a Zonelor Carstice din România

<b>Sector:</b>	Environment	<b>Misson SOs:</b>	2.1 (Citizen Participation)
<b>Location:</b>	Cluj		2.3 (Local Government)
<b>Type:</b>	Program Activity Grant		1.3 (Private Enterprise)
<b>Amount:</b>	\$8500		

**Policy impact sought through grant:**

*To motivate public, legislative and administrative support for and thereby better ensure the passage of a Law for Protected Areas.*

**Policy Issue:**

Romania has many rare ecosystems having inherent scientific value which are vital to a deeper and broader understanding of geology and biology not just in Romania, but throughout Europe and the world. Moreover, these assets often could have ancillary commercial value if there were greater public awareness of their existence and of the need to both protect and promote them as part of the national natural patrimony. This lack of awareness, both among the general public and among the public authorities responsible for the management or exploitation of these resources, threatens their very existence. There is, therefore, a great need to increase existing knowledge and understanding of these assets in order to assure public policies which will guarantee their continued existence for future scientific exploration, public appreciation and, where appropriate, low-impact commercial exploitation.

There currently exist administratively-recognized Protected Areas in Romania and many of these unique places are designated as such. However, these are established only at the judet level and there is no legal standard which recognizes them and defines the meaning of the term "protected area" or the conditions under which they exist. ***A Law for Protected Areas to complement the Law for Environmental Protection passed by Parliament this year would establish a national standard and procedure for the creation of a protected area and would set up uniform regulations for their use and exploitation.*** Penalties for illegally violating a protected area would also be created.

**NGO Policy Role:**

Among the natural resource areas deserving of public policies encouraging their protection and low-impact exploitation is a rich and diverse inventory of caves, often hosting species of rare flora and fauna or unique geology. One of the most spectacular of these is "Piatra Altarului". Discovered only in 1984, the cave is 3,200 meters long and is in pristine condition having been protected since its discovery. At the forefront of the successful efforts to assure the protection of "Piatra Altarului" has been Clubul "Piatra Altarului" (CPA). Formed by concerned individuals before the revolution to have a direct, positive and lasting impact on policies affecting affect the protection of that particular cave, they have worked to raise levels of public awareness and the understanding of the value of the cave on the part of public officials. CPA and a partner NGO (Grupul pentru Exploratori Subacvatice si Speologice - GESS) successfully intervened at the national policy level (through the Office of the Prime Minister) to limit an incursion of mining interests in the area of the cave. With funding from Shell - Romania, the organization developed an exhibit to promote an awareness of the national patrimony.

The mission of Clubul "Piatra Altarului" has evolved beyond the specific objective of protecting one cave. The 31 members have developed ***a program based on direct***

*intervention for the protecting endangered natural monuments, developing a legislative, regulatory and policy protection for caves and karstic areas* and providing environmental education. They are at the forefront of activity to protect caves and karst areas throughout Romania.

**Proposed Project:**

In order to motivate public support for and better ensure the passage of a Law for Protected Areas, CPA has requested support from the DNP (as part of a consortium of funders) to assist in the publishing of an illustrated environmental education book containing 60 pages of images and 21 pages of supporting text which highlights the geological importance of caves and karstic areas and argues the importance of protecting the national natural patrimony. This book is a critical educational component of a broad advocacy campaign on behalf of the desired legislation to preserve these areas for future generations. This campaign is based on the experience of American Speleological Society in successfully protecting Lechuguilla Cave in New Mexico in advocating the passage of a special federal law for its protection.

Using the photographic portfolio and explanatory materials CPA developed in its campaign to win protected status for the "Piatra Altarului" cave, the organization will:

- inform the public at large of the inherent scientific and patrimonial value of karstic areas;
- educate local communities and officials in karstic areas in order to protect the caves and their geological formations;
- lobby Parliament for the passage of a Law of Protected Areas and to add important caves and geological formations on the list of Protected Areas from Romania;
- provide information on the problems of the geological protection to the media (press, radio, TV).

The project will be overseen by two internationally recognized specialists in speleological protection as well as in the creation of promotional and scientific materials related to caves and cave protection.

**Project Budget:**

Costs:

Material Development	7,000
Printing Costs (4,000 Copies)	19,000
Shipping and Transportation	900
Launch and Distribution	<u>250</u>
Total Costs:	\$27,150

Funding Sources:

AIDROM	11,000
In-Kind (CPA, GESS and Members)	7,650
DNP	<u>8,500</u>
Total Funding:	\$27,150

**Funding Conditionalities:**

In order to obtain their funding (upon final approval by the Democracy Commission) Clubul "Piatra Altarului" must agree to produce the material in its final form within six months and, also within that time frame, submit a thorough advocacy campaign plan on behalf of a Law for Protected Areas which addresses strategies and tactics, identifies collaborating partners among other NGOs, government and business and submit that plan

to the DNP for review and the provision of technical assistance. Furthermore, the NGO must develop a plan to address organizational development needs as determined by the outcome of an Institutional Assessment Instrument.

CPA has been evaluated by a team of World Learning Institutional Assessors using World Learning's Institutional Assessment Instrument. The organization received an overall rating of 2 (i.e., a "developing organization", the second of four ascending stages indicating the level of institutional development). In order to become a more sustainable organization, the assessment team recommended:

- the development of an independent board;
- the purchase of a computer for program management;
- the expansion of the volunteer base;
- the diversification of financial resources;
- the greater involvement of their defined community in programs; and,
- the improvement of contacts with the private sector.

These recommendations for organizational development would be noted in the grant agreement and the submission to the DNP of a plan for addressing these needs made a condition for the receipt of funds should the grant be approved.

### **Impact on the achievement of Mission Strategic Objectives:**

*SO 2.1 Increased, better informed citizen participation in political and economic decision making through pluralistic mechanisms.*

The activities provided for under this grant lead directly towards the promotion of public participation in policy activity. Specifically, the proposed funding works towards the achievement of several intermediate results (IRs). *IR 2: Strengthened advocacy activity by groups with policy formulation and/or implementation concerns* will be demonstrated by the successful production of the environmental education tool for use in a broader advocacy campaign and would be reflected in an improved assessment of organizational capacity in external relations. Achievement towards *IR 1.1.1: Better sources of information available to be used in decision making* is inherent in the activity. By producing its own informational material, CPA is able to provide decision makers with a perspective not heretofore available, that of a group of organized, concerned citizens. Moreover, the conditionalities of the grant agreement will lead to *IR 2.2: Improved capacity of groups with policy concerns*, an impact which can be measured through an institutional assessment rating.

*SO 2.3 More effective, responsive and accountable local government.*

Without a dialogue it is impossible for local government to be more responsive to the needs of the public it serves. The project proposed by CPA represents the beginning of a dialogue between the local and national authorities over the importance of a law for protected areas. It will clearly contribute to *IR 1.1.2.1: Increased local government understanding of citizen participation* as the local authorities also begin to participate in this dialogue in response to the NGO initiative.

*SO 1.3 Development and growth of private enterprises.*

Although the success of the funded activity would not contribute to institutional changes in private sector conditions, it would contribute to opportunities for the creation of business. Protected areas such as national parks and national wilderness areas in the United States have had a positive impact on the for-profit tourism sector. Success in raising public awareness and in raising the awareness of authorities of the need for a law on protected areas will help ensure that these types of business opportunities will exist in Romania far into the future.

**Organization:** Tineretul Ecologist din România (TER)

<b>Sector:</b>	Environment	<b>Mission SOs:</b> 2.1 (Citizen Participation)
<b>Location:</b>	Bușteni	2.3 (Local Government)
<b>Type:</b>	Program Activity Grant	1.3 (Private Enterprise)
<b>Amount:</b>	\$11,300	

**Policy impact sought through grant:**

*To motivate public, legislative and administrative support for the transformation of Ministerial Order OMM 7/1990 into legal protection of Bucegi National Park.*

**Policy Issue:**

The Bucegi Mountains National Park was created through Ministerial Order OMM 7/1990. The Ministerial Order, however, does not have the force of Law and does not contain provisions governing the use of Bucegi Park or any of the other 12 national parks created thereby. This fact has led to a high level of indifference among public authorities charged with the protection of the parks and even among the citizens who benefit from their existence. At Bucegi Park, this condition threatens the future of one of the most valuable sections of the Carpathian Mountains.

The Bucegi Mountains are the most heavily visited in Romania owing to their proximity to Bucharest. More than 200,000 visitors arrive annually in Busteni, the gateway to the area. It is an important tourist destination and most visitors take advantage of more than the scenery from their hotel windows and the mountains are intensively used for recreation. Trails and footpaths crisscross the range and without a law to enforce the protected status of the mountains under the Ministerial Order, there has been considerable unrestricted laissez-faire development. Without proper park management, the entire area is subjected to a high degree of environmental exploitation and degradation. Trees and bushes are chopped down by tourists and shepherds; graffiti covers rocks and boulders; the mountains are gradually becoming surrounded by hills of garbage.

The spoiling of the Bucegi mountains is not only unsightly but has a negative impact on the entire ecosystem, as well. The cutting of juniper cover for fires and the uncontrolled spread of pathways leads directly to an adverse impact on the rate of erosion and corresponds to agricultural problems, flooding, etc., at lower elevations. Tons of garbage and human waste lead to public health issues. Furthermore, these types of problems in a popular tourist area are cumulative. Without proper education of citizens, the problems grow worse. The economic advantages which might fall to the local communities of the Bucegi in the form of tourist services will soon diminish to nothing as tourists head to find other, less spoiled and more attractive destinations. Without proper stewardship a region rich with potential will become valueless.

There is, therefore, a great need to increase existing knowledge and and promote a broader understanding of the importance of the park for the future enjoyment of generations to come. The relative proximity and density of use make it an ideal place to focus on the promotion *of a law for national parks* which will assure policies for its continued existence.

### NGO Policy Role:

TER is among the leading environmental NGOs in Romania. Their mission is to raise public awareness of environmental issues and they have been extremely active in working toward that mission. Since the organization was founded in 1990 they have had a key role in the development of vehicles for public participation in the environmental sector. With their environmental magazine, TERRA XXI, the NGO reaches a national audience to whom they address the concerns of the group while expanding levels of awareness and environmental education.

### Proposed Project:

Since 1993 TER has been working towards long-term environmental objectives regarding the Bucegi Mountains. This proposal to the DNP would complete a consortium of implementing partners and donors for the creation of the Romanian Environmental Center in Busteni. This center will provide a locus for a wide range of activities, all of which will develop national capacities in environmental education, and enhance the awareness of the public, the Busteni community and tourists of the need to preserve and protect the natural beauty and resources of the Bucegi Mountains. The Center and its activities will serve as a wellspring of environmental concern and environmental protection activity while helping to define the public debate on environmental priorities for the Bucegi region.

The project proposed by TER requests funds from the DNP to complete the process of setting up in a purpose built structure on land provided by the local government of Busteni for the Center. There, 300 meters from the telecabina where most tourists enter the network of trails and paths of the park, TER will undertake the development of a wide range of activities, including training and environmental education for community schools, training of volunteer rangers for Bucegi National Park, developing and conducting information activities, and function in the capacity of an "interpretation and guide center" for the national park.

TER's expertise in these areas is recognized throughout the environmental community of Romania. The proposed staff for the Center have already been trained through their experience in environmental education projects undertaken by TER in collaboration with such donors as EC-PHARE, the Regional Environmental Center and USAID. Additionally, TER has obtained the support of a wide range of Romanian and international partners in this activity which will all play active roles in the success of the Busteni Center.

#### International:

- Solon Foundation, Switzerland - provided initial construction costs and a temporary structure
- British Trust for Conservation Volunteers, UK - has given fundraising support and will train the Center's staff in volunteer management
- Field Studies Council, UK - will provide technical assistance in interpretation center management.

#### Romanian

- Busteni Town Council - donated a 50 year lease for the land
- Prahova Education Authorities - will bring students to the Center on field trips
- RTV - will cover environmental children's programs.
- Environmental Protection Agency - will use the Center for local programmes

### Project Budget:

The funds TER is requesting from the DNP make up only about one third of the cost of the activity through the first year. The \$11,300 requested from the DNP (out of the total budgeted cost of \$34,800) represents basic costs for completing and staffing the building which has already been started.

<b>Solon Foundation</b>	Building Construction		\$17,000.00	
<b>Democracy Network</b>	Completion of Construction	\$5,250.00		
	Center Staff - 3@100 per month	\$3,600.00		
	Furnishings - Conference table, 2 desks, 3 cabinets, bookshelf, brochure rack, 30 chairs	\$2,200.00		
	Telephone Installation	\$250.00		
			\$11,300.00	
<b>TER - In Kind</b>	Building Design	\$800.00		
Phase one: Preparation	Equipment - Overhead, screen, TV, Video, Computer, printer	\$3,200.00		
	Project Coordinator -\$100 per month x 12 mos	\$1,200.00		
	Transport and Communication	\$700.00		
			\$5,900.00	
				\$34,200.00

### Funding Conditionalities:

In order to obtain their funding (upon final approval by the Democracy Commission) TER must agree within six months to submit a thorough **advocacy campaign plan on behalf of a Law for National Parks** which addresses strategies and tactics, identifies collaborating partners among other NGOs, government and business and submit that plan to the DNP for review and the provision of technical assistance. Furthermore, the NGO must develop a plan to address organizational development needs as determined by the outcome of an Institutional Assessment which will be conducted prior to the receipt of funds.

TER must also agree to submit to the DNP copies of any materials, guidebooks, pamphlets, informational brochures, etc. which are created by the Center and agree further to distributing such materials to other relevant NGOs.

### Impact on the achievement of Mission Strategic Objectives:

*SO 2.1 Increased, better informed citizen participation in political and economic decision making through pluralistic mechanisms.*

The activities provided for under this grant promote public participation in policy activity by increasing public awareness of environmental degradation in the Bucegi Mountains. The proposed funding works towards the achievement of several intermediate results (IRs). *IR 2: Strengthened advocacy activity by groups with policy formulation and/or implementation concerns* will be



demonstrated by the completion of the Center and the activities conducted there. The conditionalities of the grant agreement (with the relationship to the institutional assessment) will lead to *IR 2.2: Improved capacity of groups with policy concerns*, an impact which will be measured through an institutional assessment rating.

*SO 2.3 More effective, responsive and accountable local government.*

This project is a model of responsive local government. The value of the contribution of the Busteni Town Council is significant and represents an example of public - private partnership which should be replicated. It will clearly contribute to *IR 1.1.2.1: Increased local government understanding of citizen participation*.

*SO 1.3 Development and growth of private enterprises.*

Care, consideration and low impact exploitation of national parks have a positive impact on the for-profit tourism sector. Successful efforts in raising public awareness about the value of protecting the environment also leads for an increased demand for this type of tourism opportunity. Clearly, if TER's Environmental Center in Busteni is successful, there will be continued growth and development of the service industry serving the Bucegi mountains. On the contrary, if there is no effort made to raise public awareness of the issues facing Bucegi National Park, the degradation of the ecosystem there will lead to a long term reduction of opportunities for private enterprise development.

**Organization:** Fundația Centru pentru Dezvoltarea Intreprinderilor Mici si Mijlocii, Argeș (CDIMM - Argeș)

**Sector:** Economic Restructuring    **Mission SOs:** 1.3 (Private Enterprise)  
**Location:** Pitești    2.1 (Public Participation)  
**Type:** Program Activity Grant  
**Amount:** \$6,600

**Policy impact sought through grant:**

To promote policies at the local level which are supportive of the development of a free market economy and which support the establishment and expansion of private enterprise in Argeș County.

**Policy Issues:**

The development of the private business community at a local level is greatly hindered due to a lack of attention from local public authorities; the absence of informational resources; and, educational and conceptual deficiencies. Specific policy concerns of businessmen and women and the institutions which serve them are the role of government in the production sector of the economy, taxation, incentives, subsidies and a host of other issues. The ability to address these concerns is hindered by a lack of informational resources.

**NGO Policy Role:**

The purpose of the Fundația Centru pentru Dezvoltarea Intreprinderilor Mici si Mijlocii, Argeș is to support the development of the business community of Argeș Judet. Part of a network of foundations with business development centers established as non-profit, non-governmental organizations with funding from the EC-PHARE, CDIMM is the activity arm of the foundation serving existing and potential entrepreneurs in Argeș county. The foundation and the center exist to serve the needs of the local business community. Among those needs is the absence of attention paid to policies which inhibit the growth of the private sector. CDIMM - Argeș, therefore, is directly and immediately concerned about seeing that policies are in place to promote and encourage the development of medium and small scale enterprises in that county.

**Proposed Project:**

CDIMM - Argeș is asking for \$6,590 from the DNP to develop and establish a self-sustaining newsletter to serve the needs and interests of the community of small and medium sized enterprises in Argeș County. Their vision for this newsletter is that it will be a tool for providing knowledge and information related to business management, business opportunities and serve as a vehicle for identifying and expressing the priority issues of entrepreneurs of the area.

The Newsletter will consist of three sections: Statistics and Information, Business Concepts and a Business Roundtable. In this last section, policy questions and concerns will be raised and a forum for public debate of policy issues will be established. The first stage of the year-long project will be used for preparation: identification of appropriate staff, purchase of equipment, and the identification of resources. The second stage will see the development of the newsletter based on the needs as expressed by the potential customer base. The layout will be established and two trial issues will be published. The third and final stage of the

DNP funded activity will be the regular publication of the monthly newsletter, the establishment of methodologies of sustainability for the activity such as sponsorship and advertising,

**Project Budget:**

<b>Costs Covered by DNP</b>			
Laser Printer	\$1500.00		
Pagemaker Software	\$200.00		
Research Resource Material - 20 Books @\$25	\$500.00		
Gross Editor's Salary (11 months)	\$2050.00		
Technical Assistance	\$500.00		
Consumable Supplies - Paper, printer toner, etc	\$500.00		
Postage and envelopes	\$440.00		
Printing/Copying	\$500.00		
Promotion	\$200.00		
Client Survey	\$200.00		
		<b>DNP Costs</b>	<b>\$6590.00</b>
<b>Costs Covered by CDIMM - Arges</b>			
HP 586/100mz Computer	\$1800.00		
		<b>CDIMM Costs</b>	<b>\$1800.00</b>
		<b>Total Project Cost</b>	<b>\$8390.00</b>

**Funding Conditionalities:**

The grant agreement will include special provisions to develop the management capacities of the organization which will be useful beyond the term of the grant. A VAT rebate request will be required for all purchases of equipment and supplies. An annual organization report which outlines the budget and program activities of CDIMM - Argeş must be produced in order to obtain title to the property at the end of the project period. All content material related to business policy must be copied to the DNP for the purpose of sharing such materials with other business associations.

CDIMM - Argeş will also, under the terms of the grant agreement, undergo an Institutional Assessment which will provide guidance for the organization in terms of its needs for organizational development. Noted in the grant agreement will be the submission to the DNP of a plan for addressing these needs should the grant be approved.

**Impact on the achievement of Mission Strategic Objectives:**

*SO 1.3 Development and growth of private enterprises*

CDIMM - Argeş has been formed to promote the development of private enterprise in Judetul Argeş. This grant, in providing a mechanism for the business community of that area to share knowledge and information important to the restructuring of the economy, will make a contribution towards the achievement of the SO. Without basic information about the policies which

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affect them most directly, businesses cannot advocate. The subsequent advocacy activity sparked by the information contained in the newsletter would lead to *IR 2.1.1 Improved policy/legal/regulatory framework supporting private enterprise development in place*. As a grant for a foundation dedicated to growth and development of private entrepreneurs, the funds and the conditionalities pertaining thereto inherently contribute to *IR 4.1.1 Strengthened business support service organizations*, an achievement measurable by the capacity rating achieved by CDIMM - Argeş for their service delivery function.

*SO 2.1 Increased, better informed citizen participation in political and economic decision making through pluralistic mechanisms.*

The purpose of the Newsletter is to provide information. The citizens are thereby better informed providing a contribution to the achievement of *IR 1.1.1: Better sources of information available to be used in decision making*. Providing CDIMM - Argeş with guidance and advice regarding their institutional needs will lead to *IR 2.2: Improved capacity of groups with policy concerns*. The organizational development impact to be achieved through the terms of the grant agreement will be measured through comparative (baseline and end of project) institutional assessment ratings.

**Organization:** Asociația Patronilor și Meseriașilor (APM) - Cluj

**Sector:** Economic Restructuring    **Mission SOs:** 1.3 (Private Enterprise)  
**Location:** Cluj    2.1 (Public Participation)  
**Type:** Institutional Development Grant  
**Amount:** \$7700

**Policy impact sought through grant:**

To motivate small businessmen and handicraftsmen to promote policies at the local level which are supportive of the development of a free market economy and which support the establishment and expansion of private enterprise in Cluj County.

**Policy Issues:**

The development of the private business community at a local level is greatly hindered due to a lack of attention from local public authorities; the absence of informational resources; and, educational and conceptual deficiencies. Specific policy concerns of businessmen and women and the institutions which serve them are the role of government in the production sector of the economy, taxation, incentives, subsidies and a host of other issues. The ability to address these concerns is hindered by a lack of informational resources.

**NGO Policy Role:**

The mission of the Asociația Patronilor și Meseriașilor - Cluj is to protect the economic, professional, legal and social rights of the 4000 members, all of whom are small entrepreneurs and artisans working in a wide variety of services and industries. In support of that mission, the association provides information to the members about the legal framework in which they operate, training to help them conform to that framework, economic and business consultancies and social assistance. The association has a network throughout the County, including activities in Dej, Turda, Cîmpia Turzii, Gherla and Huedin.

APM has actively worked to distribute information pertaining to the policy and legal framework in which small business operates. They have published a newsletter which addresses the issues in a

**Proposed Project:**

APM - Cluj is asking for \$7,700 from the DNP to provide informational services which meet the needs and interests of the community of small and medium sized enterprises in Cluj County and in order to promote collective action for an improved legal/regulatory/policy framework . To accomplish this they will reprint and distribute 1,000 copies of an updated and revised 4th edition of their publication "The Private Entrepreneur's Guidebook", a thorough review of the policies and laws which impact small businesses. They will also reestablish their newsletter, " Private Initiative" which will have an initial distribution of 5,000 copies.

APM has already had experience with the activities for which they are seeking DNP support. They have, however, not previously attempted to make these activities sustainable. With the seed money provided by this project, however, they intend to make the newsletter and the guide recovered-cost activities through sponsorship, subscription and advertising,

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In addition to the informational resources providing an opportunity for an improvement in the operating environment for small businesses in Cluj, APM sees the activities underwritten by this funding as enhancing the ability of the organization to continue to attract and maintain an active membership. The DNP sees this as an important step in establishing the credibility of the association as a collective voice in engaging policy making authorities and as an important step in creating a dialogue between the NGO and those authorities.

**Project Budget:**

<b>Costs Covered by DNP:</b>		
Photocopier	\$2170.00	
Typewriter	\$230.00	
IBM-PC Compatible 586 Computer	\$1027.00	
Laser Printer	\$725.00	
Telephone PBX System	\$950.00	
Printing and Distribution Costs of Newsletter: 8 issues x 5000 copies	\$2580.00	
		<b>DNP Costs: \$7682.00</b>
<b>Costs Covered by APM - Cluj</b>		
IBM-PC Compatible 586 Computer	\$1027.00	
Design and Production Salaries	\$480.00	
Printing and Distribution costs of "The Private Entrepreneur's Guidebook"	\$1065.00	
		<b>APM Costs: \$2572.00</b>
		<b>Total Project Cost: \$10254.00</b>

**Funding Conditionalities:**

The grant agreement will include special provisions to develop the management capacities of the organization which will be useful beyond the term of the grant. A VAT rebate request will be required for all purchases of equipment and supplies. An annual organization report which outlines the budget and program activities of APM - Cluj must be produced in order to obtain title to the property at the end of the project period. All content material related to business policy must be copied to the DNP for the purpose of sharing such materials with other business associations. The plan for sustainability of the information activity must be submitted and approved to the DNP before the payment of the final tranche of funds.

APM - Cluj will also, under the terms of the grant agreement, undergo an Institutional Assessment which will provide guidance for the organization in terms of its needs for organizational development. Noted in the grant agreement will be the submission to the DNP of a plan for addressing these needs should the grant be approved.

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## Impact on the achievement of Mission Strategic Objectives:

### *SO 1.3 Development and growth of private enterprises*

APM - Cluj has been formed to promote the interests of individuals taking the risk of private enterprise in Judetul Cluj. This grant, in providing a mechanism for the business community of that area to receive information highly relevant to their activities and operations, will make a positive contribution towards the achievement of the SO. Without basic information about the policies which affect them most directly, businesses cannot advocate through the association. The advocacy activity which will be undertaken by the association must be sparked by the information contained in the newsletter and by the dialogue ensuing therefrom. This would lead to *IR 2.1.1 Improved policy/legal/regulatory framework supporting private enterprise development in place*. As a grant to an association dedicated to the interests of private entrepreneurs, the funds and the conditionalities pertaining thereto inherently contribute to *IR 4.1.1 Strengthened business support service organizations*, an achievement measurable by the capacity rating achieved by APM - Cluj for their service delivery function.

### *SO 2.1 Increased, better informed citizen participation in political and economic decision making through pluralistic mechanisms.*

The purpose of both the ongoing Newsletter and the policy-oriented Guide is to provide information specific to the needs of the community served by the NGO. The activities to be undertaken with support from this grant will make a measurable contribution to the achievement of *IR 1.1.1: Better sources of information available to be used in decision making*. Providing APM - Cluj with guidance and advice regarding their institutional needs through will lead to *IR 2.2: Improved capacity of groups with policy concerns*. The organizational development impact to be achieved through the terms of the grant agreement will be measured through comparative (baseline and end of project) institutional assessment ratings.

World Learning  
Democracy Network Program

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DRAFT 22 July 96

Financial Management and Compliance  
Manual for Non-governmental Organizations

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Financial Management and Compliance Manual for Non-Govt. Orgs.*

**A1. Legal Entity- Registering your NGO and Law Number 21 of  
1924**

Although some parts of it are no longer applicable nor practical as we approach the 21st century, Law number 21 adopted in the year 1924 established the rules and guidelines for a NGO to apply for legal status. The legal status is granted by way of a court decision issued by the county court (in Burcharest, the sector court) in which the NGO establishes its headquarters.

NGO's usually take the form of an association or a foundation. An association is formed by a minimum of 21 individuals with a common goal or purpose. For foundations the inception is characterized by the acquisition of a distinct asset (usually through the receipt of a donation of funds, a building, equipment, etc.) which forms the basis of a new legal entity. Some characteristics of associations and foundations follows:

*Associations:*

- must have a minimum of 21 registered members (all registered members are considered part of the "General Assembly" unless specifically mentioned otherwise in the statutes).
- may have a membership fee
- all members have a right to vote
- must have a Board of Directors and a Control Committee

*Foundations:*

- may or may not have members (the number of individuals/founders could be as few as one).
- usually established through the receipt of a donation which becomes the basis for a separate legal entity.
- must have a Board of Directors and a Control Committee.

In both associations and foundations the statutes (or "Charter") or the organization usually includes the following:

- the name of the organization
- the purpose of the organization (the goals and objectives)
- the address of the headquarters and any branches
- rules and conditions regarding membership including membership fees
- the structure and role of the Board of Directors and the Control Committee
- the frequency of usual meetings of the General Assembly
- the rules for voting, what constitutes a majority

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**Legal Entity-Registering your NGO and Law Number 21 of 1924-  
continued**

- the initial assets, their value, and description.
- if the life of the organization is for a fixed period then the period is stated

**Approval by the appropriate Ministry**

When a new NGO applies for legal status the Court forwards the application materials to the appropriate overseeing Ministry for approval prior to granting legal status to the NGO.

*For more information see the appendix section AP1 for selected sections from Law Number 21 of 1924.*

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**A2. Chart of Accounts**

An "account" is a category or title for organizing and recording transactions and accounting entries. Some examples of accounts would include "cash in bank", "office supplies", "social security tax", "repairs and maintenance" and "non-expendable equipment". The "chart of accounts" is the complete list of an organization's accounts. According to Romanian law, a company or organization must keep their accounting books according to a specific chart of accounts as issued by the Romanian government. Being that NGOs are considered "public organizations", NGOs are required to keep their books according to the specific chart of accounts applicable to public organisations. This chart of accounts and accompanying regulations were issued by the Ministry of Finance in 1985 (Ordinance no. 315/11.29.85) and became effective January 1, 1986.

The chart of accounts for public organizations contains 9 classes of accounts which are:

- 0 - Fixed assets
- 1 - Cash
- 2 - Settlement of accounts (Accounts receivable and accounts payable)
- 3 - Funds
- 4 - Expenditures
- 5 - Revenues
- 6 - Expendable supplies (materials)
- 7 - Funds (Funding and Loans)
- 9 - Auxiliary accounts

*See appendix section AP2 for an example of the legally required chart of accounts for public organizations.*

As an NGO you may receive funds from a number of donors with varying reporting requirements. It is possible that budgets drawn up for particular donor funded activities may require accounts which are not part of the Romanian legal chart of accounts. Unfortunately this situation could create the need for two separate charts of accounts (one for the Romanian government and one for reporting to donors). If this is the case it is possible that it will be necessary for the NGO to keep two separate sets of "books" or accounting records - one to satisfy government reporting requirements and one to satisfy donor reporting requirements.

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**A3. Annual Reporting to the Government**

NGOs are required to submit to the Government of Romania on an annual basis an **Annual Report** using the printed forms issued by the Ministry of Finance in 1995. (as required by Accounting Law nr. 82/1991 and H.G. nr. 704/1993). The Annual Report is as of December 31 and includes the following:

- 1) The Balance Sheet
- 2) Statement of Revenues and Expenditures
- 3) Statement of Expenditures (in detail) (*only needs to be completed by organizations which received funds from the Government or administer special stamp funds*)
- 4) Descriptive summary of activities and changes in financial position (not a pre-printed form)

*An additional report titled "Monthly Statement for Income Taxes of Tax Payers" (Form R-02 (02-95)) is also required if the NGO has for-profit activities.*

The printed forms to be used are printed by the Ministry of Finance and generally may be purchased from one (not all) of the following (in Bucharest it has not been consistent from one year to the next): The General Department of Public Finance and Finance Control, The Financial Administration, or City Hall.

The Annual Report must be signed by the Director of the organization and the Financial Manager. The signature of the Director is certified by applying the stamp of the organization.

The Report is submitted to The General Department of Public Finance and Financial Control in the county (or in Bucharest and Ilfov to the office of Financial Administration for the appropriate sector). If the NGO received funds from the Government of Romania it must have the Report certified (stamped) indicating review by the appropriate ministry, prior to submission to The General Department of Public Finance (or Financial Administration).

The deadline for submission of the report is 31 March.

Failure to submit the Annual Report on time is punishable by a fine of Lei 600,000 - Lei 2,000,000.

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**A 3. Annual Reporting to the Government- continued**

*Following are examples of the Annual Report statements including instructions for each statement.*

**1) Balance Sheet**

The Balance Sheet lists the balances in assets and liabilities of the organization at 31 December. When submitting the Balance Sheet the organization must include a copy of their Trial Balance at 31 December.

*line by line instructions:*

- code 302 : Land - enter the value of land when registered into the assets register (@ original cost).
- “ 303: Land improvements - the value of any improvements to the land at actual cost.
- 304: Fixed Assets - the value of equipment at cost.
- 305: Inventory objects - the value of all inventories including any “in process” (balance in account 602)
- 301: The sum of 302, 303, 304.
- 300: The sum of 301 and 305.
  
- 402: Cash in bank available for investments (account 115)
- 403: Cash in bank available for daily operations (account 117)
- 404: Cash in bank in foreign currency (converted to Lei at the rate existing at the National Bank of Romania at 31 December) (account 118)
- 405: Cash in bank from “special destination”, i.e. literary stamp, arts (acct 119)  
*(not applicable to most NGO's)*
  
- 401: Sum of 402 through 405
- 407: Petty cash on hand (acct 13)
- 408: Cash in checking (acct 150)
- 409: Misc cash / stamps / vouchers (acct 159)*(not applicable to most NGO's)*
- 406: Sum of 407 through 409
- 411: Advances / Miscellaneous receivables (acct 220)
- 412: Accounts receivable (acct 225)
- 413: Recoverable TVA
- 414: TVA paid prior to receipt of invoice (Accrued TVA)
- 410: Sum of 411 through 414

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**A 3. Annual Reporting to the Government- continued**

*Completing the Balance Sheet - Continued:*

- 415: Investment (construction, equipment) in progress (acct 415)
- 417: Medicines, medical inventory, sanitary supplies (acct 600.01)  
*(may not be applicable to most NGOs)*
- 418: Maintenance and office supplies (acct 600.02)
- 419: Food and Fodder (acct 600.03) *(usually not applicable to NGOs)*
- 420: "Materials for use" (acct. 600.04)
- 421: "Other materials" (acct 600.09)
- 422: "Materials and equipment for investments" (acct 600.15)
- 423: "Materials in process" (acct 601)
- 424: Cost for live stock (acct 610) *(usually not applicable to NGOs)*
- 425: Completed production in inventory (acct 620)
- 426: Merchandise in inventory (acct 630 minus acct 635)
- 416: sum of 417 through 426
- 400: sum of 401, 406, 410, 415, and 416
- 499: sum of 300 and 400
  
- 501: Fixed assets and land fund balance (acct 310)
- 502: Petty inventory fund balance (acct 311)
- 500: sum of 501 and 502
  
- 602: Revenues from donations, gifts (acct 517)
- 603: Previous income and other sources (acct 518)
- 601: sum of 602 and 603
- 605: Gross salaries payable (acct 230)
- 606: Gross salaries payable for construction in progress (acct 231)
- 607: Employee income taxes payable (acct 232)
- 608: TVA payable (acct 232.33)
- 609: Accrued TVA payable (Investment in progress) (acct 232.35)
- 610: Social security payable (acct 233)
- 611: Suppliers payable (acct 234)
- 612: Unemployment taxes payable (acct 235)
- 613: Accrued revenues for good advanced to re-sellers (acct 530)
- 614: Revenues receivable (acct 531)
- 615 through 621: Special destination and arts funds *(not applicable to NGOs)*
- 622: Loan balances at bank (acct 704)
- 699: Sum of 500 and 600

	A	B	C	D
1	<b>BALANCE SHEET @ 31 DECEMBER</b>			
2	01	3		
3			<b>BALANCE AT:</b>	
4	<b>THE TITLE OF THE</b>	<b>CODE</b>	<b>beginning of</b>	<b>end of the</b>
5	<b>A</b>	<b>B</b>	<b>1</b>	<b>2</b>
6	<b>ASSETS</b>			
	<b>A. FIXED ASSETS, LAND AND INVENTORY OBJECTS</b>			
7	(code 301+305)	300		
8	Fixed assets and land (account 01), from which :	301		
9	Land (account 011)	302		
10	Land improvements (account 012)	303		
11	Fixed assets (account 013)	304		
12	Inventory objects (account 602+603)	305		
	<b>B. CASH, SETTLEMENT OF ACCOUNTS</b>			
13	(code 401+406+410+415+416)	400		
14	Available cash (code 402 to 405)	401		
15	Cash in Bank - Investments (account 115)	402		
16	Cash in Bank - Operations (account 117)	403		
17	Cash in Bank - foreign currency (account 118)	404		
18	Available cash from the funds with special destination (account 119)	405		
19	Cash and other values (code 407 to 409)	406		
20	Petty Cash (account 13)	407		
21	Cash in checking (account 150)	408		
22	Other values (account 159)	409		
23	Settlement of accounts and debtors (code 411 to 414)	410		
24	Debtors (account 220)	411		



	A	B	C	D
2 5	Clients (account 225)	412		
2 6	Recoverable TVA (account 232.34)	413		
2 7	Accrued TVA (account 232.35)	414		
2 8	Investment (construction, equipment) in progress (account 415)	415		
2 9	Materials (code 417 to 426)	416		
3 0	Medication and sanitary materials (account 600.01)	417		
3 1	Maintenance and office supplies (account 600.02)	418		
3 2	Food and fodder (account 600.03)	419		
3 3	Materials for use (account 600.04)	420		
3 4	Other materials (account 600.09)	421		
3 5	Materials and equipment for investments (account 600.15)	422		
3 6	Materials in processing (account 601)	423		
3 7	Fattening the young live stock (account 610)	424		
3 8	Production in inventory (account 620)	425		
3 9	Merchandise in inventory (account 630 minus account 635)	426		
4 0	<b>TOTAL ASSETS</b> (code 300+400)	499		
4 1	<b>LIABILITIES</b>			
4 2	<b>A. FUNDS (code 501+502)</b>	500		
4 3	Fixed assets /land fund balance (account 310)	501		
4 4	Petty Inventory Fund balance (account 311)	502		
4 5	<b>B. INCOMES, SETTLEMENT OF ACCOUNTS AND OTHER SOURCES (code 601 +604)</b>	600		
4 6	Total Revenues (code 602+603)	601		
4 7	Public organization income (account 517)	602		
4 8	Previous income and other sources (account 518)	603		
4 9	Settlement of accounts, creditors and other sources (code 605 to 615+622)	604		

	A	B	C	D
5 0	Gross Salaries Payable (account 230)	605		
5 1	Accounts Payable (account 231)	606		
5 2	Employee Income Taxes Payable (account 232)	607		
5 3	TVA (account 232.33)	608		
5 4	Accrued VAT payable (Investment in Progress) (account 232.35)	609		
5 5	Social Security Payable (account 233)	610		
5 6	Suppliers payable (account 234)	611		
5 7	Unemployment taxes payable (account 235)	612		
5 8	Accrued Revenues for goods & advanced (account 530)	613		
5 9	Revenues receivable (account 531)	614		
6 0	Funds with special destination (account 337), from which:	615		
6 1	Special fund from the application of the literary stamp (account 337.40.01)	616		
6 2	Special fund from the application of the cinema stamp (account 337.40.02)	617		
6 3	Special fund from the application of the theatre stamp (account 337.40.03)	618		
6 4	Special fund from the application of the musical stamp (account 337.40.04)	619		
6 5	Special fund from the application of the folklore stamp (account 337.40.05)	620		
6 6	Special fund from the application of the fine arts stamp (account 337.40.06)	621		
6 7	Loans Balance at Bank (account 704)	622		

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**A 3. Annual Reporting to the Government- continued**

**2) Statement of Revenues and Expenditures (annex 13)**

The Statement of Revenues and Expenditures lists all incomes and expenditures for the twelve months of the calendar year (ending 31 December). The budget for the organization is listed in column number 1, the total revenue and expense in column number 2, and actual payments received or paid out in column number 3. Not-for-profit and for-profit activities are segregated by separate lines.

*notes regarding completion:*

- line # 2 - Revenues from membership fees and individuals (in cash or in-kind)
- " # 3 - Donations from humanitarian organizations, international organizations
- # 4 - Donations (sponsorships) from business
- # 5 - Interest Income
- # 6 - Dividend income from invested non-profit funds
- # 1 - Sum of lines # 2 through # 7
- # 8 - Insurance proceeds, compensation for damages
- # 9 - Currency gains
- # 7 - Sum of lines # 8 and # 9
- #10 - Funds from the government
- #12 - Interest income from for-profit funds
- #13 - Insurance proceeds, compensation for damages (relating to for-profit activities)
- #14 - Currency gains (from for-profit funds)
- #11 - Sum of lines # 12, # 13, # 14.
- #15 - Sum of lines # 1, # 10, #11

Expenditures:

- line # 17 - Interest expense
- # 18 - Insurance premiums paid, damages paid
- # 19 - Currency losses
- # 21 - Expenditures on program activities (for non-government funded activities)
- # 22 - Expenditures on program activities (for government funded activities)
- # 20 - Sum of lines # 21 + # 22
- # 16 - Sum of lines # 17, # 18, # 19, #20
- # 24 - Interest expense (related to for-profit activities)
- # 25 - Insurance premiums paid, damages paid (relating to for-profit activities)
- # 26 - Currency losses (relating to for-profit funds)

**STATEMENT OF REVENUE AND EXPENDITURES  
OF THE PUBLIC ORGANIZATION**

THE TITLE OF THE INDICATORS	NO. LINE	ANNUAL BUDGET	TOTAL REVENUES / EXPENSES (IN LEI)*	DISBURSEMENTS ACTUAL PAYMENTS MADE
A	B	1	2	3
<b>I. REVENUES</b>				
Revenues from non-profit activities (line 02 to 07) from which:	1			x
Revenues from membership fees and individuals (cash or in-kind)	2			x
Revenues from donations (from humanitarian organizations)	3			x
Revenues from sponsorships (from business)	4			x
Revenues from interest income deducted from the available funds obtained by non-profit activities	5			x
Revenues from dividends (only from invested non-profit funds)	6			x
Other revenues: 8+9	7			x
- insurance compensations;	8			x
- damages;	9			x
- currency gains	9			x
Funding from the government	10			x
For-profit activities revenues from which: 12+13+14.	11			x
- interests obtained from for-profit activities funds	12			x
- insurance compensation;	13			x
- damages;	13			x
- differences in currency;	14			x
<b>TOTAL (LINE 01+10+11)</b>	<b>15</b>			<b>X</b>
<b>II. EXPENDITURES</b>				
Expenditures regarding non-profit activities from which: 17+ 18 + 19 + 20	16			
- interest expense	17			
- first rates of insurance;	18			
- damages;	18			
- differences in currency;	19			
- profit expenditures from which: (line 21 + 22)	20			
- our program activities	21			
- funds from the government	22			

\* Revenues represent cash received and expenditures represent payments  
(funds paid out)

**STATEMENT OF REVENUE AND EXPENDITURES  
OF THE PUBLIC ORGANIZATION**

Expenditures related to for-profit activities:	23
- Interest expense	24
- Insurance premiums	
- damages	25
- currency losses;	26
- income taxes;	27
<b>TOTAL (line 16 + 23)</b>	<b>28</b>
<b>SURPLUS (line 15 - 28)</b>	<b>29</b>
<b>DEFICIT (line 28 - 15)</b>	<b>30</b>

\* Revenues represent cash received and expenditures represent payments (funds paid out)

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**A 3. Annual Reporting to the Government- continued**

*Completing the Statement of Revenues and Expenditures - Continued:*

- # 27 - Income taxes
- # 23 - Sum of lines # 24, # 25, # 26, # 27.
- # 28 - Sum of lines # 16 and # 23
- # 29 - Line # 15 minus # 28
- # 30 - Line # 28 minus # 15

**3) Detailed Report of Expenditures (Annex 14)**

This report is only required of organizations which have received funds from the government or by the unions and artists associations which administer special funds according to no. Law 35 / 1994. A copy of the form is included, however, the line-by-line instructions are not included in this manual.

## A DETAILED REPORT OF EXPENDITURES (Annex 14)

	02	2		Lei	
No. line	B	C	Annual budget	Payments	Total Expense (including prepaids/ accruals)
			1	2	3
1	EXPENDITURES (A+B)				
	<b>A. CURRENT EXPENDITURES</b> (line 03+11+43+45)				
2	<b>TITLE I. STAFF COSTS</b>				
3	(line 04+08+100)				
4	Salaries costs	10			
5	Salaries	10.01			
6	Salaries for partial time job, payments for overtime	10.02			
7	Other staff rights	10.03			
8	Contribution for social insurance	11			
9	Contributions for unemployment fund	12			
10	Travels, transfer	13			
11	<b>TITLE II. Materials and services expenditures</b> (line 12+19+22+25+33 to 38)				
12	Social rights	21			
13	Manuals and school supplies	21.01			
14	Transportation for pupils, students, assistants, sick people, cripples and their companions	21.02			
15	Facilities for pupils and students during the period of championships	21.03			
16	Facilities for blood donators	21.04			
17	Other rights settled by legal rules	21.05			
18	Treatment and recreation	21.06			
19	Food	22			
20	Food for people	22.01			
21	Food for animals	22.02			
22	Medication and sanitary materials	23			
23	Medicine	23.01			
24	Sanitary materials	23.02			
25	Maintenance and house expenditures	24			
26	Heating	24.01			
27	Electric power	24.02			
28	Water, sewerage, salubrity	24.03			
29	Mail, phone, radio, telex, TV	24.04			
30	Office supplies	24.05			

## A DETAILED REPORT OF EXPENDITURES (Annex 14)

31	Cleaning materials	24.06			
32	Other materials and services	24.07			
33	Practical materials and services	25			
34	Inventory objects of small value or short term utilization and equipment	26			
35	Current repairs	27			
36	Major overhaul	28			
37	Books and publications	29			
38	Other expenditures	30			
39	Qualification, perfecting and professional specialization of employees	30.01			
40	Protocol	30.02			
41	Labor protection	30.03			
42	Other legal expenditures	30.07			
43	<b>TITLE III. FUNDS</b>				
44	Funds	35			
45	<b>TITLE IV. TRANSFERS</b>				
46	Transfers	36			
47	Social assistance	36.13			
48	Fees to international associations	36.2			
49	<b>B. CASH EXPENDITURES</b>				
50	<b>TITLE VI. CASH EXPENDITURES</b>	70			



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**A4. Salaries and Payroll Taxes**

In order to attract and retain effective, high-quality employees an NGO must attempt to pay salaries at a level that is competitive with what other organizations or companies are paying for similar positions. It is not unusual for an NGO to be staffed by volunteers. However, as an organization grows and becomes more complex, hiring properly qualified staff (and paying them competitive salaries) is usually necessary to enable the organization to achieve its mission.

**Contracts:**

All employees must have a contract with their employer. There are two main types of contracts, the full employment contract and the civil contract. Civil contracts can only be used for employees working less than three hours per day or less than 60 days. All employment contracts should be registered, in triplicate, with the Labor Chamber (*Camera de Munca*) within five days of the employee's start date. A number of documents will also be required to register the contract. These include:

- copies of diplomas
- a copy of the birth certificate
- a copy of the marriage certificate, if applicable
- either an up-to-date work book from the previous employer (stamped and registered at the Labor Chamber) or, if the employee has never worked before, a request to the Labor Chamber for a new work book
- in some cases, a medical certificate

The Labor Chamber requires a notification of any change to an employee's contract, including salary level, position, vacation, etc.

**Work Books**

All salaried employees have a work book which records their employment and salary history. Work books are typically kept at the Labor Chamber, but a request can be made to keep them on the employer's site. The work book must be updated within 15 days of any changes.

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**Salaries and Payroll Taxes - continued**

**Other Required Forms:**

The following forms must be maintained by the organization. An example of each is in the appendix.

- 1) The timesheet / attendance record (form is issued by the government)
- 2) The record of advance salary paid (for organizations paying more than once in a month - this form is also issued by the government)
- 3) The payroll (the monthly record of payroll showing all payroll information for each employee - this form is issued by the government)
- 4) The individual payroll card (signed by the employee - not a government form)
- 5) The cumulative payroll list (shows payroll data, year-to-date, for each employee - not a government-issued form)

**Employment Taxes and Benefits**

Gross wages include the basic salary, overtime (if any), seniority bonus, and any other compensation. The following taxes are deducted from the employee's gross wages:

- 1) Income tax (based on government published tables)
- 2) Pension contribution (3% of gross salary)
- 3) Unemployment fund contribution (1% of gross salary)

The following taxes/contributions are made by the employer:

- 1) Social security contribution (normally 23% of gross wages less any payments for sick leave)
- 2) Health care contribution (2% of gross wages)
- 3) Unemployment fund contribution (5% of gross wages)
- 4) Commission for Labor Chamber (1%) (only paid if work books are kept at Labor Office)

*Individuals which are considered consultants (as in civil contracts above) are only subject to income tax withholding. No other taxes or contributions are deducted from the consultant's gross payment and the employer is not required to make any tax payments or contributions.*

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**Salaries and Payroll Taxes - continued**

**Other reporting**

The organization is required to complete and submit a bi-annual salary tax statement with the Finance Administration Office twice a year. The due dates are January 30 and July 15. An example of this statement is in the appendix.

**Making tax payments, where to deposit**

Generally an NGO must deposit their tax payments to the following locations (via bank transfer) on the date that the payroll is paid.

Income taxes: District or County Financial Administration Department  
Social Security contributions: General Director of Labor and Social Protection  
Health Care contributions: Local Health Department  
Unemployment fund contributions: General Director of Labor and Social Protection  
Pension contributions: General Director of Labor and Social Protection  
Labor Chamber fee of 1%: General Director of Labor and Social Protection

*Parts of this section of the manual were taken from an article prepared by Lisa Saper of KMPG Romania which appeared in the February '96 issue of the magazine In Review.*

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**A5. Fiscal Code**

**What is fiscal code? Why it is necessary?**

The fiscal code is a unique numerical code that is assigned to every corporate body (associations and foundations) which operates and pays taxes (payroll or otherwise) in Romania. It is the official identification code and all NGOs must have a fiscal code. The fiscal code is usually entered on various financial documentation relating to tax payments, payments for goods and services, imports, reports to the government, etc.

**What documentation does the organization need for obtaining the fiscal code?**

1. Registration form IMP 1
2. Juridical registration (copy)
3. Organization statute (copy)

**What printed forms are necessary?**

The form for obtaining the fiscal code is "The registration form" that is a pre-printed form entitled IMP1 (an example is in the appendix).

**Where do you have to submit the forms?**

The registration forms are submitted to the General Department of Public Finance and Financial Control in the county or in Bucharest or to the sector Financial Administration Department from Bucharest.

**When do you have to submit the forms and how long does it take?**

The registration forms are submitted in 5 days from the issuance of the ruling. The fiscal code can be obtained in 15 days from the day of submission.

**Notes:**

- 1) Organizations with branches have to submit additional registration forms for each branch to the General Department of Public Finance and Financial Control for the particular county in which the branch is located. Each branch must have a separate fiscal code. A copy of the fiscal code of the main organization must be included with the application for the fiscal code for the branch.
- 2) The General Department of Public Finance must be notified of any subsequent changes (a new office, ending of activity) within 15 days.

## **A6. Exemption from VAT**

**Is it possible for NGOs to receive refunds of VAT paid for goods purchased?**

**Yes**, according to Ordin 2.443 of 27 December 95 an NGO can qualify for exemption from VAT if the purchase meets the following criteria:

- 1) The purchase is directly related to the objectives of the organization. These objectives must be:
  - stipulated in the NGO's, statutes, agreements and protocols,
  - of public interest and for humanitarian, social, medical, cultural, educational or scientific purposes.
- 2) The purchase must be for purchasing or constructing a building, or purchasing equipment (VAT paid for consumables such as office supplies, contracts for services such as equipment maintenance contracts, and payments for utilities such as electricity and telephone are not exempt nor refundable).

The exemption is realized either by applying for a quarterly refund from the General Direction of Income Taxes of the Ministry of Finance or by obtaining a certificate of exemption from Financial Public Department of the City Hall (in Bucharest).

***NGOs are also exempted from VAT and import duties related to importation of goods and services funded by international donors / charitable organizations. Whenever possible an NGO should have the vendor import goods / equipment free of duty and VAT. In this case the VAT is not paid at all. See section A8. for information on importing equipment free of duty and VAT.***

**What is the quarterly procedure for recuperating VAT?**

The minimum refund amount an organization can apply for in any quarter is one million Lei.

The applications are submitted to the Fiscal Territorial Department (Financial Administration) where the organizations are registered on a quarterly basis, not later than the end of the month following the quarter and will be accompanied by explanatory documents to support the refund. If the explanatory documents are not submitted on a regular basis it can lead to losing the right for VAT recuperation.

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**A6. Exemption from VAT - continued**

After submitting the documents the territorial financial department will verify the documentation and will draw up a report in which it states the validity of the documentation and the payment of the amount of money owed to the state. The report has to include the proposed amount of money that must be recuperated and if any amounts are rejected it must include the reasons for the rejected amounts.

The applications accompanied by the report and the explanatory documentation are transferred for approval to the Finance Public Department and Financial Control from the county or Bucharest. After the approval of the application by the Finance Public Department these are transferred to The Tax Department from the Ministry of Finance.

**What printed forms are necessary for the recuperation of VAT?**

- application for the recuperation of VAT (a special printed form),  
(a copy is in the appendix)
- fiscal registration certificate (fiscal code),
- confirmation from the bank regarding the account number,
- building licence if necessary,
- explanatory documents regarding expenditures: fiscal receipts, invoices and other legal documents that support the VAT claim,
- the voucher for the payment of the goods and services for which the VAT is requested (payment forms, petty cash, statement of account),
- funding procedures documents,
- if verification and analysis are necessary other documents may be requested by the Financial Department.

**Where do you have to submit the forms for the recuperation of VAT?**

The applications are submitted to the Financial Department from the territory where the organizations are registered (Territory Financial Administration).

**Is it possible for a NGO to be exempt from payment of VAT?**

In special cases (apparently, large procurements or building construction) it may be possible to get a blanket exemption which would allow the organization to not pay the VAT at all (that is, to not pre-pay and then wait for a refund). This type of exemption is available by getting a **Certificate of Zero Cost Share**.

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**A6. Exemption from VAT - continued**

Application for this certificate requires the following documents:

- the contract between the organization and the supplier (the purchase must be directly related to achieving the organization's objectives),
- the registration certificate that demonstrates that the supplier is a legally registered tax payer,
- the building authorization if the activity is related to construction,
- financial documents which prove that the purchase is being funded via donated funds.

This certificate will be issued at the organization's request by the Financial Public Department from the territory. The requests will be first approved by the financial department where the organization is registered. This certificate can be obtained only for buildings, computers and equipment.

**Are NGOs exempted from collecting and remitting VAT for the services or goods which they sell?**

**Yes**, according to Decree no.3/92 NGOs do not have to pay VAT for services and goods delivery (services provided by NGOs) for social -charitable, religious, political and civic activities.

**No**, when the annual revenues of the organization are larger than 50 million lei. In this case NGOs have to respect the same legal procedures for VAT as for-profit organizations.

**No**, when the annual sale is less than 50 million lei but the organization declares itself as a tax payer. As in the above mentioned situation the NGOs have to follow the same legal procedures as for-profit organizations, so that the comparison is done between VAT deductible (paid by the organization for goods and services purchased), and VAT collected, (VAT collected by the organization for goods or services sold).

There are two possibilities:

- VAT to be paid when VAT collected is larger than VAT paid;
- VAT to be recovered from the government when VAT collected is less than VAT paid.

### **A7. Profit Generating Activities**

NGOs must pay taxes on any profits obtained through commercial activities. Generally if the NGO is receiving fees for services or from the sale of goods it is likely that the organization will be liable for taxes on the profits from these activities. Some examples of activities which would be subject to taxation on profits would include sales of products or services which result in revenues to the organization. For example:

- a) Fees charged for sale of goods or services not related to the mission of the organization. For example if an environmental organization opens a shop to sell clothes for fund raising purposes, the profits generated from these sales are subject to taxation.
- b) Fees charged for sale of services directly related to the mission of the organization. For example if an organization which is working in family planning education sells birth control pills or condoms through a clinic, the profits generated from these activities are subject to taxation.
- c) Profits from revenues related to the sale of educational or instructional materials are subject to taxation.
- d) Profits from fees generated from training activities or training seminars are subject to taxation. However, donations raised at a training activity or seminar are not subject to taxation.

Donations specifically related to fund raising events are not subject to taxation.

*Whenever possible an organization should attempt to raise revenues in the form of donations rather than fees. If the organization can **receive a donation** for an activity **rather than a fee** (that is, a fixed, published amount) the organization can avoid taxation of these activities.*

*When an organization is involved in commercial activities which result in taxable profits the organization should strive to charge as much organizational overhead expense as is legally allowable, thereby reducing its taxable profit.*

The law which stipulates taxation of these activities is Order no. 70/08/1994. Some of the important articles of this law include:

Art. 1. - (3) Only the revenues and expenditures related to the commercial activity are subject to taxation.



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**A7. Profit Generating Activities -continued**

Art. 2. - The tax rate on profits is 38 percent.

Art. 3. - NGOs are classified as "Small Taxpayers" and should complete the appropriate forms for "Small Taxpayers" if the NGO meets the following criteria:

- a) Total commercial revenues are less than 10 billion lei for the 12 months ending November 30 of the previous fiscal year.
- b) It does not have more than 299 employees at the beginning of the year, and,
- c) It has been classified as a "Small Taxpayer" since the beginning of its activities.

Art. (5) line 4 specifies the rules regarding calculation of allowable deductible expenditures. Exceptions to the calculation method are only granted by the Finance and Financial Control Department of the appropriate county. Limitations on allowable deductible expenditures and allocation of expenditures are covered by Article 6, line 1.

Art. 6. - (2) The following expenditures are not deductible:

- a) taxes paid or payable on commercial activities
- b) foreign taxes paid or payable
- c) fines and penalties owed to Romanian or foreign authorities
- d) meetings and entertainment expenditures which exceed prescribed limits.

Art. 10 - (2) The taxation of profit is calculated monthly from the beginning of the fiscal year.

(5) Any losses may be carried forward (recovered) for 36 months.

(6) The limits of allowable expenditures are established on a monthly basis so that the overall annual limit is within the law.

Art. 16 - (20) The "Small Taxpayers" must submit form Formular R02 02-95 and any payments due on a monthly basis. Both of which are due not later than the 25th of the following month.

**MONTHLY STATEMENT FOR INCOME TAXES  
OF THE TAX PAYERS**

From the beginning of the year until \_\_\_\_\_

The name of the tax payer \_\_\_\_\_ Fiscal code \_\_\_\_\_

Street \_\_\_\_\_ Nr. \_\_\_\_\_ Town \_\_\_\_\_

County (sector) \_\_\_\_\_ Mail code \_\_\_\_\_

- lei -

Operating revenues 01 \_\_\_\_\_

Expenditures for operating revenues  
(including expenditures regarding  
income taxes) 02 \_\_\_\_\_

Profit (loss) from operating (Rd.01 - Rd. 02) 03 \_\_\_\_\_

Financial revenues 04 \_\_\_\_\_

Financial expenditures 05 \_\_\_\_\_

Financial profit (loss) (Rd. 04 - Rd. 05) 06 \_\_\_\_\_

Exceptional revenues 07 \_\_\_\_\_

Exceptional expenditures 08 \_\_\_\_\_

Exceptional profit (loss) (Rd. 07 - Rd.08) 09 \_\_\_\_\_

Unpaid invoices for profit at 31.12.1994,  
calculated by multiplying the value of the  
unpaid invoices with the medium profitable  
coefficient "K" registered in annex nr.2 in  
The Stipulations of the Finance Ministry nr. 13295/1994.  
This profit is distributed for the first 3 months of 1995. 10 \_\_\_\_\_

Total profit (loss) (Rd.03 + Rd.06 + Rd.09 + Rd.10)	11 _____
Deduction:	
Dividends received from another Romanian corporate body	12 _____
Expenditures carry-forward with undeductible interests from the previous years	13 _____
Liquidation of the amounts that outrun the 5% for reparation which was added to the value of repaired fixed assets	14 _____
Amounts used for the setting up or increase of the spare fund within 5% from the annual profit until 20% from the social fund including the revenues from the commission for which the deduction was not admit	15 _____
Amounts used for the setting up or the increase of the spare fund created by the banks within 2% from the credits balance and spare funds within the limits stipulated by Law nr.33/1991 regarding bank tranzactions	16 _____
Amounts used for the setting up or increase of the technical reserves of insurance reinsure agencies, according to law	17 _____
Total deduction(Rd.12 + 13 +14 + 15 + 16 + 17)	18 _____
Profit (loss) (Rd.11 - Rd.18)	19 _____
Undeductible expenditures:	
Income taxes from any source, Romanian or foreign from which:	20 _____
Income taxes from activities developed abroad	21 _____
Fines and penalties	22 _____
Meals, presents, recreative activities and other similar activities for protocol, advertisement, that outrun the legal limits	23 _____
Amounts used for setting up or increase the commission, spare funds, over the limits stipulated by Law	24 _____
Sponsorship expenditures that outrun the limits established by Law nr.32/1994	25 _____

Expenditures with interests that outrun the revenues from interests plus 20% from other revenues (it is not applied to banks and some financial institutions)	26 _____
Repairs expenditures which outrun 5% from the value of the fixed assets from the beginning of the year	27 _____
Losses from external sources, calculated for each revenue	28 _____
Other expenditures fiscally undeductible	29 _____
<b>Total undeductible expenditures (Rd.20+22 until 29)</b>	<b>30 _____</b>
Profit subject to taxation (loss) before the carry - forward of the loss (Rd.19 + Rd. 30)	31 _____
Loss to be recovered from the previous years	32 _____
<b>Profit subject to taxation (loss) (Rd.31 - Rd.32)</b>	<b>33 _____</b>
Income taxes	
* Tax payers whose revenues are subject to taxation with the normal percentage (Rd.33 x 38%)	34 _____
* Tax payers whose revenues from gambling, bars and night clubs outrun 50% from the total revenues (Rd.33 x 60%)	34 _____
* Tax payers whose revenues from agricultural activities are equal or outrun 80% from the total revenues (Rd.33 x 25%)	34 _____
Fiscal credit from which:	35 _____
External fiscal credit	36 _____
Profit subject to taxation for the exempted from taxes period according to art. 31 from the Ordinance	37 _____
Decrease for modern technology, expand the activity for obtaining supplementary profits and for environmental protection	38 _____
Total fiscal credit (Rd.35 + Rd.38)	39 _____

**Taxes for owed profit (Rd.34 - Rd.39 )**

\* If the result is 0 or less write 0

40 \_\_\_\_\_

Profit subject to taxation paid for the current year  
accumulated from the beginning of the fiscal year

41 \_\_\_\_\_

Payment of the taxes for profit (Rd.40 - Rd.41)

42 \_\_\_\_\_

Supplementary taxes profit (Rd.41- Rd.40)

43 \_\_\_\_\_

**PAYMENT FORM**

THE TYPE OF THE DOCUMENT	NUMBER	DATE	AMOUNT

Under the penalties applied to fraud in public documents, I declare that I have examined this statement including the annex and, according to provided information, I declare it correct and complete.

Name \_\_\_\_\_ First name \_\_\_\_\_ Date \_\_\_\_\_

Position \_\_\_\_\_ Signature \_\_\_\_\_  
and stamp

General Director or other authorized  
person

### **A8. Importation of Equipment Free of Customs Duties and VAT**

According to Order no. 26/1993, donated goods imported by NGO's for social, humanitarian, or sports purposes (which are not to be used in connection with election activities, nor pose a threat to national security) are exempt from customs duties and VAT. The donation may be made by a foreign or domestic organization, corporation, or individual. In all cases if the goods can be classified as "donated", the goods can be imported free of customs duties and VAT.

The following other conditions apply:

- 1) The goods must be recorded as assets in the organization's accounting records at current market value.
- 2) The goods must not be used by third parties for commercial purposes.
- 3) According to Order no.4/1992, up to 10% of the value of the goods donated may be sold, but all proceeds from the sale must be used for humanitarian purposes, and the proceeds must be disclosed separately in the annual financial report.
- 4) If the donated asset is sold or if the 10% rule is exceeded the organization must pay all exempted customs duties at the current rate.

The following documents must be presented to customs when clearing the goods free of duty:

- 1) A copy of the Court Decision giving the organization its legal status.
- 2) A copy of the organization's Fiscal Code certificate.
- 3) An original letter from the donor stating that the goods are donated to the organization.
- 4) An original letter from the organization accepting the donation.
- 5) An original letter from the organization to the Romanian Information Clearing House within The Ministry of Health requesting the customs exemption. The letter must include the words "the goods will not be used for commercial activities and will be recorded in the accounting records of the organization." The Ministry of Health must write its approval of the importation directly on this letter.

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**A8. Importation of Equipment Free of Customs Duties and VAT - cont.**

**Importation Licence**

For goods which are deemed to be "strategic" (according to Government Decision no. 594/1992) an import licence must be obtained from The National Agency of Importation Control (NAIC) at the Parliament Palace (3rd floor). "Strategic" goods include vehicles, some types of computers, medical equipment, etc. To learn if your equipment is "strategic" get a copy of Decision No. 594/1992 from NAIC. The Decision includes information on categories of importation and importation methods. A separate licence is required each time you import and is valid for 6 months.

The documents and forms required for application for the licence are as follows:

- 1) The organization's statutes,
- 2) " " Court Decision,
- 3) " " fiscal code,
- 4) " " most recent balance sheet,
- 5) Forms which need to be purchased at the NAIC office (examples of these forms are in the appendix).
- 6) A SICOMEX code for your organization which can be applied for through the Ministry of Commerce.

For obtaining the SICOMEX code the following documents are necessary:

- "Statement for the registration of commercial agents in foreign commerce sector" which is a form issued only after a tax of 40.000 lei is paid,
- Registration certificate at The Commerce Book,
- Fiscal code,
- Court Decision,
- Statute,
- Bank references (the bank and the bank account in lei and foreign currency).

The office for the SICOMEX code is at the Ministry of Commerce within the Licence Department.

*If the goods are not strategic, no import licence is required unless the import is coming in under the name of a limited company which is associated with the NGO.*

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**A8. Importation of Equipment Free of Customs Duties and VAT - cont.**

*If the donated goods are purchased by the donor through a Romanian vendor it is possible that the vendor will assist you in procuring the required import licence. You may wish to inquire if the vendor will provide this service before you chose your vendor.*



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**AP1. SUMMARIES OF SELECTED LAWS REGARDING NGOs**

1. Law no. 21/ 6 February/1924 and  
The Regulation for application of the laws  
for corporate bodies (Associations and Foundations)  
from 19 April 1924 page 1
  
2. Decree no. 31/ 1954 regarding natural persons and  
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## AP1. SUMMARIES OF SELECTED LAWS REGARDING NGOs

Law nr. 21/6 February/1924 and The Regulation for application of the laws for corporate bodies (Associations and Foundations) from 19 April 1924.

### Regulations:

1. - Non-profit associations and foundations get their legal status according to Law 21 of 1924 (Law art.1).
3. - From the date of passing the law for corporate body any modification of the status, important documents, the role of the organization, the administrative and control structure, ending or dissolution, liquidating the assets and assigning assets to another party will be done according to the stipulations of the law. (Law art.8).
7. - Non-profit associations and foundations can get a legal status only at request and according to a order issued by the Court in the circumscription where they were founded.
8. -The request for a legal status will be signed by:
  - a) For associations: by founders, by the members of the leadership or by a minimum of 7 partners;
  - b) For foundations only by the founder.  
The request will be submitted to the Court by all members or by one of them. (Law art.86 and 87).
9. - The request for legal status must include:
  1. The name of the association,
  2. The goal and objectives,
  3. The main office and possible branches,
  4. The name, profession and residence of the persons who are in charge with the leadership and administration,
  5. The date when the association or foundation was legally registered (Law art.85).
10. - The request for legal status should be accompanied by:
  - a) 3 certified copies of the setting up act and statutes, including copies for each ministry which is responsible for the field of activity the organization is working in,
  - b) Copies of the acts through which the leadership and the administration were named, according to the constitution of the association.
  - c) Certified copy of the report drawn up during the general meeting when the leadership, administration, and statutes were elected (Law art.87).

20. - In case of changing the location of the office all legal acts and registration documents will be done according to a new judicial order (Law art.93).

21. - An association or foundation constituted by a corporate body cannot have a legal status separated from the one obtained by the corporate body who created it (except in the case it has a formal recognition according to law). Associations and foundations which run counter to public order cannot obtain a legal status. (Law art.5 and 6).

22. - The organizations that can get legal status are grouped in associations and foundations (Law art.31).

23. - **The Association** represents a convention through which many persons contribute to the achieving of the non-profit mission of the organization with their knowledge, activity, and endowment. The purpose of these associations can be purely ideal, corresponding to the general interests of the collectivity, or of a small social category which is represented by the members of the association or the non-profit interests of the associates (Law art.31).

24. - **The Foundation** is the act through which a natural person or a corporate body constitutes a distinct asset, separated by his own asset, which is destined for the fulfilment of an ideal purpose of public interest (Law art.66).

27. - The documents for the legal status must include:

*For associations:*

- a) The name of the association,
- b) The address of the office,
- c) The number and the name of the persons who form the Board of Directors, mentioning their profession, residence, and nationality.

*For foundations:*

- 1) The purpose,
  - 2) The constitution of assets.
- (Law art. 34 and 72)

28. - The statute of associations and foundations will include :

- a) The name of the association or foundation,
- b) The goal and purposes,
- c) The period,
- d) The main office and possible branches,
- e) The methods of organization and functioning of the administration, The Board of Directors and methods of control (Law art. 33, 34 and 73).

31. - The associations and foundations are ruled by The Board of Directors and controlled by the Internal Audit Committee (including the control of the Financial Administration and Ministry of Finance (Law art.35)).

**32.** - The precise structure and role of the Board of Directors and of the Internal Audit Committee, Financial Administration and Ministry of Finance must be clearly stated in the statutes of associations and foundations (Law art. 37 and 72).

**33.** - The Board of Directors will work according to the rights specified in the statutes or according to the power given by the general assembly. Regarding The Board of Directors the statutes must specify:

- a) The number of members who will activate within it, the period of the mandate, in what circumstances the members were elected, and when the mandate can be renewed,
- b) The date of the meetings and the majority required to make decisions;
- c) The person or persons who will represent the institution and all the legal acts regarding his juridical activity (if not specified in the statutes regarding this role),
- d) The way in which the vacated positions of the Board of Directors will be filled until the next annual meeting (Law art. 35).

**34.** - The organization will be ruled by one or more persons who will work according to the regulations outlined in the statutes or if these regulations are missing the general assembly will rule (Law art.35).

**35.** - The Internal Audit Committee will function according to the statute or the documents that regulate the activity of the foundation, being directly subordinated to the general assembly, or to other authorities mentioned in the documents (Law art.35).

**40.** - The Association, except the Board of Directors and Internal Audit Committee stipulated by art. 73, will have as high authority a general assembly formed by the associates who meet the conditions stipulated in the statute. All the associates have a right to vote. (Law art.36 and 39).

**41.** - The statute will mention:

- 1) The date of the usual annual meeting,
- 2) The cases when the extraordinary general assembly is held,
- 3) The necessary forms for the meeting and the persons in charge. When the meeting is not established by the statute it can be done by the Board of Directors or at the request of some members,
- 4) The way in which the leadership of the assembly is established,
- 5) The necessary number of members,
- 6) The modality of voting,
- 7) The tasks of the General Assembly (Law art.36, 39, 49).

**42.** - The general assembly is responsible for all the acts that are not (as mentioned by the statutes) under the competence of the Board of Directors and Internal Audit Committee. Particularly, the following tasks:

- 1) The verification and approval of the statement of revenues and expenditures and balance sheet,
- 2) Providing review of the financial administration,
- 3) Responsibilities and membership fees of the members,
- 4) The election and dismissal of the members of Board of Directors and Internal Audit Committee,
- 5) The approval and changing of the budget (Law art. 38).

**43.** - The statutes will describe the structure of the organization, including the policy and process for opening new branches, and their way of functioning, and the relations between them and the main organization (Law art. 34).

**44.** - The statutes will determine the annual date of drawing up the statement of revenues and expenditures and the balance sheet. When the statute doesn't mention the date of the balance sheet, it will be prepared as of at 31 December (Law art. 45).

**50.** - The Balance Sheet, the Statement of Revenues and Expenditures, and the Budget (after checked by the Internal Audit Committee mentioned in the statute) will be submitted for the approval of the general assembly (Law art. 38).

**53.** - Associations and Foundations can loose their legal status when:

- a) The social goal is met,
- b) The social goal cannot be met anymore,
- c) Associations or Foundations being insolvent have to dissolve,
- d) The period of time of the project has expired,
- e) The Internal Audit Committee and the Board of Directors does not respect the statute,
- f) The number of the associates is less than the number stated in the statutes (Law art.53).

**54.** - Liquidating the assets will be done according to the regulations art. 55-65 (Law art.54-65).

**55.** - In case of liquidating the organization, the responsible persons will be named as follows:

- a) If decided by the court, as indicated in the decision from the court,
- b) If decided by the court, as indicated in the decision taken by the Executive Committee or in case the project of the organization ends,
- c) If decided by the general assembly within the association in case of liquidation. If the general assembly doesn't establish the persons responsible for the liquidation, it is done by the leadership or administration of the association (Law art. 54) .

60. - Two or more corporate bodies with a similar social goal can form unions or federations. Associations and Foundations can obtain the legal status only if they prove to have an useful activity. Associations and Foundations which are not legally registered cannot obtain a legal status (Law art.5 and 102).

62. - The representatives of Unions or Federations must include in their application for registration (except the stipulations for associations) the number, name and office address of the corporate bodies that form the Unions or Federations, as well as copies of the legal decision (Law art.103).

63. - Unions and Federations will be founded by a court decision, accompanied by the respective statutes according to the stipulations from the present regulations for the constitution, organization, and dissolution of associations (Law art.3 and 103).

64. - The statutes of these Unions and Federations will include:

- a) Rules according to which the corporate bodies will be represented in the Board of Directors and in the General Assembly, and also the modality in which the members of the Internal Audit Committee are elected,
- b) The terms under which the corporate bodies can express their commitment so that they can contribute to strengthening of the leadership and activity (Law art.104).

65. - The Government has the right to monitor and control private non-profit corporate bodies, associations, foundations, unions, and federations (besides the control exerted through the statutes and constitutive acts). This control aims to supervise the activity of the corporate bodies to be sure that the decisions from the statutes and the regulations are respected and that public order is not disturbed (Law art. 15).

68. - Through this monitoring (audit), the delegates of the Fiscal Administration learn about the activity of a corporate body and financial administration to see if it is in accordance with the statutes and government orders (Law art.15 and 18).

### **Decree no. 31 / 1954 regarding natural persons and corporate body**

**Art. 2.** The recognition of the civic rights of the organizations means the insurance of the welfare and cultural level of working people through the development of the economic power of the country.

**Art. 3.** Civic rights are protected by law. It can be put into practice only according to their economic and social purpose.

**Art. 26.** According to law public organizations are corporate bodies.

**Art. 27.** The branches created by the organizations are considered economic organizations.

**Art. 28.** A corporate body can be founded by:

- a) the decision of the authority or the governmental administration,
- b) the report from the first meeting and the status which is recognized by the government and court that has the power to verify if the law is respected so that the corporate body can be founded,
- c) the report from the first meeting and the statute that are previously approved by the court which also appreciates the results of its activity,
- d) any other ways stipulated by the law.

**Art. 29.** Public organizations can also be founded by local authorities decision (Town Hall) or by the government or the Court.

**Art. 31.** Public organizations and their branches can be founded as corporate bodies if they have the legal approval from the authorities.

**Art. 33.** Corporate bodies which are legally registered have rights and duties beginning with their registration date. Other corporate bodies can have rights and duties according to the stipulations of art. 28 beginning with the date of their registration, recognition, or approval of their legal statute. However, even before the date of registration or the date of recognition, the corporate body can work and benefit from its rights, meeting its tasks and other preliminary measures, but only if these are necessary for legal registration.

**Art. 34.** The corporate body can have only those rights that correspond to its goal, established by law, constitutive act, or statute. Any other legal act which is not related to the goal of organization cannot be considered.

**Art. 35.** The corporate body fulfils its duties and exerts its rights through its representatives.

**Art. 38.** The corporate body will bear the name established by the founding act and statute.

**Art. 39.** The office address of the corporate body is established by the founding act and statute.

**Art. 40.** The corporate body loses its legal statute through merger, division or dissolution.

**Romanian Government Decree no. 224 from 21 May 1993  
regarding the application of fiscal code for the ones who pay  
income taxes**

**Art. 1.** - Natural persons, corporate bodies, unions, civic rights organizations, and religious organizations are obliged to fill in and submit the form of registration IMP 1 in order to apply for the fiscal code and the certificate of fiscal registration. These forms of registration are submitted to the General Department of Public Finance and Government Financial Control in the county and Bucharest, or to the Financial Administration of the sectors from Bucharest within five days from the issue of registration certificate or the functioning licence.

**Art. 3.** - Corporate bodies with branches must submit for these branches registration forms to the General Department of Public Finance and Financial Control in their county and in Bucharest or to the Financial Administration in Bucharest, depending upon where the branches are located. The registration forms will be accompanied by a copy of the fiscal registration certificate of the representative from the main office.

**Art. 7.** - All the documents (payment forms, fiscal receipts, invoices, etc.) drawn up by those who pay income taxes regarding imports, selling products, providing services, and tax payment to government and other third parties have to have the fiscal code.



**Law no. 83/August 1995 - regarding labor protection measures for employees.**

You can hire a person through :

- A. - A labor contract
- B. - A civic agreement for providing services

**A. The labor contract**

**Art. 1.** - You can hire a person on the basis of an individual labor contract concluded between the person who provides the services and the employer.

**Art. 5.** - Registration of the labor contracts to the labor and social protection departments in the counties and to The General Department of Social and Labor Protection in Bucharest must be completed within five days of signing the contracts.

**Art. 6. - (1)** The labor books of the employees hired by natural persons or corporate body mentioned at art.5 are kept and completed by the Labor and Social Protection Departments in the county and by The General Department of Labor and Social Protection of Bucharest.

**(2)** The employer has to submit to the Labor and Social Protection Departments and to the General Department of Labor and Social Protection in Bucharest the following acts:

- a) the acts regarding the closing, implementation, modification and ending of the individual labor contracts within 5 days from their issue;
- b) the acts that prove the payment of the taxes for social insurance, pension, unemployment, by the 15th of the following month for which the payments were made.

**Art. 7. - (1)** In some circumstances employees may request and receive permission from the Labor and Social Protection departments from counties and Bucharest to maintain the labor books at the employer's company offices.

**Art. 9. - (1)** The territorial Labor and Social Protection departments may charge a maximum of 1% from the salary funds of the employers for maintaining the labor books.

**B. Drawing up a civic agreement for providing services (consultants):**

**Art. 2.** - A person can be hired also on the grounds of a civic agreement for providing services under the following conditions:

- b) for fulfilling an activity for not more than 60 days;
- c) for developing permanent activity that does not involve more than 3 hours a day in comparison with the monthly working program of 170 hours.

**Art. 3.** - (1) The natural persons and the corporate body which personally hire people under the terms from art. 2 have the obligation to submit a copy of the civic agreement in 5 days from their signing to the Labor and Social Protection departments in the counties and Bucharest depending upon where they have their office.

- (2) After 5 days the natural persons or corporate body which hired people without respecting the terms stipulated in line (1) have to admit these people to work.

**Art. 4.** - (1) The persons who provide services on the grounds of civic agreements cannot be considered employees and they do not benefit from the payment of social insurance and other rights stipulated in the law regarding unemployment.

- (2) The natural person and the corporate body which hires staff on the ground of civic agreement does not have to pay their taxes for unemployment .

## **The Romanian Government Order no.15/1996 regarding strengthening the financial-currency discipline**

**Art. 5.** - For strengthening the financial discipline and avoiding fraud, cashing and payments between corporate bodies will be done only through bank accounts or by checks. Corporate bodies can make the payments in cash only in case of:

- a) the payment of salaries and other staff compensation,
- b) other payment operations of the corporate bodies to natural persons,
- c) payments to corporate bodies, not exceeding a maximum amount of 5.000.000 lei per day,

It is forbidden to offer discounts for clients or corporate bodies which make payments in cash. The amount of money kept in the pay office from corporate bodies should not exceed 5.000.000 lei. You can exceed this amount only in case you have salary payments and other payments for staff and also with other sums from transactions with natural persons up to a limit of 3 days from the established date for these payments. The cash that exceeds the amount established in line 4 will be deposited in the bank accounts of the corporate body under the following conditions:

- in the next working day if the office of the corporate body is in the same town with the bank;
- in maximum 2 working days if the office of the corporate body is in a different town than the bank.

**Art. 6.** - The payments or the cashing between corporate bodies that exceed the amount of money per article (5c) represents an illegal operation and will be punished by confiscation of the sum that exceeds the established limit and by levying a fine to the natural persons responsible (the fine is between 1.000.000 lei to 10.000.000 lei).

**Art. 9. - (b)** The corporate bodies have the obligation to keep at their office explanatory documents for the accounting system and ledgers and to make these available for the legal authorities.

## **Law no.82/1991 - The accounting law**

**Art. 1.** - Administration offices, companies, public institutions, corporations, associations, other corporate bodies, and natural persons which are involved in for-profit activities have the obligation to organize and administer their own accounting system.

**Art. 3.** - (1) The accounting system should be in Romanian and in the national currency.

(2) The accounting for foreign currency has to be done both in national currency and foreign currency.

**Art. 4.** - The Ministry of Finance issues the general chart of accounts, the models for balance sheets, the common forms for financial and accounting activity, and the methodological rules regarding their use.

**Art. 5.** - All have the obligation to adopt the double entry accounting system and to draw up the balance sheet (the annual report in case of public organizations).

**Art. 6.** - (1) The entries in accounting are done chronologically and systematically according to the chart of accounts and rules issued by the Ministry of Finance.

(2) Any accounting operation is registered when it is done and it must have an explanatory document attached .

(3) The explanatory documents in the accounting system are the responsibility of the ones who drew and approved these documents.

**Art. 7.-** (1) The entry for non-expendable assets and consumables is done according to the purchasing, production, or market price.

(2) Awards and debts are registered at their nominal value.

**Art. 10.** - The balance sheet is the official accounting document in which a clear situation of the assets and the results has to be presented.

**Art. 13.** - (1) The accounting for non-expendable assets is done by categories and for each inventory object.

(2) The accounting for consumables is done by quantity and value or only by value.

**Art. 15.** - The accounting for clients and providers, for other awards, and for obligations is done by categories and also by each natural person or corporate body.

**Art. 16.** - The accounting for expenditures is classified by kinds of expenditures.

**Art. 17.** - The accounting for expenditures funded from the budgetary funds and other funds ensures that cash payments and disbursements are recorded according to the budgetary structure.

**Art. 18.** - The revenues accounting is classified by types of revenues.

**Art. 22.** - The Trial Balance is used for checking the accounting system.

**Art. 46.** - The stipulations of this law are valid also for those branches without legal status, with their headquarters abroad, which are the property of the persons mentioned in art.1 who live in Romania, and also for those branches with their office in Romania that are the property of some corporate bodies or natural persons which live abroad.

**Law no. 32/ 1991 - Law regarding income taxes and The Order no.17 from 17 August 1995 for the modification and completion of Law no.32/1991**

**Art. 1.** - Salaries or other revenues from salaries earned by natural persons, Romanians, or foreigners in Romania may be subject to taxation. This category of salaries earned in Romania involves salaries paid in cash or in-kind to employees by natural persons or corporate bodies with their office in Romania and also salaries received from abroad by the persons who are developing their activity in Romania.

**Art. 2.** - The revenue as a salary and other income taxes include the total amount of money received in a month from:

- a) salaries of all kinds,
- b) bonuses,
- c) all kinds of payment,
- d) rewards,
- e) payments from the fund of social insurance in case of sickness and giving birth,
- f) payments for holiday,
- g) any kind of revenues, cash, in-kind, received as salary from natural person or corporate body, depending on the situation, including those paid according to the labor contract, except for in-kind payment to domestic staff,
- h) payments to employees as compensation as a result of the raising of prices.

**Art. 3.** - Salaries and other payments (overtime hours, length in service, etc.) or unpaid differences from errors in payment from the past are deducted from the amount already received and added to the other payments received during those months, in the following situations:

- a) in case of a court decision,
- b) as a result of the rechecking of the way in which the monthly income taxes were established,
- c) in case there is not enough money in the bank for the salaries,
- d) in case of defining the settlement of accounts on the grounds of research and projects contracts,
- e) in case of the indemnity paid for holiday when it is for a period longer than one month,
- g) in case of differences between salaries which refer to the previous months when the payment was made, paid according to some normative acts regarding salaries.

In case of the amount of money representing the annual premium or the unused holiday days there are also some taxes that have to be paid separately from other payments made in that month.

**Art. 4.** - According to this law the following rights in cash and in-kind are subject to taxation :

- a) the collaborators' income (consultants),
- d) revenues obtained from collaborations of any kind,
- e) cash received from audits,
- f) cash due for inventions and innovations.

**Art. 5.** - The following are not included in the monthly income and are not subject to taxation:

- a) funds paid for travel expenses, relocation expenses, or hiring expenses,
- b) the amount of money received by the employees when terminated,
- c) social security and other insurance that are paid from the social insurance budget, state budget, local budget or special funds,
- d) pensions,
- e) allocations, indemnity payments, or other amount of money given according to law to those persons with children, or allocations for the person who takes care of the children,
- f) free meals and antidote alimentation, representing an in-kind contribution,
- h) the contribution for the pension and the contribution owed by the employees for the unemployment fund,

**Art. 6.** - The following categories of persons do not have to pay taxes:

- a) foreign journalists for their salaries (under conditions of reciprocity),
- b) pupils, students, and applicants for P.H. degree for funds received from scholarships,
- c) persons who earn incomes up to 75.000 lei per month representing salary and other compensation,
- d) war veterans, their widows, and the widows who have not remarried,
- e) the successors of the heroes of Revolution and those who gain the title of Fighter for the victory of Romanian Revolution from December 1989, for their incomes,
- f) soldiers, pupils and military students for their incomes,
- g) invalids and handicaps (grade I, II),
- i) natural persons who are developing in Romania consultancy according to free funding programs, on the grounds of some collaboration between the Romanian government and other governments, GOs, or NGOs.

**Art. 7.** The amount of income taxes payable is established each month according to rates issued by the government. In case of salaries and other compensation the taxation is calculated by transforming in lei at the currency rate in force on the pay date. These taxes are withheld and deposited into the state budget. If an individual works more than one job the taxes are computed separately for each job (as if each job was the sole position, that is, rates are not modified to reflect employment in multiple locations).



**Government Order no. 250/1992 regarding vacation and leaves for different reasons of employees from the public administration, other administration taxes with specific activity and other budgetary institutions**

**VACATION**

**Art. 1.** - Full time employees and part-time employees (4-6 hours per day) from the public administrations and other budgetary institutions have the right to have for each calendar year a paid vacation of 21-25 working days, according to their length in service, as follows:

- to 5 years = 18 working days
- to 5 and 15 years = 21 working days
- over 15 years = 25 working days

**Art. 2.** - Part-time employees (4 or 6 hours a day) have the same vacation rights as full employees (Article 1). (Length in service is calculated on hours worked. Therefore a part-time employee's length in service is typically less than that of a full-time employee).

**Art. 3. - (1)** Employees who work in different places, in one place a full time job and in another place a part-time job, have the right to take a full holiday from the main job. From the job where he/she works as a consultant he/she can take the same number of days but without payment.

(2) Employees who work as consultants in two places have the right to take a full vacation according to his/her working days.

(3) Employees who work for different places cumulating in more than a normal working program from one place have to choose to take his vacation time from different places so that the whole vacation is not longer than that vacation earned at his/her full time employer's place of work.

**Art. 4. - (1)** Vacation is calculated taking into consideration the length in service including the year in course.

(2) For those employees hired during that year, the period of vacation is established taking into consideration the working period beginning with the date of his hiring until the end of the year in course, according to the length in service.

**Art. 5. - (1)** Employees who did not work the whole year due to sickness, or without payment cannot receive the vacation benefit.

**Art. 6. - (1)** Vacation has to be taken every year, either in whole or in part.

**(2)** Vacation can be divided, at the employee's request, but the period does not have to be shorter than 15 working days.

**Art. 7. - (1)** During vacation employees have the right to receive pay calculated according to the number of days taken multiplied by the daily rate of the gross salary, bonus for length in service, pay for leadership, corresponding to each month in which the employees take his vacation.

**(5)** Payment for vacation is made not later than 5 days before leaving in vacation.

**Art. 8. - (1)** The leadership of the organization has to take the necessary measures to ensure that all employees take their vacation.

**(2)** Those persons who did not take their vacation for the respective year (except those who start their vacation in December and it extends into the following year) will receive a compensation equal to the pay for the vacation calculated according to the number of unused holiday days multiplied by the daily rate of the gross salary, according to length in service, and including any pay for leadership, using December as the basis for calculation.

**Art. 15. - (1)** Employees whose contract ended and they did not take their vacation have the right to receive compensation in cash for vacation days earned.

**Art. 16. -** It is forbidden to give up your right for vacation.

### **The supplementary vacation**

**Art. 18.- (1)** All those employees who work in dangerous places or in hard conditions have the right to receive a supplementary holiday of 3-10 days according to law no. 31/1991.

### **Paid vacation for special events in family**

**Art. 24. - (1)** In addition to holiday, employees have the right to benefit from a paid vacation in case of:

- a) marriage- 5 days,
- b) giving birth or the marriage of a child,
- c) a funeral of husband or a close relative- 3 days.

## **Leave of absence**

**Art. 25. - (1)** Employees have the right to benefit by leave of absence no longer than 90 working days per year, for passing exams (line 1/a, b and c), for taking care of sick children up to an age of 3 years, and also for undertaking a treatment abroad (line 2/a and b).

**(3)** The leave of absence can also be taken for personal interests, its period depending on the agreement between both parties.

**Art. 26. -** During the leave of absence the respective persons keep their status as employees.

## **Final dispositions**

**Art. 27.** During paid vacations other persons cannot be hired to permanently replace those who are on vacation.

**Art. 28.** In case the leave of absence is longer than 30 days the employer can replace the absent employee with another person under a temporary labor contract.

## **Regulations for the application of Law no. 32/1994 regarding donations:**

According to art.16 from Law no. 32/1994 regarding sponsorship, the following regulations are issued:

### **CHAPTER I - General dispositions**

- 1) According to art.1 from Law no.32/1994 the sponsorship is done on the ground of a contract drawn up between the sponsor and the beneficiary, in which the amount of money representing sponsorship will be mentioned.
- 2) Assets donated (materials) are evaluated as follows:
  - a) the selling price of the sponsor, without TVA, when these materials are made by him,
  - b) at the market price, without TVA, in case the materials (expendable) are purchased in order to be donated, accompanied by an explanatory invoice or receipt,
  - c) at the price of the materials established in the customs for those supplies bought from abroad in order to be donated.
- 3) Donations in cash or in-kind will be included in the chart of accounts of the sponsor and beneficiary based on the documents that show payment, delivery, or receiving of the supplies.
- 4) According to art. 3 natural persons and corporate bodies cannot make donations from the budgetary funds (Ministry of Health, Ministry of Education,etc.).

### **CHAPTER II - The beneficiaries of the donations**

- 1) Any corporate body of public interest or any non-profit corporate body which develops their activities in Romania, like schools, hospitals, houses for elderly people, orphanages, associations, foundations, etc., can benefit from donations if they have a legal status.
- 2) Any natural person who lives in Romania or is a Romanian citizen, whose activity is recognized by any non-profit corporate body, with a legal status in the country or abroad, or is developing its activity in the person's domain recommended for sponsorship, can also benefit from donations.

Example:

Foundation "A", a non-profit corporate body, with a long activity in the domain of protecting orphans, can recommend, based on a written paper, a natural person to benefit from the donation in order to help her in protecting orphans.

3) It is forbidden that through the sponsorship activity the beneficiary or the sponsor advertise any other person than the beneficiary or the sponsor.

**CHAPTER III**

1) The sponsor or the beneficiary can inform the public about the sponsored activity by presenting the image or the name of the sponsor.

2) The value of the donation is deductible from gross income, but not more than 5% from taxable income.

*World Learning DNP  
Financial Management and Compliance Manual for Non-Govt. Orgs.*

**AP2. Chart of accounts for NGOs**

SYMBOL

**ACCOUNT**

**The name of the account**

Major balance sheet

Individual

class

class

I

II

1

2

3

4

**01**

**CLASS 0 - FIXED ASSETS**

**FIXED ASSETS AND LAND**

011

Land

012

Land improvement

013

Fixed assets

01

Buildings

02

Special constructions

03

Machine, work equipment

04

Equipment for control and adjustment

05

Vehicles

06

Animals and plantations

07

Tools, equipment, furniture and office supplies

08

Other fixed assets

**CLASS 1 - CASH**

**AVAILABLE IN BANK**

11

115

Available funds for investments

117

Available funds for the daily activity

118

Available funds from the foreign currency

119

Available from funds with special destination

119.01

Available from funds with special destination and redistribution

119.01.39

Available from other funds with special destination

119.40 Available from the special fund from the application of the literary stamp (cinema, theatre, musical, folklore, arts)

119.40.01 Available from the special fund from the application of the literary stamp

119.40.02 Available from the special fund from the application of the cinema stamp

119.40.03 Available from the special fund from the application of the theatre stamp

119.40.04 Available from the special fund from the application of the musical stamp

119.40.05 Available from the special fund from the application of the folkloric stamp

119.40.06 Available from the special fund from the application of the art stamp

13

PETTY CASH

15

OTHER SOURCES OF CASH

150

Cash in checking

159

Other values

159.01

Fiscal and mail stamps

159.02

Travel tickets

159.04

Cheque for limited quantities

159.09

Other values

21

**CLASS 2- SETTLEMENT OF ACCOUNTS**

INTERNAL SETTLEMENT OF ACCOUNTS

213

Other settlements

213.01

Settlements for institutions

22

**SETTLEMENTS WITH THE DEBTORS**

220

Advances/ Miscellaneous Receivables

220.01

Outstanding Advances

220.02

Debtors from complaints and litigations

220.03

Debtors from fixed assets damages, illegal expenditures and waste (fights and litigations)

220.04

Debtors for fixed assets damages (fights and litigation)

	220.05	Debtors for work equipment and uniforms
	220.06	Debtors for guarantees
	220.07	Reactivated debtors
	220.16	Insolvent debtors
	220.19	Other debtors
	220.20	Debtors for investments
225		Accounts Payable
		<b>SETTLEMENTS WITH CREDITORS</b>
230		Settlements with employees
	230.01	Gross salary
	230.02	Gross salary payable for construction in progress
231		Accounts Payable
	231.01	Untaken salaries
	231.02	Employee loan payments payable
	231.03	Salary withholdings for third parties
	231.06	Guarantees/ security deposits from administrators
	231.09	Other creditors
	231.10	Creditors for investments
232		Employee Income Taxes Payable
	232.31	Deductible VAT
	232.32	Collected VAT
	232.33	Payable VAT
	232.34	Refundable VAT
	232.35	Accrued VAT
233		Social Security Payable
	233.01	Institution Social Security Payable
	233.02	Employees Supplementary Pension Payable
	233.03	Institution's share at Social Security System Payable
234		Suppliers payable
	234.01	Suppliers payable for the current activities
	234.02	Suppliers payable and contractors for investments
235		Unemployment taxes payable



		<b>CLASS 3 - FUNDS</b>
31		INSTITUTION FUNDS
	310	Fixed assets and land fund
	311	Inventory objects fund
33		<b>SPECIAL DESTINATION FUNDS</b>
	337	Special destination funds
	337.40	The special fund from the application of the literary stamp (cinema, theatre, musical, folklore and fine arts)
	337.40.01	Special funds from the application of literary stamp
	337.40.02	Special funds from the application of the cinema stamp
	337.40.03	Special funds from the application of the theatre stamp
	337.40.04	Special funds from the application of the musical stamp
	337.40.05	Special funds from the application of the folklore stamp
	337.40.06	Special funds from the application of the fine arts stamp

41 **CLASS 4 - EXPENDITURES**  
INSTITUTIONS EXPENDITURES

	412	Currency gains / losses
	415	Investment (construction equipment in progress)
	417	Public organizations expenditures
	417.01	Expenditures for internal activity
	417.02	Expenditures of for-profit activities

42 **EXPENDITURES OF OTHER ACTIVITIES**

	421	Expenditures from the funds with special destination
	421.40	Expenditures from the special fund from the application of the literary stamp (cinema, theatre, musical, folklore, fine arts)
	421.40.01	Expenditures from the special fund from the application of the literary stamp
	421.40.02	Expenditures from the special fund from the application of the cinema stamp
	421.40.03	Expenditures from the special fund from the application of the theatre stamp

234

421.40.04	Expenditures from the special fund from the application of the musical stamp
421.40.05	Expenditures from the special fund from the application of the folklore stamp
421.40.06	Expenditures from the special fund from the application of the fine arts

51

**CLASS 5 - REVENUES**

**INSTITUTIONS REVENUES**

517	Public organizations revenues
517.01	Donations and gifts received
517.02	Revenues of the branches, other activities
517.03	Other revenues
517.04	For profit Net Income from branches
517.06	Funding from state budget
518	Revenues from previous activities and other sources
518.01	Deferred Income
518.02	Deferred Income from Investment

**REVENUES TO BE ACHIEVED AND EXPECTED**

53

530	Accrued Revenues for goods advanced
531	Revenue Receivable
531.01	Revenues to be achieved from price differences due to charged values
531.02	Revenues from returns from waste money and damages from previous years
531.05	Revenues from share costs from the value of equipment and uniforms
531.06	Revenues from reactivated debtors
531.07	Revenues from the selling of products, tickets for fairs, exhibitions and cultural or sport events
531.09	Other revenues to be achieved

**CLASS 6 - MATERIALS AND INVENTORY**

600	Materials and inventory objects
	Materials
600.01	Medication
600.02	Maintenance and office supplies
600.03	Food and fodder
600.04	Materials for use
600.09	Other materials
600.15	Materials and equipment for investments

	601		Materials in processing
	602		Office equipment of low value(petty inventory)
	603		Inventory objects in use
<b>6 1</b>			<b>ANIMALS</b>
	610		Fattening the young live stock
<b>6 2</b>			<b>Cost of live stock</b>
	620		Production in inventory
<b>6 3</b>			<b>MERCHANDISE</b>
	630		<b>MERCHANDISE IN INVENTORY</b>
		630.01	Goods in deposit
		630.02	Goods for retail
	635		Rebate
		635.01	Rebate for the goods in deposit
		635.02	Rebate for goods from the units with retail
			<b>CLASS 7 - FUNDING AND LOANS</b>
<b>7 0</b>			<b>FUNDING FROM THE BUDGET AND LOANS</b>
	704		Loan Balance at Bank
			<b>CLASS 9 - AUXILIARY ACCOUNTS</b>
<b>90-97</b>			<b>COMMON ACCOUNTS</b>
<b>90</b>			<b>FIXED ASSETS AND MATERIALS</b>
	902		Materials in custody
	905		Wraps to return
<b>91</b>			<b>SETTLEMENTS OF ACCOUNTS</b>
	910		Debtors continually followed
	912		Documents rejected at the preliminary financial control
<b>92</b>			<b>OTHER VALUES</b>
	920		Bonds on cheques
	922		Valuable printed forms with afterwards settlement
<b>97</b>			<b>OTHER OPERATIONS EXCEPT THE BALANCE SHEET</b>
	970		Subscriptions
	971		Cash payments for goods bought from the market
	979		Other operations except the balance sheet

**NOTE:**

- The accounts mentioned in the chart of accounts can be developed continually - in individual accounts - according to the principles mentioned in the application guidelines of the chart of accounts and to the guidelines received from the authorities, depending on the needs of accounting and the specific activities of some branches.
- For simplification, the entry is done only in individual accounts (the chart of fixed asset, of materials, etc) following that in intermediate individual accounts the dates to be obtained through direct grouping in the trial balance.
- If the specific conditions of the activity in case of some public organizations impose the introduction of some accounts (major balance sheet groupings of grade II and individual accounts of grade I) this can be done only with the approval of Ministry of Finance, at the request of public organizations.



**BEST AVAILABLE COPY**

Aprobat

Director Executiv

**STAT DE PLATA INDIVIDUAL**

Retributie tarifara	
Ore regie (zile lucr.)	
Ore suplimentare	
Retributie tarifara pt. timpul efectiv lucrat in reg normal de lucru	
Retributie tarifara pt. calculul contrib. pensie suplimentara	
Valoare ore suplimentare	
Total drepturi	
Impozit	
Pensie suplimentara (3%)	
Ajutor somaj (1%)	
Avans	
Total retineri	
Rest de plata	

Intocmit:

Semnatura de primire:

ZIUA \_\_\_\_\_ LUNA \_\_\_\_\_ ANUL \_\_\_\_\_

SEMNAȚURA			Nr. crt.
La venire	Minute întârziate	La plecare	
			41
			42
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			80

VIZA ȘEFULUI DE COMPARTIMENT

NOTA:

ZIUA \_\_\_\_\_ LUNA \_\_\_\_\_ ANUL \_\_\_\_\_

SEMNAȚURA			Nr. crt.
La venire	Minute întârziate	La plecare	
			1
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VIZA ȘEFULUI DE COMPARTIMENT

NOTA:





Factory (Firm) .....  
Office.....  
Permit no.....released by.....

ANNEX 1

**LABOR CONTRACT**

Registered under no. .... in the ledger of the Labor Chamber from the Labor and Social Protection Department of the county .....at the date.....

A. The undersigned : .....employer of the Factory.....  
.....and the employee.....with the residence in the town.....str.....no.....county.....  
with the identity card series.....no.....released by .....on the date....., born in.....at the date.....  
I concluded this labor contract under the following conditions on which I agree:

I. The period of the contract:

a) undetermined , employee.....having to start the activity at the date.....;

b) determined, by.....between the date of.....  
and until.....

B. The description of the job

Position (job).....specialty.....  
according to the degree (diploma) ..... \*)

The employee will perform the following activities:

.....  
.....  
.....  
.....

The activity is performed in special conditions .....work team.....  
the period of time.....\*\*)

The employer can change for a limited period of time the nature of the job, provided that the salary remains the same, or may raise the salary through an agreement with the employee.

\*) It will be filled in only if the employee presents the degree.

\*\*\*) The special conditions of working must be certified by sanitary inspectors, confirmed by The Territorial Inspectorate for labor protection.

The maximum period of time for which the employer can temporarily change the above mentioned conditions, or the nature of the job, cannot exceed 3 months in one year (longer than 3 months requires a new contract).

II. Hiring conditions: a full time job or a part time job of (complete only for part time).....

The employee's working program is of.....hours/day.

III. The monthly gross salary is .....lei, payable at.....

Overtime hours, after the program or during free time are paid with a benefit of 100 % (meaning the normal rate per hour or compensatory time).

He or she also receives the following other premiums in cash.....

.....  
..... (\*\*\*)

IV. The gross salary that is used to calculate social securities and supplementary pension is .....

.....lei / monthly (generally the same as line III unless special premiums are paid as mentioned above).

V. When the employee.....is sent in delegation he has the following rights:

- a) transportation.....
- b) accommodation.....
- c) per diem.....

VI. The period of time for holiday is .....days, according to the length of service of the employee which is of.....years.

VII. Rights and specific duties related to labor protection:

- a) protection equipment.....
- b) work equipment .....
- c) antidotes (medication).....
- d) protection alimentation (for persons with special needs).....
- e) other rights and duties regarding labor protection .....

VIII. Other riders.....

\*\*\*) The contract amount should include the total premiums (any danger pay, length of service premium or other similar compensation).



C. The ending of the contract

Today, year .....month.....day.....after following the legal procedures the labor contract was broken by reason that:

.....  
.....  
.....  
.....  
.....

according to.....

CHIEF OF THE LABOR CHAMBER,

.....  
L.S.

NOTE:

- Once the contract concluded it can be modified only according to an agreement signed by both parties. Modification made by only one party involved is forbidden.
- The work conflicts regarding the modification or ending of the contract are solved by law.
- In case the employee is sent by the employer to attend some courses of qualification or a school and receives during this period the salary (and also in other situations mentioned by law) the present contract is amended with an additional act in which are written the rights and duties of the both sides according to law.

245



Unitatea platitoare \_\_\_\_\_

Adresa \_\_\_\_\_

Contul bancar \_\_\_\_\_

Codul fiscal \_\_\_\_\_

## DARE DE SEAMA

privind calcularea, retinerea si varsarea impozitului pe salarii pe perioada \_\_\_\_\_

### 1. Personal permanent

Nr. crt.	Luna	Nr. total de salariati	din care scutit de impozit	Total venituri brute platite	Impozite retinute si varsate	Nr. si data documentului de plata
1	ianuarie					
2	Februarie					
3	Martie					
4	Aprilie					
5	Mai					
6	Iunie					
7	Iulie					
8	August					
9	Septembrie					
10	Octombrie					
11	Noiembrie					
12	Decembrie					
TOTAL						

### 2. Colaboratori

Nr. crt.	Luna	Nr. total de salariati	din care scutit de impozit	Total venituri brute platite	Impozite retinute si varsate	Nr. si data documentului de plata
1	ianuarie					
2	Februarie					
3	Martie					
4	Aprilie					
5	Mai					
6	Iunie					
7	Iulie					
8	August					
9	Septembrie					
10	Octombrie					
11	Noiembrie					
12	Decembrie					
TOTAL						
TOTAL GENERAL						

257



# DECLARAȚIE DE ÎNREGISTRARE PENTRU PLĂTITORII DE IMPOZITE

IMP 1

## 1. FELUL DECLARAȚIEI:

- 1.1. Declarație de înregistrare ca plătitor | ... |
- 1.2. Declarație de modificare a datelor inițiale | ... |
- 1.3. Declarație de încetare a activității | ... |
- 1.4. Declarație de fuzionare | ... |
- 1.5. Declarație de înregistrare ca plătitor (pentru  
declaranți cu sediul central în străinătate) | ... |
- 1.6. Declarație de identificare a sediului central pentru  
plătitorii ce depun declarații de tip 1.5 | ... |

## 2. DATE DE IDENTIFICARE A PLĂTITORULUI

- 2.1. COD FISCAL | ..... |
- 2.2. - Denumirea plătitorului | ..... |  
- Adresa: | ..... |
- 2.3. Județul | ..... | cod | ... |
- 2.4. Localitatea | ..... | sector | ..... |
- 2.5. Codul poștal | ..... |
- 2.6. Strada, nr. etc. | ..... |
- 2.7. Telefon | ..... | Telex | ..... | Fax | ..... |
- 2.8. Numărul de înmatriculare la Registrul Comerțului, conf. legii  
nr. 26/1190 | ...../...../..... | sau număr autorizație sau hotărîre  
judecătorească | ..... |
- 2.9. - Codul statistic SIRUES | ..... |
- 2.10. - Felul sediului: central | ... | filială | ... | sucursală | ... | reprezentanță | ... |
- 2.11 - Număr sucursale | ... | Număr filiale | ... |
- 2.12. - Codul fiscal al sediului central ( pentru filială, sucursală ) | ..... |

3. FORMA DE PROPRIETATE: | ..... |

4. FORMA JURIDICĂ: | ..... |

5. MINISTER COORDONATOR pentru agenții economice cu capital de  
stat ( conf. Normelor metodologice privind întocmirea, verificarea  
și centralizarea raporturilor lunare și trimestriale - nomenclator  
titular / departament)

BEST AVAILABLE COPY

## INSTRUCȚIUNI DE COMPLETARE A DECLARAȚIEI DE ÎNREGISTRARE

Formularul se completează la mașina de scris sau la echipamente similare.

**CAPITOLUL 1- FELUL DECLARAȚIEI** se marchează cu X unul din punctele

1.1, 1.2, 1.3, 1.4, 1.5, 1.6, după caz.

O declarație de tip 1.2 se completează când se modifică una din datele din capitolele 2 la 8 inclusiv.

Orice declarant cu sediul central în afara granițelor țării, este obligat să completeze o declarație de tip 1.6, numai capitolul 2, prin care declară date de identificare a sediului central, și o declarație de tip 1.5, prin care își declară datele proprii de identificare.

În cazul declarației de tip 1.6, la rubrica 2.3 se completează țara de domiciliu a sediului central. În cazul fuzionării plătitorul care încetează să existe completează o declarație de tip 1.4.

Pentru cazul încetării activității, după completarea datelor de identificare cuprinse în capitolul 2 se trece direct la capitolul 9.

## CAPITOLUL 2 - DATE DE IDENTIFICARE A PLĂTITORULUI

2.1 Se completează obligatoriu COD FISCAL pentru declarațiile de tip 1.2, 1.3, 1.4.

Se completează obligatoriu de către toți declaranții, persoane juridice sau fizice, punctele 2.2, 2.3, 2.4, 2.5, 2.6 și 2.8.

2.7 Se completează dacă există telefon, telex sau fax. 2.8 se completează obligatoriu de toți plătitorii înscrși la Registrul Comerțului.

2.11. Se completează numai de agenții economici care au

sucursale și filiale. La 2.10 se marchează cu X felul sediului declarantului.

2.12. Se completează numai dacă declarantul este o sucursală o filială a unui agent economic.

**CAPITOLUL 3 - FORMA DE PROPRIETATE** se alege forma de proprietate corespunzătoare situației și se completează codul în Declarație.

a. proprietate integral de stat:

regii autonome 11, societăți comerciale 12, alte unități economice 13

b. proprietate mixtă ( de stat și privată):

de stat autohton și străin	21.
de stat și privat autohton și străin	22
de stat și privat autohton	23
de stat și privat străin	24

c. proprietate privată:

cu capital privat autohton	31
cu capital privat autohton și străin	32
cu capital privat străin	33
asociații agricole	34
persoane fizice înmatriculate Registrul Comerțului	35
alte persoane fizice care exercită actv. impozabile	36

d. proprietate cooperatistă:

cooperative agricole	41
cooperative meșteșugărești	42
cooperative de consum	43
cooperative de credit	44
alte unități cooperatiste	45

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6. CONTURI BANCARE :

Banca	Contul
.....	.....
.....	.....
.....	.....

7. CIFRA DE AFACERI (vinzări) :

7.1 Cifra de afaceri (mii lei) | ..... |

8. Doriți să optați pentru plata TVA? | ..... |

9. DATA ÎNCETĂRII ACTIVITĂȚII : ziua | ... | luna | ... | anul | ... |

10. CODUL FISCAL AL UNITĂȚII REZULTATE ÎN URMA FUZIONĂRII: |.....|

**DECLAR CĂ CELE MENȚIONATE MAI SUS SUNT ADEVĂRATE ȘI CORECTE**

Numele persoanei care face declarația  
.....

Titlul persoanei care face declarația  
.....

Semnătura ..... Ștampila  
Data .....

**TALON 1**

**SE COMPLETEAZĂ DE PERSONALUL ORGANULUI FISCAL**

- COD ORGAN FISCAL : | ..... |  
- Număr de înregistrare : | ..... |  
- Data înregistrării : ziua | ..... | luna | ..... | anul | ..... |  
- Numele și prenumele persoanei care a verificat :  
.....

**TALON 2**

**SE DETASEAZĂ ȘI SE DĂ PERSOANEI CARE FACE DECLARAȚIA**

- Plătitorul .....  
a deus DECLARAȚIA DE ÎNREGISTRARE pentru plătitorii de  
impozite la .....

- Număr de înregistrare : | ..... |  
- Data înregistrării : ziua | ..... | luna | ..... | anul | ..... |

**TALON 3**

e. proprietate obștească:

societăți comerciale aparținând organizațiilor și instituțiilor politice și obștești 56  
agenții economici neorganizați în societăți comerciale, aparținând organizațiilor  
și instituțiilor politice și obștești 57

#### CAPITOLUL 4 - FORMA JURIDICĂ:

societăți comerciale cu răspundere limitată	SRL
societăți comerciale pe acțiuni	SA
societăți comerciale în nume colectiv	SNC
societăți comerciale în comandită simplă	SCS
societăți comerciale în comandită pe acțiuni	SCA
regii autonome	RA
organizații cooperatiste - meșteșugărești	OC1
- consum	OC2
- credit	OC3
locație de gestiune	LOC
concesiune	CON
închiriere	INC
asociații familiale	ASF
persoane fizice autorizate să desfășoare activități independente	PFA.

**CAPITOLUL 5 - MINISTERUL COORDONATOR** se completează numai de agenții economici cu capital de stat.

**CAPITOLUL 6 - CONTURI BANCARE** se completează numai de agenții economici care au conturi deschise la bănci.

#### CAPITOLUL 7 - CIFRA DE AFACERI

7.1 Se completează obligatoriu cifra de afaceri estimată pe 12 luni.

Plătitorii de impozite și taxe care au filiale și sucursale, vor completa cifra de afaceri totală ținând cont și de activitatea subunităților, iar subunitățile numai propria cifră de afaceri.

Cifra de afaceri se completează în mii lei.

**CAPITOLUL 8 - Se completează cu D sau N** numai de agenții economici cu cifra de afaceri de pînă la 10 milioane lei anual. În cazul în care răspunsul este afirmativ, se va completa formularul **CERERE DE ÎNREGISTRARE CA PLĂTITOR DE TVA PRIN OPTIUNE**

**CAPITOLUL 9 - Se completează în cazul încetării activității.**

#### TALON 2

**COD ORGAN FISCAL** : este codul local al unității fiscale unde este arondat agentul economic.

Număr de înregistrare : este numărul de înregistrare a declarației, unic la nivel de an în cadrul unei unități fiscale.



# TAXA PE VALOAREA ADĂUGATĂ

## CERERE DE RAMBURSARE

(SE DEPUNE PENTRU SUME CE DEPĂȘESC 1.000.000 LEI)

COD FISCAL PLĂTITOR TVA:

DENUMIRE AGENT ECONOMIC: .....

LOCALITATE: ..... STRADA: ..... NR: .....

JUDEȚ (SECTOR): ..... COD POȘTAL: ..... TEL/FAX: .....

### I. RAMBURSARE PENTRU EXPORT:

SUME

Luna:

1. Plătitori care au realizat atât livrări la intern cât și la export:

1.1. Total operații impozabile realizate [(9)+(8) din Decont]

1.2. TVA de dedus [(15)+(16)+(17) din Decont]

1.3. Pondere tva de dedus [(1.2)/(1.1)x100]

1.4. Operații export [(6) din Decont]

1.5. TVA aferentă exportului [(1.4)x(1.3)/100]

2. Plătitori care au realizat exclusiv livrări la export:

2.1. Total intrări [(21) din Decont]

2.2. TVA de dedus [(15)+(16)+(17) din Decont]

2.3. Pondere tva de dedus [(2.2)/(2.1)x100]

2.4. Operații export [(6) din Decont]

2.5. TVA aferentă exportului [(2.4)x(2.3)/100]

### II. RAMBURSARE PENTRU ACTIVITĂȚI SPECIFICE:

Luna:

Se depune de unitățile care au drept de rambursare lunară conform cap. 10, aliniatul 10.9, lit. B din normele de aplicare a Ordonanței Guvernului nr. 3/1992 privind TVA.

Se va înscrie suma de rambursat din Decont (23).

### III. RAMBURSARE PENTRU ÎNTREAGA ACTIVITATE:

Lunile:

Se depune de unitățile care pe o perioadă de 3 luni consecutiv au raportat sume de rambursat.

Se va înscrie suma de rambursat din Decontul lunii a 3-a (23).

### IV. SOLICIT RAMBURSAREA

În contul nr. \_\_\_\_\_ deschis la \_\_\_\_\_

NUME \_\_\_\_\_ FUNCȚIA \_\_\_\_\_

PRENUME \_\_\_\_\_ SEMNĂTURA ȘI ȘTAMPILA \_\_\_\_\_

### CADRU REZERVAT ORGANULUI FISCAL

Se aprobă rambursarea pentru suma de

Nu se aprobă rambursarea sumei de

Suma de raportat în decontul lunii următoare

NUMELE PERSOANEI CARE APROBĂ RAMBURSAREA \_\_\_\_\_

FUNCȚIA \_\_\_\_\_ SEMNĂTURA \_\_\_\_\_ DATA (ZZ/LL/AA) \_\_\_\_/\_\_\_\_/\_\_\_\_

ORGAN FISCAL \_\_\_\_\_ COD \_\_\_\_\_

NUMĂR ÎNREGISTRARE \_\_\_\_\_

DATA DEPUNERII (ZZ/LL/AA) \_\_\_\_/\_\_\_\_/\_\_\_\_

PRIMIT \_\_\_\_\_

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**Cerere de restituire**  
**a**  
**taxei pe valoarea adaugata**

1	DENUMIREA UNITATII : COD FISCAL .....
2	ADRESA : Localitatea..... Strada..... Nr..... Sector..... Cod postal..... Judet .....

In conformitate cu prevederile Ordonantei Guvernului nr. 3/1992, republicata, art. 17, lit. C f), prin prezenta solicitam restituirea taxei pe valoarea adaugata platita pentru bunurile si serviciile achizitionate destinate realizarii unor obiective pe teritoriul Romaniei cu finantare directa asigurata din ajutoare sau imprumuturi nerambursabile acordate de guverne straine, de organisme internationale precum si de organizatii nonprofit si de caritate.

Se anexeaza documentele (se marcheaza cu x) :

- factura
- chitanta fiscala
- alte documente


RESTITUIREA ESTE AFERENTA OBIECTIVULUI: .....

Solicitam restituirea in contul nr. .... deschis la .....

sucursala .....

Finantarea este asigurata din .....

Conducatorul unitatii ..... Semnatura si stampila ..... Data .....

<b>CADRU REZERVAT ORGANULUI FISCAL</b>	
APROBAM RESTITUIREA TVA PENTRU SUMA DE _____	LEI
NU APROBAM RESTITUIREA SUMEI DE _____	LEI,
DIN URMATOARELE MOTIVE : .....	
.....	
.....	
NUMELE PERSOANEI CARE APROBA RESTITUIREA _____	
FUNCTIA _____	
SEMNATURA SI STAMPILA _____	DATA _____

MINISTERUL FINANTELOR  
~~DEPARTAMENTUL VENITURILOR STATULUI~~

CERTIFICAT

Nr.

*In conformitate cu art.17 lit.C f) din Ordonanta Guvernului nr.3/1992, republicata, si Decizia nr.5/1995 a Comisiei Centrale pentru aplicarea unitara a prevederilor legale in domeniul impozitelor indirecte, se acorda cota zero de taxa pe valoarea adaugata unitatii.....*

*.....*  
*pentru bunurile livrate si serviciile prestate in baza contractelor:*

*-nr...../.....incheiat cu .....*

*-nr...../.....incheiat cu .....*

*-nr...../.....incheiat cu .....*

*-nr...../.....incheiat cu.....*

*privind obiectivul.....*

*.....*  
*finantat.....*

*Societatile furnizoare vor aplica cota zero de taxa pe valoarea adaugata la facturarea bunurilor livrate si serviciilor prestate, beneficiind de exercitarea dreptului de deducere a taxei pe valoarea adugata aferenta cumpararilor de bunuri si servicii destinate realizarii contractelor.*

SECRETAR DE STAT,

Gheorghe Raicu

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LICENȚA DE IMPORT TIP "A"  
IMPORT LICENCE TIP "A"

CERERE PENTRU LICENȚĂ DE IMPORT (APPLICATION FOR IMPORT LICENCE)	Cod importator (Importer code):	Nr. și data înreg. la importator (No. and date of registration of importer)		
	Importator (Importer):	Nr. și data înreg. la MC - DCE (No. and date of registration at MT - DFT)		
	Adresa (Address):	Partener extern (Foreign partner):		
	Telefon:                      Telex:                      Fax:			
	Banca (Bank):	Tara plătitoare (Country of payment):	Tara vânzătoare (Exporting country):	
	Cont valută (Currency account):		Tara de origine (Country of origin):	
	Destinatar (Name of ultimate consignee):	Condiția de livrare (Delivery terms):		
	Termen de valabilitate solicitat (Validity requested):		Condiția de plată și credit (Payment terms):	
	Pozitie tarif vamal import (Import custom tariff heading):			
	Nr. articol conform H.G. 594/1992 (No of the item acc. to Decision 594/1992):		Moneda (valuta) plății (Currency payment):	
Denumirea comercială a mărfii (Description of goods):	Cantitatea UM tone (Quantity):	Cantitatea UM supl. (Suplim. quantity):	Valoarea CIF în valuta plății (CIF value in currency of payment):	
Alte precizări ale solicitantului (Further details supplied by applicant)	Certificăm pe propria răspundere exactitatea datelor înscrise prezenta cerere și vă rugăm să autorizați importul (numele și prenumele în clar, semnătura autorizată, stampă) [We hereby certify on our own responsibility that all data in application are accurate and we therefore ask for the impor- licence] (Name, authorized signature, stamp)			
LICENȚĂ DE IMPORT (IMPORT LICENCE)	<b>ROMÂNIA</b> <b>MINISTERUL COMERȚULUI</b> <b>DIRECȚIA GENERALĂ PENTRU ADMINISTRAREA POLITICII COMERCIALE</b> <b>ROMANIA</b> <b>MINISTRY OF TRADE</b> <b>GENERAL DIRECTORATE FOR ADMINISTRATION OF THE COMMERCIAL POLIC</b>			
	LICENȚA DE IMPORT (IMPORT LICENCE)	Nr. (No):	Data (Date):	
SE AUTORIZEAZĂ EFECTUAREA IMPORTULUI PÂNĂ LA DATA DE. (We hereby authorize this import to take place until) CONFORM PREZENTEI CERERI ȘI CU URMĂTOARELE PRECIZĂRI (In compliance with the present application, with following additions):				
			Semnătura autorizată (Authorized signature)	

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**ANEXA LA  
LICENȚA DE IMPORT TIP "A" Nr. . . . . .  
ANNEX OF  
IMPORT LICENCE TIP "A"**

Nr. și data înregistrării la importator (No and date of registration at importer)		Nr. și data înregistrării la MC - DCE: (No and date of registration at MT - DFT)			
Nr. crt.	Denumirea produsului	Cod statistic poz. tarif vamal import	Nr. art. conf. HG 594/1992	Cantitate	
				Bucăți	Tone
0	1	2	3	4	5
Cantitatea totală (Total quantity)			Certificăm pe propria răspundere exactitatea datelor înscrise în preze anexă și vă rugăm să autorizați importul.		
Valoarea totală CIF în valuta plății (Total CIF value in currency of payment)			(We hereby certify on our own responsibility that all data in this annex are accurate and we therefore ask the import licence)		

**ROMÂNIA**  
**MINISTERUL COMERȚULUI**  
**DIRECȚIA GENERALĂ PENTRU ADMINISTRAREA POLITICII COMERCIALE**

Certificăm anexa la licența de import nr. . . . . . / . . . . .

Semnătura autoriz.

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Obiectul nostru de activitate este (The nature our business is):  
.....  
.....  
intermediere, distribuire, producător, fabricant, vânzător en-gros și en-detail etc. (broker, distribuitor, fabricant, manufacturer, wholesaler, retailer etc.)

Relatiile noastre de afaceri cu exportatorul străin sunt (Our business relationship with the foreign exporter is):  
.....  
.....  
contractuale, de franșiză, distribuitor unic, distribuitor, vânzător en-gros, tranzacții individuale, continue și regulate (contractual, franchise, exclusive distributor, distribuitor, wholesaler, continuing and regular individual transaction business etc.)

am relații de afaceri de (We have had business relationship for) ..... ani (years)

7. Date suplimentare (orice alte fapte materiale relevante pentru cererea de licență acoperită de această declarație).  
(Additional information. (Any other material facts which will be of value considering applications for licence covered by this statement)).

Asistență pentru completarea declarației (numele altor persoane, în afara angajaților destinatarului sau cumpărătorului, care au contribuit la completarea acestei declarații).  
(Assistance in preparing - Names of persons other than employees of consignee or purchaser who assisted in the preparation of this statement.)

8. CERTIFICATUL DESTINATARULUI ȘI CUMPĂRĂTORULUI FINAL (La această rubrică trebuie să semneze destinatarul final menționat la pct. 1 și cumpărătorul, dacă acesta din urmă nu este același cu destinatarul final. Dacă destinatarul final nu este cunoscut, la această rubrică va semna cumpărătorul.)

Solicităm ca această declarație să fie considerată o parte a cererii pentru Certificatul Internațional de Import, completată de către importatorul român (C.I.I. pct. 1) în România și a licenței de export completată de către exportatorul străin (pct. 2) în străinătate pentru importul mărfurilor descrise la pct. 4.

Certificăm că toate datele conținute de această declarație sunt adevărate și corecte, în cea mai mare măsură în care noi putem ști sau crede și nu avem cunoștință de alte date suplimentare care nu concordă cu prezenta declarație. Vom transmite imediat persoanei denumite la pct. 2 o declarație suplimentară cuprinzând orice schimbări ale datelor sau intențiilor care vor apărea după ce declarația a fost întocmită și expediată. Cu excepția autorizării de către ANCEX nu vom reexporta, revinde sau dispune în alt mod de mărfurile prezentate la pct. 4 de mai sus: 1) către orice țară pentru care exportul nu este aprobat sau 2) către orice persoană, dacă există vreun motiv de a crede că aceasta va duce direct sau indirect la dispoziții contrare reglementărilor privind controlul exportului.

CERTIFICATE OF ULTIMATE CONSIGNEE AND PURCHASER (This item is to be signed by the ultimate consignee show in item 1 and by the purchaser where the latter is not the same as the ultimate consignee. If the ultimate consignee is unknown this item should be signed by purchaser).

We request that this statement be considered a part of the application for International Import Certificate filed by Romanian importer (I.I.C. item 1) in and Export License filed by the foreign exporter (item 2) abroad for the import of the commodities described in item 4.

We certify that all the facts contained in this statement are true and correct to the best of our knowledge and belief and we do not know of any additional facts which are inconsistent with the above statement. We shall promptly send a supplementary statement to the person named in item 2, disclosing any changes of facts or intentions set forth in this statement which occurs after the statement has been prepared and forwarded. Except as specifically authorized by the Agency for Control of Exports or by prior written approval of the NACE, we will not reexport, resell or otherwise dispose of any commodities listed in item 4 above: 1) to any country not approved for export or 2) to any person if there is reason to believe it will result directly or indirectly to contrary disposition of the Export Control Regulations.

Destinatar final (Ultimate consignee)

Cumpărător (Purchaser)

Semnătura în cerneală (Signature in ink)

Semnătura persoanei oficiale reprezentând destinatarul final

(Signature of official of ultimate consignee)

Stampila (Stamp)

Semnătura în cerneală (Signature in ink)

Semnătura persoanei oficiale reprezentând firma cumpărătorului

(Signature of official purchaser firm)

Ștampila (Stamp)

Dactilografiați (Type) .....

Numele și funcția persoanei oficiale reprezentând firma cumpărătorului

(Name and title of official purchaser firm)

Dactilografiați (Type) .....

Numele și funcția persoanei oficiale a destinatarului final

(Name and title of official of ultimate consignee)

Dactilografiați (Type) .....

Numele firmei cumpărătoare

(Name of purchaser firm)

Data (Date)

Data (Date)



## IAI Report on Businessmen Foundation (Fundatia Oamenilor de Afaceri) from Constanta, 24th June 1996

World Learning Consultants:  
Marilena Iliescu  
Lucian Ionescu

### **1. General Information**

This report refers to IAI performed for Businessmen Foundation at their office, located at: Stefan cel Mare nr. 53/57, Constanta, 8700 Romania, Tel// fax: 041-619468

Name of the NGO: Businessmen's Foundation Constanta - Romania (Fundatia Oamenilor de Afaceri din Constanta) - Romania, (hereinafter FOA)

Region: 2 (Bucharest - Dobrogea)

Sector: economic restructuring

Contact Person: Nicolae Butoi

Scope of Work: initial evaluation of the stage of institutional development of the NGO and assessment for funding

Mission: " to support the local activities of private businesses towards the development of Romania's free market economy"

Activities record: FOA was legally registered in April 1993, by joining of 20 private Romanian firms and 3 foreign ones. Effective activities have been carried out only since last year, after the NGO surmounted some organizational difficulties and received the help of two Peace Corps volunteers. FOA serves now over 60 members, many of them from other cities of Romania and worldwide, offering technical assistance through: organizing workshops, meeting and training on institutional matters, drafting business plan and feasibility studies, organizing exhibitions for products, offering guaranties for low interest credits and organizing regular English classes for business people and for highschool students (which proved very successful). Moreover after late last month "Seminar for Advertising techniques", they forwarded a petition to the Ministry of Finance for increasing deductible percent from the total income (currently permitted 3%), for sponsorship and advertising expenses. Most of the services described draw upon similar business association from Italy, visited by the president. A database is under implementation, designed to store updated, useful data on business opportunities locally, nationally and then internationally.

Internal members in the Assessment team:

Liana Elefterie, Censor, accounting expert, licensed by American management Association

Ioan Pescaru, Vice-president, lecturer at Marine Civil Institute

Interviewees:

Nicolae Butoi, President

Gheorghe Andreadis, Executive director

Laurentiu Chiriac, Member, executive director of a firm leader

Dragos Sbarnea, Staff, counselor on marketing and foreign investments

Daryll Klein, Volunteer from Peace Corps

Overall result of the IAI: the organisation was rated <sup>in</sup> ~~between developing and~~ expanding stage, ~~very close to expanding stage~~. See annexed assessment rating sheet

Recommendations are given at the end of this report in both English and Romanian.



## **2. Information on institutional development stage**

After a brief introduction, the president made a short presentation and then interviews began. The whole IAI session lasted from 9:00 to 17:00. Some difficulties appeared with the internal assessment team members, who didn't "enjoy" the exercise and sometimes stopped paying attention to the interviews.

### **a. Governance**

**Overall development rate: 2,5 .**

The governing/ administrative structures of the FOA (with roles not clearly separated) are: the General Assembly (GA), the Governing Council (GC) and a Secretariat. The role and membership of these structures have drawn upon private enterprises model. The GC is formed by the president himself, 3 vice-presidents (assigned on the basis of certain professional expertise: juridical issues, strategy issues and economy issues) and one member. The Secretariat has been working effectively only recently, after Staff salaries were obtained for Executive Director, one councilor and two secretaries. The GC meets once per month and deals with supervision of the Secretariat and ensuring orientation to the NGO, with the support of several Technical Commissions (not all of them are functional). Although mission is to vague defined in the NGO statute, each interviewee mentioned the orientation of a membership serving organisation: to promote development of business relationships of the members at juridical, and economical level. Constituencies/ and beneficiaries at the same time are the 60 members firms, but community is perceived as being the entire business community of Constanta. The members have a clear interest and satisfaction with the FOA, as long as they pay a subscription fee of 300 USD/ year.

### **b. Operation and Management System**

**Overall development rate: 2,5**

There are basic administration procedures but not enough organised. All offers and inquiries of the members are recorded manually. Sometimes computer is used instead. Activity consists in different small projects, carried out sequentially. Planning refers mainly to these organizational events, dealt by the Executive Director and approved by GC. A one year provisional plan of activities, with expected costs estimated at 33600 USD is under development with the help of Peace Corps volunteers. Comprehensive evaluation is done after each workshop, training course, internally and by participants. Personnel files exists. No internal operation manual (they didn't consider it as necessary).

### **c. Human Resources**

**Overall development stage: 2.5.**

Tasks are structured in jobs and described in job descriptions. There is a need for more paid staff. Although salaries are not competitive, young staff people have the chance to improve their knowledge and practical skills in free market topics. There is no flowchart of FOA, and no internal performance monitoring mechanism. Internal communication is done by means of an Information Bulletin, and phone or direct contact. Peace Corps volunteers are highly integrated in the NGO life and offering help for strategic planning also.

#### **d. Financial resources**

##### **Overall development stage: 3**

FOA income sources are: subscription fees, consultancy fees, participation taxes and in kind donations from private firms. The financial reporting procedures are complete, due to the contribution of highly professional accountants (Mrs. Lia Elefterie herself argued very efficiently against Romanian NGOs necessity for having their own manual for financial procedures). An external financial review has been performed by the Finance Guard. Bank transfer, stock control and adequate in kind donations evidence exists. It is in their view to create a Crediting Fund to serve their members. Preliminary budget has been sometimes exceeded with large amounts of money. The GC appears to be not informed about external funding possibilities.

#### **e. Service delivery**

##### **Overall development rate: 3**

Most of the FOA training courses are highly appreciated (market mechanisms, global economics, business plans, etc..) and have determined the recovery of 30-50% of the operational costs. English courses delivered by peace Corps volunteers the only of this kind in Constanta. Evaluation of the seminars and regular inquiries from the member firms ensure an adequate input in the design of the courses and other services. Impact is assessed rather on a project basis then in a comprehensive manner. Definitely, there is a growing market for the services provided by FOA.

#### **f. External Relations**

##### **Overall development stage: 3**

As a result of involvement in local informal NGO Coalitions (Civic Dialogue group and Pro Nuclear Energy Lobby Group), FOA leaders hope to extend their influence on local decision makers, but presently the relations are not cooperative at all. Some competition with the Local Chamber of Commerce, Navigation and Industry occurs. FOA is relatively well known to the public and has produced high quality advertising materials.

### **3. Recommendations**

Romanian:

1. Clarificarea internă a strategiei de termen scurt și lung a organizației, pornind de la definirea mai precisă a misiunii și identificarea unui număr de obiective prioritare;
2. Constituirea unui sistem electronic de gestionare a informației în organizație (baze de date).
3. Crearea unor departamente distincte în cadrul organizației, pentru fiecare obiectiv strategic major al organizației, pentru care să se elaboreze planuri anuale de acțiuni, (având resursele de timp, oameni și bani evaluate).
4. Adoptarea unor indicatori de impact asupra beneficiarilor a principalelor programe/ proiecte.

English:

1. Internal clarification of short term and long term strategy, starting with better definition of the mission and based upon a limited number of priority objectives.
2. Developing of a computerized data base information system.

3. Creating different internal commissions/ departments, according to each major strategic objective and designing annual plans for each commission/ department. (resources identified in terms of time, funds, people).
4. Better definition of impact assessment indicators and more continuous monitoring of these.

#### **4. Other comments and recommendations**

1. More attention should be paid to preliminary arrangements of IAI meetings: the need for a smoking free, not disturbed environment (in this case, these basic conditions have been violated), the role of internal IAI team members and their knowledge of the material should be emphasized; and also the assessed NGO should firmly confirm availability of announced interviewees.
2. Apparently, some answers (esp. those referring to planning strategy) have been beforehand prepared, so the answers and rating are partially diverted (for ex. they have an annual activities plan, but they don't have clear defined objectives).
3. The NGO will expand its headquarters (they obtained 2 more large rooms in the same building) and will enforce staff. If strategic planning will be improved, it is likely that FOA will play an important role for the business community in Constanta.

*Lucian Ionescu*  
*July 8/96*

# Case Study 1: Pentru Fiecare Copil o Familie

## Report

### *I. Introduction*

Pentru Fiecare Copil o Familie (PFCF) is a registered Romanian child welfare association in Resita, Romania. PFCF qualified for the DNP in August during the Assessment in Region 1 - Banat/Oltenia. Their purpose is to ensure that every child has a home and a good family environment. They provide counselling, education, information and integration services to children, mothers and families at-risk in Caras-Severin County.

Since they began providing services in January 1995, they have had the following impact on the community and their clients:

- 35 children were reintegrated in the birth families
- 8 children were reintegrated into a national adoptive family
- of 14 mothers at-risk for abandoning their new child, 13 decided to keep the child

PFCF was developed through a project implemented by WACAP, an American PVO, and funded by USAID. WACAP has provided most of the training to the staff of PFCF and has been providing all of the management. WACAP will complete this project in December 1995 and be turning all oversight management tasks over to Romanian staff.

A total of seven person were interviewed during this base-line assessment and represented a wide range of organizational stakeholders.

### *II. Summary*

#### **Governance:**

- **Board:** The beginning of a board is being developed by PFCF. They have recruited members from the hospitals and orphanages where they provide some of their services and a few former clients have been asked to join. The members have met once but do not have a clear understanding of their role. (Developing)
- **Mission:** Generally, every member of the staff understood the purpose of the organization. However, little is known in the community about PFCF. The organization has not developed an annual operating plan which outlines how they will move towards achieving their mission. (Developing)

- **Constituency:** PFCF is able to define who their constituency is and how they should serve them. However PFCF does not believe that their constituency needs to be involved in the planning process of the organization. Case advocacy has began for certain clients but it is not viewed as part of the overall services they provide. (Start-up/Developing)
- **Leadership:** PFCF biggest weakness is the lack of management and leadership within the organization. As they were developed as part of a project implemented by WACAP, WACAP provided all management and "calls all the shots." Even though PFCF has a Romanian Director on paper, that person has no role in the management and leadership function. WACAP recently fired the former Romanian Director because he was making decisions for the organization without the approval of WACAP. (Start-up)

### **Operations and Management**

- **Management of Information Systems:** PFCF has a data base and a full-time information specialist who collects, enters, and interprets data on the organization's clients and programs. The information and how to use the data base is only known by this one person. No financial data is being collected regarding projected and actual costs and for this reason they have trouble developing realistic budgets. (Developing)
- **Administration:** PFCF does not have an operating manual and more systems are being developed to formalise procedures. (Developing)
- **Personnel:** PFCF attracts new employees through connections and relationships. PFCF utilizes WACAP's administrative systems to pay salaries and for vacations/leave. (Developing)
- **Planning:** PFCF does not have a planning process and all planning for the NGO is conducted by the WACAP site manager or in Washington. Very little input is received from the Romanian staff for setting the direction of projects/programs. Decision regarding the NGO are made by WACAP without regard to the opinion of the board or mission. All decisions are made by the WACAP site manager. (Start-up)
- **Program Development/Management:** PFCF only has one donor (WACAP) and the project is developed based on WACAP's need. There is no systematic evaluation or monitoring system for the NGO. No individual projects are developed. (Start-up)
- **Development of Procedures:** No procedures exist outside of the distribution of salaries. (Start-up)

### **Human Resources**

- **Staff Roles:** Job descriptions do exist however they are kept by the WACAP site manager and not shared with the staff. Some work/tasks are not being completed as they are not assigned to anyone.

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**Assessment Rating Sheet**

**Name of NGO: Pentru Fiecare Copil o Familie**

Function	Sub-Category	Rating					Recommendations
		N/A	Start-up	Developing	Cons./ Esp.	Sustaining	
							See Planning Form
<b>A. Governance</b>							
	A.1. Board			√			
	A.2. Mission			√			
	A.3. Constituency		√				
	A.4. Leadership		√				
<b>B. Operations and Management</b>							
	B.1. Management of Information Systems			√			
	B.2. Administration			√			
	B.3. Personnel			√			
	B.4. Planning		√				
	B.5. Program Mngt./ Development		√				
	B.6. Development of Procedures		√				
<b>C. Human Resources</b>							
	C.1. Staff Roles			√			
	C.2. Work Org.		√				

- (Developing)
- Work Organization: All work plans are developed by WACAP and then explained to PFCF staff. Little attention is paid to what will happen after WACAP's work plan is completed in December 1995. (Start-up)
- Performance Management: No system for evaluating and assessing performance exist. Only feedback given is negative. (Start-up)
- Salary Administration: salaries are defined by position but no opportunity to increase it. Little information is known about other salaries to be able to compare their's to others in the field. (Developing)
- Team Development/Conflict Resolution: Many personality conflicts exist but little attention is paid to try to resolve them. No attempts are being made to develop the staff into an integrated team. (Start-up)
- Communications: Meetings are held to explain decisions the donor (WACAP) has made in regards to PFCF. Input is requested but there is a feeling that nothing is done with it. Management often tells one person one thing and another person something else. No system of sharing information about the NGO. The social workers meet regularly to discuss their cases. (Start-up/Developing)
- Diversity: The staff wants to involve the Roma community with the NGO but does not know how. (Developing)
- Volunteer Management: No volunteers are involved with the organization and they do not value the necessity for volunteers. (Start-up)

### **Financial Resources**

- Accounting: All financial activities are handled by the WACAP office in Bucharest and in Washington. PFCF's bookkeeper only totals receipts. She does not have access to a budget and therefore is not able to understand the current financial situation of the NGO. Only monthly financial reports are completed occurs at the PFCF site. (Start-up)
- Budgeting: PFCF does not have access to the budget and has not requested information regarding the budget. No historical information is kept to assist in making future budgets. (Start-up)
- Financial Controls: All payments and expenses must be approved by the WACAP site manager. No controls exist beyond this. (Start-up)
- Audit/External Review: They are not performed. (Start-up)
- Fund Management: (Start-up)
- Resource Base: 100% of PFCF funding comes from USAID via WACAP. No plan for sustainability exist for when this funding ends in December. No local fund raising activities have been tries. (Start-up)
- Legal Status: The NGO is registered and there is compliance to the local and national laws. (Expanding)

## **Service Delivery**

- Sectoral Expertise: PFCF is known in the community for their excellent services. They are continually bringing in others from Timisoara and Bucharest to provide professional training to their social workers to improve their services. (Developing/Expanding)
- Community Ownership: PFCF is beginning to involve the community more in developing projects and programs but they are having trouble getting people involved. PFCF does not believe that there are possible resources available in their community. (Start-up/Developing)
- Impact Assessment: The project is evaluated and some information is collected to determine the impact. (Developing)

## **External Relations**

- Public Relations: Little is known about PFCF except by their clients and collaborators. There is no plan to increase the community awareness regarding their purpose and activities. (Start-up)
- Constituency Relations: As WACAP plans and manages most everything, the relationship with the community has been minimal. The agenda for PFCF is predominately what WACAP tells them it is. (start-up)
- Government Collaboration: Several collaborations have been developed with the government and PFCF is being seen as a partner by the GOR. PFCF has been invited to be a member of an advisory board to the Council of Adaptions. (Developing)
- NGO Collaboration: PFCF has a lot of experience in collaborating with similar Romanian and International NGOs. They are currently involved in a social work practitioner coalition. (Expanding)
- Local Resources: PFCF has not tapped into the resources which could possibly be available in their community. They define resources only as money and believe that this money must come from abroad. (Start-up)

### *III. Assessment Rating Forms: Attached*

### *IV. Recommendations*

This assessment team and PFCF team members developed recommendations for assisting the organizational development of PFCF. The Recommendations are:

- PFCF should develop an operational plan for 1996. This plan should detail what are the objectives and projects/programs for the year and identify the potential donors. This plan should be developed by PFCF staff and board members and not by WACAP.



- PFCF needs to begin submitting funding proposals immediately if it plans to sustain after the departure of WACAP. Again this should be a PFCF activity and not a WACAP activity.
- Leadership needs to be developed within PFCF to ensure here is proper management available after the departure of WACAP. The Board should be empowered and more involved in planning the direction of PFCF.
- PFCF needs to see technical assistance to improve its financial management capacity. The bookkeeper needs training in budgeting, accounting, etc.

#### *V. Team Impressions and Conclusions*

The consulting team was overwhelmed by the control PFCF's funder (WACAP) had over the operations of the NGO. Practically all management functions are controlled by WACAP and the PFCF staff are acting only as service providers. Even with WACAP's pending departure in two months, no action is taking place to ensure the continuation a the PFCF services and to further the impact began by the USAID incitive implemented by WACAP. PFCF will need significant assistance in developing a management and organizational structure which will allow them to attract funding and clients.

It is in our opinion that the staff of PFCF is capable and willing to make the necessary changes needed to ensure the sustainability of the organization. However, it can not be guaranteed that they will survive after WACAP departs in December as they did not transfer the necessary NGO management skills to the Romanian staff.

# Recommendation Planning Form for I.A.I. Assessments

Name of NGO: Pentru Fiecare Copil o Familie

Date: October 11, 1995

Purpose of Assessment: Base-line Assessment

	<u>Recommendation</u>	<u>Who</u>	<u>When</u>	<u>Resources Required</u>
1)	Develop Operation plan with: Objectives, Projects, budget, and potential funders	PFCF	November 1995	Staff time, facilitator
2)	Develop funding proposals for 1996	PFCF	November 1995	Staff time, consultant travel to Bucharest, post, phone
3)	Develop leadership within the organization so that someone is able to manage the organization once WACAP leaves; develop and empower board.	PFCF an WACAP	11/95 - 3/96	Consultant, Staff time
4)	Develop financial management capacity	PFCF (Bookkeeper and Director)	11/95 - 6/96	TA Grant from World Learning (Consultant, computer, travel)

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?INTREPRINZATORILOR  
CONFEDERATIA INTREPRINZATORILOR PARTICULARE DIN  
JUDETUL TIMIS

IAI report on the visit April 9th, 1996 - 10 pages

INTRODUCTION :

The IAI on the NGO mentioned above took place on April 9th, 1996, at their office in Timisoara, Str. C.D. Loga no 54, tel. no 056-197500, fax no 056-198614. World Learning team, Ana Muntean and Anca Dantes worked together with the NGO's representatives: Rosano Bogdan and Corina Dragomirescu. in assesing the organisation.

The confederation for private <sup>entreprisus</sup> enterprises includes 3 federations of private <sup>entreprisus</sup> enterprises so the group we intervied included the President of the confederation, Vice-president of one of the federation , Board members, members of the organisation, accountant, Executive Director.

After interviewing the 7 members of the confederation, the results and recommendations were shared in the large group including all the people interviewed.

The NGO was considered to be between stage 2 and stage 3 as an organisation in transition between development to consolidation.

Recommendations are included in pages 6-7 of this report.

**GENERAL INFORMATION**

Name of the NGO: *intreprinderilor particulare*  
Confederatia ~~intreprinderilor particulare~~ din  
jud.Timis

Name of the members from the evaluation team: Ana Muntean  
(World Learning assessors) Anca Dantes

Name of the members of the evaluation team belonging to the NGO: Rosano Bogdan-Board member  
Corina Dragomirescu-member

Initial contact: *Laura Pollak*

Region: Banat-~~Crisana~~

Sector: Economic restructuring

Date: 9 April 1996

Scope of evaluation: evaluation of the stage of  
development of the NGO-initial

**Name and position of the persons interviewed:**

- |                        |                                |
|------------------------|--------------------------------|
| 1. Radu Nicosevici     | President of the confederation |
| 2. Laura Pollak        | Executive Director             |
| 3. Mihai Samsoniu      | Vice president                 |
| 4. Rosano Bogdan       | Board member                   |
| 5. Mihai Rusu          | "                              |
| 6. Adina Nemesan       | Accountant (volunteer).        |
| 7. Corina Dragomirescu | Member                         |

## A. GOVERNANCE

### The organisation is between an NGO in development and one in consolidation.

They have a governance structure separate from the management one. The mission is clear for all the members and there is a team work.

Recomendations:

- \* To have the beneficiars represented in the structure
- \* To have a sistematic and anual planning and a distribution of responsibilities for each position according to the mission.
- \* To monitor the performances

## B. MANAGEMENT

### The organisation is an NGO/in development.

There is no sistem for collecting and disseminating the information. There is no manual for it.

The planning is usually missing and there is a limited involvment of members in the process.

Recomendations:

- \* To create a system for collecting and circulating the information as well as a manual for management
- \* To pay more importance to the strategic values of human resources and the way to use them in strategic planning
- \* Beneficars to be involved in planning and used for implementation and evaluation of the programmes
- \* To revise periodically the procedures

## C. HUMAN RESOURCES

### The organisation is an NGO in development.

There is not a clear distribution of responsibilities for each position. Members are not involved in the activities according to a plan but sporadic.

Recomendations:

- \* To develop a strategic planning and a policy for human resources(including job descriptions)
- \* To monitor and evaluate the team's performances as well as the members' ones
- \* To create a system of rewards

- \* To promote the beneficiaries in the activities
- \* To create a strategy for attracting and using the volunteers
- \* To create and maintain a good communication withing the NGO members

#### **D. SERVICE DELIVERY**

##### **The organisation is an NGO in development.**

Some constituency input to defining services is sought but not in a systemic or comprehensive manner. Resources identified for ad-hoc training of constituency members in program or technical area but not specifically in project or financial management or other areas that will support institutional capacity building.

The organisation doesn't monitor or evaluate programme/project achievements against planned activities. It does not measure overall impact and has not determined indicators established baseline measures of indicators.

Recommendations:

- \* To improve targeting and redefined service package. Growing expertise in sectorial area and ability to access additional expertise in that area when required.
- \* To create a system for evaluation of achievements against planned activities.
- \* To develop a strategy for assesing the community needs and resources and to base the service delivery policy on it

#### **E. FINANCIAL RESOURCES**

##### **The organisation is between an NGO in development and one in consolidation.**

Accounting procedures are complete and there is a system of external financial control but not an internal one that is done only by the accountant. There is a very limited range of resources, mainly the members. there is no strategy for fund raising in spite that the Board is aware of this necessity.

Recommendations:

- \* To establish an anual budget and people responsible for aplying it.
- \* To set up a system of internal control and a manual to describe it.
- \* To get an independent audit
- \* To diversify the base of resources

- \* To use separate accounts for different projects avoiding using money from one account for another destination.
- \* To create an financial plan for at least one year

## EXTERNAL RELATIONS

### The NGO is in the stage of consolidating one.

The NGO has clear idea of intent and statement of purpose but has not yet develop this in to full and regularly updated policy platform.able to engage decision-makers in dialogue on policy but does not have specific Board or staff members serving this function.

The NGO is viewed as ally or protector of constituency. Significant credibility is built with target community and with donors interested in same program areas. Collaboration is often on informal level. Relations are friendly but imbalanced.

The NGO works with international or local NGOs but has not played a leadership role in promoting NGO coalitions and projects.

Organisation draws support from local credit and government agencies but sustaining results depends on continued support from the NGO's donors.

Beginnings of volunteer support from the constituency. NGO seeks technical assistance from private sector and government resources.

Recommendations:

- \* To better promote the activities of the NGO among constituency and government in order to increase its credibility and attract human/financial resources.
- \* To create a formal and efficient strategy of collaboration with public authorities
- \* To develop the collaboration with other NGOs and create networks
- \* To support the beneficiars in-put in the NGO's activity

## General recommendations plan

Name of the NGO: Confederatia <sup>intreprinderilor particulare</sup> ~~intreprinderilor particulare~~ Timis

Date: April 9th, 1996

Scope of evaluation: To identify the stage of development of the NGO as an initial evaluation

<b>Recommendation:</b>	<b>Who</b>	<b>When</b>	<b>Resources</b>
<b>1. To have an annual planning and to develop job descriptions</b>			<b>TA in project manag. project plannic, strategic planning</b>
<b>2. To develop the executive body</b>			<b>TA in developing human resources, Board development, management</b>
<b>3. Create and circulate information including publicity materials</b>			<b>TA in marketing, public relations</b>
<b>4. To develop a strategy for attracting allies and building coalitions</b>			<b>TA in Coallition building, advocacy</b>
<b>5. To plan the fund raising activity to develop a base of financial resources</b>			<b>TA in fund raising and in financial development</b>
<b>6. To evaluate the NGO's activity</b>			<b>TA in evaluation</b>



CONCLUSIONS

The Board members are aware of some of the NGO's weaknesses and our evaluation confirmed their self evaluation. On behalf of the Board, the President expressed the importance they are paying to the DNP programme and its utility for their NGO development with the hope that will enable them to start moving towards self sustainability.

They are very keen to continue the identifying of their weak points and solutions for improvement.

The Ngo has mature members and they are putting a lot of hope in the support the DNP programme can offer to them for moving from an NGO in development to an NGO in consolidation phase, in order to increase their influence in public policy in the economic sector.

Ana Muntean



Anca Dantes



April 18th, 1996

REPORT ON THE INSTITUTIONAL ASSESSMENT OF "PIATRA  
ALTARULUI" - CLUJ-NAPOCA, APRIL 19/1996

**Asociația de Protecție a Peșterilor și Zonelor Carstice "Piatra Altarului"** is an environmental NGO, based in Cluj-Napoca.

Taking into account that they submitted to the Democracy Network Program a proposal which was approved, the IAI made on April 19/1996 is both a **base-line data assessment** as well as a **pre-intervention (grant) assessment**.

The IAI was scheduled by Program Officer Adriana Stoica with the cooperation of Piatra Altarului's President Mihai Gligan. We scheduled the meeting for the above mentioned data, at 8.00 a.m. at the office of the organization (which is the same with President's house).

The persons representing DNP-WL who conducted the interview were **Adriana Stoica** - Program Officer DNP-WL and **Ana Muntean** - Consultant.

In the **evaluation team** also included Nicolae Gligan - member and Daniel Cârlușea - member. The number of interviewed persons: 5. Unfortunately, even it was established that at the meeting will also participate a member of the Director Committee and the accountant, in the last minute that couldn't joined us.

**Process:**

Ana made a short **introduction** for the 7 representatives of the NGO, regarding DNP and IAI goals, emphasizing that the implementation of the IAI is a totally transparent process which aims to help NGO to become more aware about what is missing, for the time being, in order to be considered a sustainable NGO or to move towards.

It was established the **order** in which the persons will be interviewed (taking into account their time availability or preferences).

The **interview** was made by the whole evaluation team (2+2) and one person to respond to the questions. Ana and me agreed on who will conduct the different sections: 3 - she, 3 -me (but not in a restrictive manner), the other two members of the evaluation team having (and using) the opportunity to put questions, but not interfering in other persons's answers.

As **methodology** each section (Governance, Operations and Management Systems, etc.) passed through 2 (no more, no less) interviewed persons, in order to check each information, answers. No more: because is not needed and is a waste of time. No less: only one answer is not relevant.

**Results** of the evaluation: the NGO is in "**Developing**" stage, having the following stages/ functional area and sub-areas:

- 1) **Governance - "Developing"**
  - Board: "Start-up"
  - Mission: "Developing"
  - Constituency: between "Developing" and "Expanding/ Consolidating"
  - Leadership: "between "Start-up" and "Developing"
- 2) **Operations and Management Systems: between "Start-up" and "Developing"**
  - Management of Information Systems: "Start-up"
  - Administration: "between "Start-up" and "Developing"
  - Personnel: "Start-up"
  - Planning: "Developing"
  - Program Development: "Developing"
  - Development of Procedures: "Start-up"
- 3) **Human Resources: between "Start-up" and "Developing"**
  - Staff Roles: between "Start-up" and "Developing"
  - Work Organization: "Developing"
  - Performance Management: "Start-up"
  - Salary Administration: "Start-up"
  - Conflict Resolution: "Developing"
  - Communications: "Developing"
  - Diversity: "Developing"
  - Volunteers Management: "Start-up"
- 4) **Financial Resources: "Developing"**
  - Accounting: "Expanding/ Consolidating"
  - Budgeting: "Developing"
  - Financial Control: "Developing"
  - Audit/ External Financial Review: "Start-up"
  - Fund Management: "Start-up"
  - Resource Management: between "Start-up" and "Developing"
  - Legal Status: "Sustaining"
- 5) **Service Delivery: "Developing"**
  - Sectoral Expertize: "Developing"
  - Community Ownership: "Developing"
  - Impact Assessment: "Developing"
- 6) **External Relations: "Developing"**
  - Public Relations: between "Developing" and "Expanding/ Consolidating"
  - Constituency Relations: "Developing"
  - Government Collaboration: "Developing"
  - NGO Collaboration: "Expanding/ Consolidating"
  - Local Resources: "Start-up"

Based on these results were developed **recommendations** for each sub-functional area. To the NGO were presented the most important ones, that means (generally) a recommendation/ functional area, as follows:

- 1) **Governance:** to develop a Board or other independent body to supervise the Executive

- 2) Operations and Management Systems: to buy a computer and use it in all administration/ management processes
- 3) Human Resources: in the following order, to attract/ motivate volunteers, to assign responsibilities, to hire staff
- 4) Financial Resources: to diversify financial resources and integrate projects in the financial planning of the program
- 5) Service Delivery: to extend the area of what they call "community" and involve it more in the management and evaluation of projects/ organization
- 6) External Relations: to better market the organization and to establish contacts with the private sector.

The **results and recommendations** (after that were developed and received in-puts from the two persons included in the evaluation team) were **prezented and discussed** with the 5 interviewed persons. It was emphasized (by DNP reprezentatives) that TA provided by DNP is a solution to problems they face. All 7 persons appreciated the utility of the IAI and expressed their interest to participate at as many training sessions as possible. Concerning the TA offer, they hope to receive an office space and after that to apply for TA. Some ideas of improving the management of the NGO came just discussing between them, after closing the meeting.

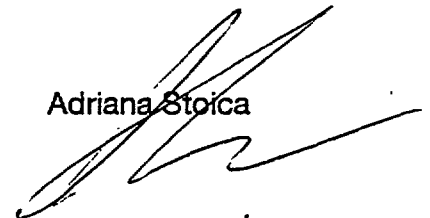
The whole process took **6 hours and half**, from 8:00 a.m. till 2:30 p.m.

**Impressions:** the members of the NGO were very cooperative, during whole process, and expressed constantly their interest in developing the NGO. They are unexperienced, so they need all support (training, TA and funds, depending on the needs). It worth to help them. Ana was also excited about them.

**Recommendations:** The IAI Guide should use "a more" Romanian language; should be modified according with the structure and some particularities of Romanian NGOs; should be modified because few sub-functional areas are not properly covered by questions or some times are overlaping (frequently enough); some important information about an NGO is still missing (and some time can lead to a not so accurate image about the NGO); at the "Evaluation Results Sheet", in the tabel, is missing a sub-functional area (Fund Management); the report, should generally include a short description of the methodology used by the evaluation team and/ or the process; as a personal opinion, I don't see the utility of "Recommendations Planning Forms".

\* FORMS ATTACHED on original report.

Adriana Stoica



May 1/96

285

**REPORT ON THE INSTITUTIONAL ASSESSMENT OF CENTRUL DE  
AFACERI TRANSILVANIA - CLUJ-NAPOCA, APRIL 18/1996**

**Centrul de Afaceri Transilvania** is an economic restructuring NGO, based in Cluj-Napoca.

The IAI made on April 18/1996 is a **base-line data assessment**.

The IAI was scheduled by Program Officer Adriana Stoica with the cooperation of CAT's President Radu-Adrian Mleşniţă. We scheduled the meeting for the above mentioned data, at 9.00 a.m. at the office of the organization, at Bd.Titulescu no.4.

The persons representing DNP-WL who conducted the interview were **Adriana Stoica** - Program Officer DNP-WL and **Ana Muntean** - Consultant.

In the **evaluation team** also included Traian Opincariu - client/member and Mariana Dan - Head of Internal and External Relations Department . The number of interviewed persons: 6.

**Process:**

Ana made a short **introduction** for the 8 representatives of the NGO, regarding DNP and IAI goals, emphasizing that the implementation of the IAI is a totally transparent process which aims to help NGO to become more aware about what is missing, for the time being, in order to be considered a sustainable NGO or to move towards. Unfortunately, The NGO Assessment Guide content wasn't make public by the President (who received it), so the other members didn't know to much about DNP.

It was established the **order** in which the persons will be interviewed (taking into account their time availability or preferences).

The **interview** was made by the whole evaluation team (2+2) and one person to respond to the questions. Ana and me agreed on who will conduct the different sections: 3 - she, 3 -me (but not in a restrictive manner), the other two members of the evaluation team having the opportunity to put questions. Mariana Dan, member of evaluation team, interfered few times in the responses of different persons.

As **methodology** each section (Governance, Operations and Management Systems, etc.) passed through 2 (no more, no less) interviewed persons, in order to check each information, answers.

**Results** of the evaluation: the NGO is in "**Consolidating/ Expanding**" stage, having the following stages/ functional area and sub-areas:

- 1) **Governance** - between "**Developing**" and "**Consolidating/ Expanding**"
  - Board: "**Developing**"
  - Mission: "**Consolidating/ Expanding**"

- Constituency: between "Developing" and "Expanding/ Consolidating"
- Leadership: "Start-up"
- 2) **Operations and Management Systems: "Consolidating/ Expanding"**
  - Management of Information Systems: "Sustaining"
  - Administration: "Consolidating/ Expanding"
  - Personnel: "Developing"
  - Planning: "Consolidating/ Expanding"
  - Program Development: "Consolidating/ Expanding"
  - Development of Procedures: "Developing"
- 3) **Human Resources: "Consolidating/ Expanding"**
  - Staff Roles: "Consolidating/ Expanding"
  - Work Organization: "Consolidating/ Expanding"
  - Performance Management: "Developing"
  - Salary Administration: between "Developing" and "Consolidating/ Expanding"
  - Conflict Resolution: between "Developing" and "Consolidating/ Expanding"
  - Communications: "Consolidating/ Expanding"
  - Diversity: between "Developing" and "Consolidating/ Expanding"
  - Volunteers Management: between "Consolidating/ Expanding" and "Sustaining"
- 4) **Financial Resources: "Consolidating/ Expanding"**
  - Accounting: "Sustaining"
  - Budgeting: between "Developing" and "Consolidating/ Expanding"
  - Financial Control: between "Developing" and "Consolidating/ Expanding"
  - Audit/ External Financial Review: "Start-up"
  - Fund Management: "Consolidating/ Expanding"
  - Resource Management: between "Consolidating/ Expanding" and "Sustaining"
  - Legal Status: "Sustaining"
- 5) **Service Delivery: between "Developing" and "Consolidating/ Expanding"**
  - Sectoral Expertize: between "Developing" and "Consolidating/ Expanding"
  - Community Ownership: "Developing"
  - Impact Assessment: "Consolidating/ Expanding"
- 6) **External Relations: "Consolidating/ Expanding"**
  - Public Relations: between "Expanding/ Consolidating" and "Sustaining"
  - Constituency Relations: "Expanding/ Consolidating"
  - Government Collaboration: "Expanding/ Consolidating"
  - NGO Collaboration: "Expanding/ Consolidating"
  - Local Resources: between "Developing" and "Consolidating/ Expanding"

Based on these results were developed **recommendations** for each sub-functional area (see the forms, in the original report). To the NGO were presented the most important ones, as follows:

- 1) Governance: to develop a Board or other independent body to supervise the Executive and to advocate for the members
- 2) Operations and Management Systems: to analyse achievements, use evaluation systems and elaborate long-term plans
- 3) Human Resources: to establish an integrate performance analysis system of

the 4 depts. and supervise their activity, according to the planning process

4) Financial Resources: to develop long term-plans and ask for an audit

5) Service Delivery: to establish key indicators/ activity and measure them constantly. Include beneficiaries/ community in planning and monitoring processes

6) External Relations: to be more active in "influencing public policy", advocating and representing the members.

The **results and recommendations** (after that were developed and received in-puts from the two persons included in the evaluation team) were **prezented and discussed** with the interviewed persons. It was emphasized (by DNP representatives) that TA provided by DNP is a solution to problems they face. All persons appreciated the utility of the IAI and expressed their interest in receiving TA, especially for "Board Development", that they recognized to be a problem. Concerning the "advocacy" issue: they consider their NGO as a specialist in lobbying (also because of very strong personal relations, at a very high level) and do not see the advantages of making a campaign, which can "upset" local authorities, who are very cooperative so far (as they can be).

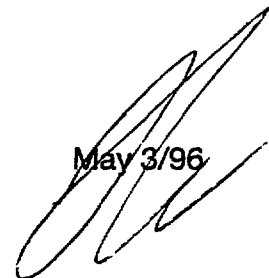
The whole process took **7 hours and half**, from 9:00 a.m. till 7:00 p.m. (with lunch brake).

**Impressions:** It is a very strong NGO, in terms of money received, publicity, office, "power" at local level and strong relations also at central level. Very dynamic and with young staff (6 people). They do a lot of things and are very imaginative and creative. The President is a very powerful personality and is involved in too many things. It is too perfect, so it have to be something tricky here. (the General Director is in fact a Financial Director but without qualifications; It is no coordination between the 4 depts. - every chief dept. lead them as he/she considers without a proper supervision from a certain body).

At the end of the meeting I also talked with the President of CAT - Năsăud Branch, who was there, and I gave him DNP materials. He is now included on the list of the qualified NGOs from Transylvania, as result of the fact the headquarter is qualified. Me and Ana, could hardly stand Mariana Dan in the evaluation team - it was a nightmare.

\* FORMS ATTACHED on original report.

Adriana Stoica



May 3/96

# Report on IAI for Semper Virent Pitesti,

30th Apr. 1996

## 1. General Information

This report refers to IAI performed for Semper Virent, on 30 Apr.1996, in Pitesti, str. Gh. Lazar nr. 24 (temporary office), Tel/fax:048- 251806, by World Learning consultants: Mrs. Marilena Iliescu and Mr. Lucian Ionescu. In the assessment team, the assessed NGO was represented by: Mrs. Dorina Manolescu (executive secretary) and Ms. Diana Simulescu (member).

Name of the NGO: Semper Virent

Region: I (Muntenia-Banat- Crisana)

Sector: environment

Contact Person: <sup>Boxava</sup> ~~Dorina~~ Manolescu

Scope of Work: initial evaluation of the stage of institutional development of the NGO

Mission: " protecting the environment through public information and environmental education programs"

Main Activities:

Since 1994 the year of its establishment Semper Virent carried out practical educational programs for children, training and workshops with teachers, nature conservation summer camps in mountain area, clean up campaigns for city parks, distribution of printed materials and radio broadcasting on Ecology topics, celebration of international symbolic events at local level. Most of the activities were organised in cooperation with schools, other NGOs, funding programs and state authorities.

Interviewee:

Dorina Manolescu: executive secretary

Mircea Vasilescu - vicepresident

Gabriel Budurus-member

Cătălin Cristescu - member

Veronica Ioanicescu - beneficiary (professor)

Overall result of the IAI: the organisation was rated ~~between developing and expanding stage.~~

Recommendations are given at the end of this report in both English and Romanian.



## **2. Information on institutional development stage**

Interviews were conducted from 9:30 to 16:30, individually or two persons at the same time. Due to relevant information held by Dorina Manolescu as an executive position in the NGO, she was firstly questioned and then she took part in the assessment team.

### **a. Governance**

#### **Overall development stage: developing.**

According to its juridical statute, the organisation is governed by an Administration Council<sup>1</sup> of 3 members: president, vice-president and secretary. Although clearly separated from the management, the Administration Council's role is unclear, given the fact that policy making is dealt by a Group of Active Members<sup>2</sup>. The mission was not stated in the same sense by all interviewed members, and it seems not to be sustained by well defined strategic and operational planing. Objectives regarding Valsan Valley rehabilitation and continuing environmental education programs for all schools in the city, are considered feasible and responsive to community needs. Beneficiaries are defined as target groups for most important projects: teachers, children and families from the neighborhood. Almost all management functions are controlled by the executive secretary, which is a very dynamic and respected women.

### **b. Operation and Management System**

#### **Overall development stage: ~~between start-up and~~ developing.**

The assessment revealed poor management and organizational practices. This is caused by the lack of permanent staff and by a vague reluctance to excessive formalisation and administrative procedures. The interviewees mentioned that service delivery interests was prevailing institutional development. There is no information system in place, although some library system for printed materials exists. The organisation owns no computer, and information flow is ensured mostly through direct contact and by mail. Activities and projects planning is carried out by GAM and in General Assembly<sup>3</sup> annual meetings, but rather task-oriented then in a strategic framework related to the mission. There is an annual plan for small activities. No written procedures and policy papers exists. Projects are usually initiated by a limited number of peoples. The most comprehensive projects have been designed with the help of Environmental Training Program, financed by USAID. The rest of projects are implemented on short term and are evaluated internally and informally.

### **c. Human Resources**

#### **Overall development stage: ~~between developing and expanding.~~ start-up**

Tasks are attributed according to necessities and required abilities and are not structured in jobs or specifically assigned to a position. This has resulted in few cases of minor activities failure. The same team, the GAM undertakes all tasks and in good team working manner. The secretary and some people from GAM ensures coordination. No case of performance surveillance and few incentives are offered to volunteers. Although there is a recognition of their necessity, no plan for developing the volunteers base was achieved. members have attained training courses, but there has been no follow up to ensure effective application of the knowledge in the organisation. There is no paid staff. Communication is informal. GA meetings do have an written agenda distributed to members, but they don't have a time scheduling.

### **d. Financial resources**

#### **Overall development stage: developing.**

There are basic system for financial recording and reporting to State authorities and donors. Reports are submitted timely. Budgets are designed on project basis and they are not integrated into an annual budget. Representatives of REC and territorial Financial Administration have undertaken financial

<sup>1</sup> AC= Administrartion Council

<sup>2</sup> GAM= Group of Active Members

<sup>3</sup> GA= General Assmebly

reviews with OK results. Payments are made both by bank transfer and cash. Adequate stocks and funds control exists to enable good flow of actions. There is a clear trend to diversify the resource base, but until now only ETP and REC accorded grants. Good relationships with local business ensured approximately 10% of the last year budget, but these have to be maintained and developed. The NGO still lacks updated information on external funding possibilities.

#### **e. Service delivery**

##### **Overall development stage: expanding**

The NGO has a certain professional expertise, as acknowledged by teachers. There have been some cases of organizational knowledge transfer to the beneficiaries level: school NR. 1 has developed its own plan of environmental activities and several "School Green Clubs" have been formed. There are some clear opportunities for extending the educational program in all schools, but the City Council and the Education Inspectorate has denied any financial support for that. The GAM also intends to develop an independent institutionalized educational center. Some evaluation systems have been occasionally used, but no efforts have been made to achieve some comprehensive indicator of projects impact and efficiency.

#### **f. External Relations**

##### **Overall development stage: <sup>between</sup> expanding and sustaining**

As a survey performed in a random s shows up, 22% of Pitesti citizens know about Semper Virent and its activities. The NGO has stable cooperation relationships with the City Council, which is willing to delegate more responsibilities to NGOs, but they are not prepared. Several local officials have attained events organised by Semper Virent. Some recent conflicts of interests have appeared with the territorial EPA, although they were involved in several projects of Semper Virent. The NGO also maintains good relationships with other Romanian (Save the Children, Ecos 2000) or foreign NGOs focused on environmental education.

### **3. Recommendation plan**

Romanian:

1. Dezvoltarea Consiliului de Administrație prin mărirea numărului de membri la 5 prin includerea unor persoane recunoscute din mediul școlar și separarea conducerii executive, care să fie formată din director executiv și secretară.
2. Clarificarea internă a strategiei de termen scurt și lung a ONGului și adoptarea unui sistem de planificare anuală, care să permită: contribuția membrilor activi și articularea propunerilor de proiecte cu această strategie.
3. Concentrarea acțiunilor de lobby/advocacy pentru rezolvarea unor probleme critice locale și implicarea "Eco-cluburilor" școlare în aceste acțiuni.
4. Îmbunătățirea generală a managementului organizațional și introducerea unor proceduri formalizate absolut necesare.
5. Constituirea unui sistem electronic de gestionare a informației în organizație.
6. Crearea unor departamente distincte în cadrul organizației, pentru fiecare obiectiv strategic major al organizației, conform cu plan anual concret de acțiuni, (având resursele de timp, oameni și bani evaluate).
7. Angajarea unui personal permanent pentru coordonarea executivă și elaborarea unor fișe ale posturilor/descrieri ale sarcinilor, pentru desemnarea clară a responsabilităților în cadrul echipelor și îmbunătățirea coordonării între echipe.
8. Îmbunătățirea comunicării interne în ONG prin metode formalizate.
9. Dezvoltarea unei strategii de lărgire a bazei de voluntari, din mai multe sectoare.
10. Angajarea contra plată a unui colaborator autorizat în domeniul financiar și planificarea în avans a bugetului necesar al organizației, în paralel cu diversificarea și dezvoltarea fundraisingului pe următorii ani.
11. Definirea mai clară a indicatorilor de evaluare a impactului și monitorizarea mai consecventă a acestora
12. Continuarea dezvoltării rețelei NGO orientată spre educație ecologică.

English:

**What**

1. Development of AC by including two more renowned person from educational institutions and differentiate between its role and that of management.
2. Internal clarification of short term and long term strategy and adoption of an annual planning system to ensure effective contribution of all active members and articulation of project proposals to the strategy.
3. Focusing on lobby and advocacy actions for solving critical local problems and involving "School Green Clubs" in these actions.
4. General improvement of organizational management and introducing of absolutely necessary formalized procedures.
5. Creating different internal departments, according to each major strategic objective and to resources identified in the annual plan of activities (time, funds. money).
6. Designing of job descriptions for coordinating team work and between teams and hiring personnel for management positions.
7. Improvement of internal communication through formalized methods.
8. Planning the development f volunteers base from target sectors.
9. Hiring a professional accountant and achieving a planned in advance budget and long term fundraising strategy, with emphasis on costs recovering.
10. Better definition of impact assessment indicators and more continuous monitoring of these.
11. Continuing the development of already existent NGO network for environmental education.

When / Who  
DNP/ World  
Learning

DNP/ World  
Learning

DNP/ World  
Learning

DNP/ World  
Learning

DNP/ World  
Learning

Resources  
TA for board  
development.

TA for strategic  
planning

TA for advocacy  
TA for -  
organizational  
management

TA for proposal  
writing and human  
resources.

Training  
TA for  
fundraising.

**4. Other comments:**

It appears that Semper Virent was formed just like two other environmental NGOs from Pitesti after ETP as a reaction to first phase of ETP, on the basis of genuine commitment from people from local institutions for environment protection. Its most clear strength consist in its impact in schools community, but its weak part is the lack of clear institutional development elements.

The two internal members of the assessment team didn't seem prepared for the process; however they were very realistic in assessing their organisation development stage and they formulated good recommendations.

May 6  
Lucian Ionescu

beneficiaries

- To better define and promote the NGO mission, among beneficiaries and community members.
- to involve the NGO members more active in planning and caring out the NGO's activities.

## B. MANAGEMENT

The NGO is a start up organization.

There is no system for obtaining, collecting and organizing information. There is no formal system for: planning and implementing activities, for program management and administration. The whole activity is planned so it addresses immediate needs.

Recommendations:

- developing a short and long term activity plan, with specific responsibilities assigned to more members but just those that are involved in the NGO life now.
- developing an evaluation plan for the NGO impact in the community, that will be a starting point for strengthening the organization.
- for monitoring information there should be a full time paid position which will be the link between board, management and beneficiaries.

## C. HUMAN RESOURCES

The NGO is a start up organization.

There are no clear, formal distribution of responsibilities. It seems that even when members agree on assigned responsibilities, there is no system for supervision or follow up on the task. Therefore, is difficult to establish the stage of a specific action.

Recommendations:

- to develop a plan for work organization
- the board and management to have a better understanding of basic technics for motivating and rewarding
- beneficiaries should be seen and approached as the main resource of the NGO
- there should be a better understanding of the relationship between the performance of the management team, members and beneficiaries and NGO achievements.
- formal meetings with a specific agenda should take place on regular basis
- diversity is well represented, there should be more effort put into getting new members that are not parents or grandparents of autistic children
- to develop a plan for volunteer recruitment and management

#### D. FINANCIAL RESOURCES

The NGO is a start up organization. and <sup>between</sup> "developing"

No clear procedures for financial operations. There are no financial reports for the government or donors. There is not establish budget. The president and vice-president are in charge with cash and bank operations and also for registering primary operations. No internal control procedures are in place. The funds are only membership fees and occasional small donations. The NGO realises the need for funds but the fund raising activities that were initiated were not as successful as expected. Even if some of the NGO's members are qualified accountants they are not willing to assist their organization.

#### Recommendations:

- in order to develop a effective financial system there is a great need for a, at least part time accountant.
- to establish a budget and designate people that are responsible for it.
- conduct a financial annual report for government.
- develop a internal financial control system.
- develop a external audit
- planning a fund raising campaign
- to create a transparent system of spendings and incomes that can be consulted by all interested

#### E. SERVICE DELIVERY

The NGO is a start up organization.

At the moment the NGO's services are limited to counselling and occasional material support (gifts for X-mas etc). There is a great interest and good ideas for responding to the community needs regarding the autistic children issues.

#### Recommendations:

- to develop a implementation plan for the "Center" project that was started.
- to develop a advocacy campaign to address the autistic children and their families needs. This will make the NGO stronger, better known and more credible.
- to use mass media so they can address this issue more effective
- to consult their beneficiaries and than develop other services that are most needed

#### F. EXTERNAL RELATIONS

The NGO is a start up organization. and <sup>between</sup> "developing"

Apart from direct beneficiaries the NGO is relatively little known in the community. They have a good relationship with the Primarie ( their office is in the Primarie building). In few occasions they were consulted on handicapped

related white papers' laws. There are very limited ways to get members informed and mobilise members. Therefore the participation in the NGO's activities is rather inconsistent. They do collaborate with other NGOs in this area and they are willing to develop their relationships with national and international NGOs, but they need guidance in establishing collaboration strategies. It was very clear that in term of resources, the NGO sees financial resources as the solution for all the problems.

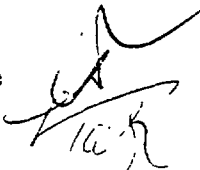
**Recommendations:**

- The NGO should develop materials (leaflets) that can be distributed to members and community to make them better known. In the same time this will help the members and beneficiaries to understand better the mission, the NGO's and their members role in the community.
- The relationship with the City Hall should become a partnership, where both parts that are involved are aware of their strengths and weakness. This will also give the NGO the opportunity to be seen as a resource by the City Hall, in addressing peoples needs.
- Develop collaboration activities with NGOs in the same area but also, to initiate collaborations with NGOs in other areas (private sector-bussiness).
- The NGO has to understand that resources are not just money, but also specialists, materials, human resources, etc.
- Training or technical assistance in developing and managing resources, in collaboration and motivating members and managing volunteers will be of a great help for the NGO.

**General Recommendations:**

ASOCIAȚIA NAȚIONALĂ A COPIILOR AUTIȘTI is a NGO that is trying to find it's identity. They are going through a difficult time and they need a lot of guidance. The people that we interviewed are very willing to work hard to pull together the only source of support that they have. All that are participating in the NGO's activities are parents or grandparents, with no experience or training in managing an NGO. With this in mind we consider that the technical assistance that was requested, should start with T.A. in governance/development of roles and responsibilities for Board Members and the Executive Body. A close observation of the first TA session impact and implementation should demonstrate if the NGO really has the potential to absorb, to learn and develop as they would like to.

Constanța Dragne  
Luminița Tatu



*IAI REPORT*

*April 18, 1996*

*ASOCIAȚIA NAȚIONALĂ A COPIILOR AUTIȘTI*

**INTRODUCTION:**

ASOCIAȚIA NAȚIONALĂ A COPIILOR AUTIȘTI is the only Romanian NGO of this kind in Romania. It's main mission is to assist and defend the needs of autistic children and their families.

The purpose of conducting the IAI was to establish the stage in the six areas of institutional development in order to provide assistance to this group.

The interview took place at the NGO's office in str. Banu Manta, in Primărie. The process included: DNP presentation, where all those present had an opportunity to address questions, than it was presented the reason for conducting the IAI and the procedure. After deciding the componence of the evaluation team, a interview schedule was decided. The first interview that was conducted included the whole interviewing team and a beneficiary. The other four interviews that were conducted were done in parallel, by teams of two interviewers ( one DNP representative in each team). After the interviews were completed the two teams met and discussed each component of the development stages. During this part of the process the discussions were very elaborated, due to the fact that sometimes there was little understanding of the concepts. Once the concepts were clarified, positioning the NGO in a certain stage was easy. The final step, presenting the findings and recommendations to the entire group, was the most difficult part of the process. It seemed that people took rather personal the fact that ASOCIAȚIA NAȚIONALĂ A COPIILOR AUTIȘTI is a start up NGO, with a lot of areas that need to be improved and developed. Therefore the findings and recommendations were presented in a more informal manner than it was initially planned. All present agreed on the fact that there is a great need to start developing the role and responsibilities of the leading bodies and than plan the next steps.

## GENERAL INFORMATION

Evaluation team: Constanța Dragne DNP  
Luminița Tatu DNP  
D-na Nicolescu - Member  
D-nul Luhovschi - Board member

Regiunea: Muntenia, Bucharest

Sector: Social safety net

Data: April 18, 1996

Scope of evaluation: NGO's development stage - *baseline data assessment*  
- *determine the priorities for TA intervention*

### Name and position of interviewees:

Ciupagea Ecaterina - Board member  
Dorojan Margareta - Executive President  
Crișu Georgeta - President  
Marinescu Cristiana - Internal Auditor (Cenzor)  
D-nul Mehedinti - Member

## A. GOVERNANCE

The NGO is a start up organization.

There is no clear understanding of leadership positions. The roles and responsibilities of the governance body and management body are not understood. There is a group of people (five) that is involved in leading as well as in managing the NGO. The beneficiaries are well represented. In fact everybody involved in any way in the NGO activity is a parent or grandparent of a autistic child.

### Recommendations:

- Clear delimitation and understanding of roles and responsibilities of the board and the executive body.
- To include in the board representatives of the community that are not



# IAI Report on "ASOCIATIA HANDICAPATILOR FIZICI" LUGOJ - April 27, 1996

The external assessors team : Ioana Luca  
Lucian Ionescu

## Section 1 - Introduction

- *The Association of physical handicapped person (Asociatia handicapatilor fizici - AHF) from Lugoj is a NGO established in 1990, within the Social Safety Net , having the mission "to defend the physical handicapped persons rights and integrate them into the society". It has now almost 1,000 members - handicapped persons and their families.*
- *Their main activities focus on providing medical assistance and care, organizing local events for fund raising and increasing public awareness concerning the handicapped persons issue. In the last years, they have also participated in the amendment of the handicapped persons legislation jointly with other similar organizations.*
- *One of the main service is the recuperation center "Handilug" which ensures specialized medical recuperation and prosthesis manufacturing.*
- *The interviewed persons were:*
  - Dorina Vargatu - president
  - Lucia Lichici - Financial administrator
  - Constantin Putineanu - specialist at the recuperation center
  - Costica Iordan - member
  - Vararescu Martin - volunteer
  - Susana Rankoczi - vice-president
  - Iosif Crainicescu - prosthesis specialist.
- *The internal assessors (members of the assessment team):*
  - Alina Mendiach - member
  - Marioara Veres - member

## Section 2 - Results and procedures

- The stages of institutional development for each functional area are presented as follows:

1. **Governance** - the average rate <sup>2, between developing and</sup> 3 (consolidating/expanding) .

\* The General Assembly (GA) is the leadership structure, Executive Bureau is the executive body. The only mechanism in place for ensuring the input of the members/beneficiaries in the decision-making and strategic planning process is the GA annual meeting. This proved to be not functional and difficult to achieve as legally all the members of the organization (1,000) are invited to participate.

\* Within the executive body there are tasks which are not performed due to the lack of knowledge. The importance of improving the capabilities of leadership structure staff is not properly understood. Only the president (Dorina Vargatu) offers satisfactory expertise in almost all the operational fields of the organization.

2. **Management and operating systems** - the average rate 2 (developing)

\* The information system is ill equipped and poorly organized. Some difficulties appear even in collecting and processing the data about their constituencies. There are special folders and files containing request forms from members and a data base is used, but the computer is old and worn-out. The information cannot be efficiently disseminated due to the large number of members.

\* No operation manual. There are some secretarial procedures in place, but formalisation is not perceived as necessary, due to friendship based relationships. Planning and project management knowledge are generally lacking.

3. **Human Resources** - the average rate <sup>2x between developing and</sup> 3 (consolidating/expanding)

\* Despite the large membership, only 40% are paying the fees. The structure of the NGO is divided in 3 parts: The organization, the Sporting Club; the for-profit society - Centrul de Recuperare "Handilug", which was established in order to avoid obstacles imposed by the legislation on self-financing activities.

\* Tasks are clearly designed, especially for some short activities and medical assistance. This happens according to the volunteers abilities and preferences. Although good inter-personnel relationships exist, little attention is paid to the team performance.

\* No evaluation system of the performances is used.

4. **Financial Resources** - the average rate 2 (developing)

\* There is a basic financial system in place. No regularly internal financial audits undertaken and just recently they went through an external audit (Garda financiara). The financial reports are in time but not completed and there is no manual for financial procedures. Poor financial and stock control systems.

\* Different bank accounts for different projects. The organization can plan a long-term program but is fully dependent on funding sources. They are aware of the local funding sources but their approach has had no result until now. Their financial resources are limited and can cover only the costs of a short project.

5. **Service delivery** - the average rate 3 (consolidating/expanding)

\* High level (technologically and professionally) medical services, recognized by local and national authorities: State Inspectorate for Handicapped persons, requested by community. Some input of members/constituency for future projects but no evaluation of the efficiency of services. Lack of systematic indicators for the impact, although there are very obvious: number of treated persons, wheel-chairs etc.

6. **External Relations** - the average rate <sup>2x between</sup> 3 (consolidating/expanding) <sup>and sustaining</sup>

\* The organization is well known by the public, other NGOs, public authorities.

\* Good collaboration with other NGOs (internal or international), in coalitions, lobby for defending the handicapped people rights but it has never played a leading role in coalitions.

\* Increasing collaboration with local agencies and firms. Although efforts have been made, the relations with the public authorities are still not productive due to the lack of resources at the local level, but also the lack of interest from the local officials.

The assessment team followed all the instructions from the assessor's guide.

- The two external assessors met one day before the meeting and establish the schedule, the working procedures. It was convened that the interviews to be carried out with each person from the organization separately.
- The work started at 9.30 a.m. the second day with an introductory section on DNP, IAI purpose and methodology as well as the presentation of the schedule to all the participants from the organization. A half an hour was necessary to meet and explain to the internal assessors the detailed process.
- The interviews started at 10.30 a.m., 7 persons were interviewed and finished at 7.15 p.m. After the interviews the team deliberated the stages of institutional development in all 6 functional areas on the basis of the indicators as well as the recommendations.
- At 8.30 p.m the assessment team presented the findings and recommendations to all the members of the organization.
- Late in the night, the external assessors visited the Center for recuperation "Handilug".

### **Section 3 - Recommendations**

The assessment team agreed upon several recommendations. The most important are presented as follows:

- to enhance the functionality of the governing structure through:
  - formalisation of preparation and carrying on of the GA meetings, mainly by distributing the agenda to most members.
  - election of a "GA Consultative Council" consisting of few persons, which can meet more often and take over the tasks of the strategic planning and executive body supervision (it must be mentioned that the GA is by status, the governing body).
- to develop the strategic planning systems, with early reviews and adoption of a concrete plan of activities/projects (with the assessment of the necessary resources).
- to introduce a social assistance component, with emphasis on regular monitoring of constituency needs and to integrate the results in the planning process.
- to develop the Electronic Information System for enhancing the capacity of information collection and organization.
- to improve the financial control systems (for stocks also).
- to elaborate a fundraising strategy, short and medium term emphasizing on local resources.
- to adopt services impact assessment systems, based on relevant indicators.
- to establish coalitions with similar NGOs, in order to constitute format mechanisms of advocacy.
- to develop the permanent partnership with the private sector, in order to increase the local financial resources (it must be mention that the efforts in this respect were done but no success. A recommendation was to attract a representative of the local private sector in the governing structure as an honorific member).

## Section 4 - Conclusions and general impressions

- The overall rate of the assessment is <sup>2</sup>3. According to the IAI, the organization is in <sup>second to the</sup> the ~~third~~ stage of the institutional development <sup>development to</sup> consolidating/expanding.
- There was an excellent collaboration between the external and the internal assessors. The internal assessors had many pertinent observation, extremely objective. They came up many times with justified recommendations.
- According to all the members of the NGO, the questions were difficult, hard to understand. They demonstrated a good knowledge of the IAI content (a previous reading of the Guide) but they pointed out many questions, terms and words which they have not used and they were not familiar with the meaning.
- The general impression of the two external assessors was that several recommendations although they were imposed by the assessment, are not to be implemented (i.e. the election of the consultative council, the development of the relations with the private sector) due to independent factors which are not related to the organization.

May 3  
Loane Luca

FUNDATIA HELIOS, CRAIOVA  
IAI Report  
Fundatia Helios, Craiova  
~~April 30, 1996~~

I was

ASSESSORS: Marilena Iliescu  
Lucian Ionescu

GENERAL INFORMATION:

The IAI on the Helios Foundation took place on April 30, 1996, at the organization office in Craiova, Calea Bucuresti Bl.C17 Ap.2 tel/fax 051-163523

Name of NGO: Fundatia Helios, Craiova

Name of team members:

World Learning: Marilena Iliescu  
Lucian Ionescu  
From the NGO: Mimi Marin - Executive Director  
Ioana Dochia - Vice President

Initial Contact: Mimi Marin, Executive Director

Region: Muntenia

Sector: Social safety net

Date: 31 April, 1996

Scope of IAI: Assessing the stage of development of the NGO

Name and position of the persons interviewed:

1. Ghita Sebastian	President
2. Ioana Dochia	Vice President
3. Mimi Marin	Executive Director
4. Madalina Turcu	Board member, Educator
5. Sebastian Antonescu	Member, Educator
6. Buta Costel	Beneficiary
7. Vasile Marin	Beneficiary

## INTRODUCTION

### Presentation:

Helios Foundation is a humanitarian NGO established in 1993 as a follow-up to Red Barnett project, with the main purpose of social vocational reintegration of young handicapped people over 18. Its mission tries to address severe consequences of inadequate placement for handicapped people over 18, who had to leave state institutions for children with special need.

Achievements: Following a convention with "Inspectoratul de Stat pentru Handicapati" (State Inspectorate for Handicapped, see attached 1) in order to take care of a number of 29 young people, through specific programs, 17 are now employed, 4 are attending special schools and 7 others have to be transferred in a medical institution. The program is ongoing in 3 apartments, and a small farm owned by Helios.

There were interviewed President, Vice-president, Executive Director, a Board member, educators as members of the organization, and two beneficiaries. Interviews were conducted both individual and in groups.

After the interviews and the discussions with the team members recommendations were made and discussed with the group.

The organization was considered to be between stages 2 and 3, in transition from developing to consolidating stage.

FINDINGS:

A. Governance

Stage 3 <sup>sh</sup> The organization is <sup>between</sup> ~~in~~ consolidating stage and sustaining <sup>etc</sup>

The governing role is played by an Operational Council formed out of 5 persons: President, Vice-president, Secretary and two members. The mission is well defined and recognized by members and beneficiaries. The Operational Council although distinct from the executive management is not enough involved in policy making. Management is insured by the Director who delegates responsibilities to staff (educators, farm manager).

**Recommendations:**

- \* To formalize the difference between the board and executive by systematic distribution of responsibilities for each position.
- \* TA for fund rising.

B. Management

Stage 2-3: The organization is between developing and consolidating stage

There are poor information collection and dissemination procedures. Operation rules exists but not in a manual for procedures. Computer is used for editing mainly. Only monthly reports and evaluations forms have been used for the evaluation of the project. *The initial objective is considered 50% achieved*, the foundation being in the second stage of its activity. New projects are designed based on the beneficiaries needs: SOROPTIMIST (the farm) and PROPAEM (new houses for children). Personnel administration has defined legal contracts, job descriptions.

**Recommendations:**

- \* To create an electronic system for collecting and disseminating information (data base) and to use an upgraded computer.
- \* To improve formalized monitoring systems and a manual for management based on the existing norms.
- \* To elaborate a written medium term and short term strategy.
- \* To revise periodically the procedures.

**C. HUMAN RESOURCES**

**Stage 2-3 The NGO is between the developing and the consolidating stages**

Tasks are grouped for each job and detailed in jobs descriptions for staff. Members are involved in activities according to a plan. Some tasks were not completed due to lack of attributions of tasks. Personnel (educators) lack knowledge in the social, psychological, and pedagogical area.

**Recommendations:**

- \* Training plans should be elaborated , covering psychology, pedagogy, and social areas of interest.
- \* TA for developing the volunteer base and to create a strategy for attracting volunteers.
- \* To evaluate the staff performances.

**D: FINANCIAL RESOURCES**

**Stage 2-3 The NGO is between the developing and the consolidating stages**

Accounting procedures are complete and are addressed by a paid staff person. In-kind donations are recorded. Different accounts are used for different sponsors. There were external audits but not on a regular basis (Financiara). Funders are limited to the Spanish funder (APADEMA) through a Danish program; they also have a grant from Dutch Foundation. There was not a continuing funding source. Efforts have been made, supported by the prefect, to attract local sponsors.

**Recommendations:**

- \* To set up a system of internal control and a manual to describe it; to create a manual for internal accounting procedures.
- \* To control the budgeted amounts.
- \* To diversify funding sources and to work more on attracting local sponsors.

**D: SERVICE DELIVERY** *developing to*

**Stage 3 The NGO is in the consolidation/expanding stage**

Services provided are the best and the only ones known at national level, at this extent, and with such results. Although beneficiaries have a certain specific their input is welcome in taking decisions regarding future plans and the NGO's

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strategy. Transferring expertise to the community is not applicable. There is not a system of indicators for the overall impact. The beneficiaries performances are recorded in medical evaluation forms (see attached 2) and their progresses and hiring percentage have determined the second stage of evolution of the NGO

**Recommendations:**

- \* TO increase and share expertise in the sectorial area; to be prepared to give consultancy in the sector and to GOs due to the high level of achievements and professionalism.
- \* To establish indicators for success based on the planned activities.

**F: EXTERNAL RELATIONS**

**Stage 3: The NGO is in consolidating/expending stage**

The NGO works with international and local NGOs (see attached 3) and with GOs (Ministry of Labor, Child Protection, State Inspectorate for Handicapped), and with local business where the young people work. It has not played a leadership role in promoting coalitions and lobby.

**Recommendation:**

- \* Lobby actions and advocacy to obtain beneficiaries' legal rights in order to transfere them to the foundation.
- \* To stress out actions of partnership with private sector
- \* To attract local business people in the board

**Conclusions:**

- Helios Foundation had an organizational experience being a follow-up of a the Red Barnett project, but part of it was lost or left apart.
- The major concerns are regarding redesigning projects according to the new evolving clients' needs, and appropriate funding sources.
- The internal assessment team recognized the importance of the assessment in order to help them better understand their weakness and strengths.
- The World Learning assessment team rephrased many of the questions in order to be easier understood .

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**RECOMMENDATIONS:**

WHAT:	WHEN/WHO	RESOURCES
1. To formalize the difference between the board and executive by systematic distribution of responsibilities	DNP/WL	TA Board Development
2. To design a strategy for fund raising, diversify funding sources; To access founders directory	DNP/WL Luminita Tatu/ during the first training in the area	TA Fund Raising / Strategic Planning CEE Foundation Directory
3. To develop a volunteer base	DNP/WL	TA in Volunteer Development
4. To evaluate the staff performances	DNP/WL	TA in Human Resources
5. To share expertise in the sectorial area To lobby and advocate for obtaining legal rights.	DNP/WL	T/TA in Collaboration, Advocacy
6. Professional training of the educators social, pshyhological, pedacogical areas	Bill Sauer, Becky Davis othersothers	T in Social Work

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# IAI Report on "Societatea Timisoara" , 15th may 1996

World Learning consultants: Marilena Iliescu, Lucian Ionescu

## 1. General information

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This report refers to IAI performed on 15 May, for "Timisoara Society" , at their headquarters located in Str. Eminescu NR. 5, et 1, AP 23, Tel/ fax: 056/ 190120.

Complete name of NGO: Societatea Timisoara

Region 1 (Muntania Banat Crisana)

Sector: Democracy and Human Rights

Contact person: Florian Mihalcea

Scope of work: initial data assessment

Mission: defending human rights and promoting democracy principles within the Romanian Society

Activities record: Timisoara Society was established on 10 March 1990, at the initiative of a group of intellectuals following the revolutionary, anti-Communist, political events started here in December 1989, and increased steadily to 500 members. After a series of meetings for restoring democracy and civil society in Romania, as stated in "Timisoara Proclamation" , the Society edited its own newspaper "Timisoara" and other cultural events towards civic education. More recently they issued reports for Helsinki Committee and Amnesty International on Human Rights situation in Romania, advocated for changes in political life (at national and local level), provided legal assistance for citizens, published books on civil society and offered social aids for street children.

Name of IAI team members from the NGO: Elena Vatca (Executive Secretary), Teofil Farcas (member)

List of interviewees:

Florian Mihalcea, president

Gagyí Paraschiv Ladislau, vice-president

Petru David, president of Health and social care Commission

Paul Saramet, Volunteer

Popescu Vasile, censor

The overall development stage for the NGOs was developing. (2nd stage)

## 2. Findings on institutional development stages

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### A. Governance

Overall development stage: developing.

The Governance structure is the Governing Council (hereinafter GC), formed by 11 members, elected by the General Assembly, out of which: 1 president, 2 vice-presidents, 3 Commission Presidents, 1 censor and a secretary. Its role consists in administration of organisation and deals with currently most important activities, respective to the 3 Commissions: Cultural, Health and social care, Human Rights. It has no satisfactory involvement in strategic planning and fund-raising. The management is mostly dealt by the president, secretary and 2 other persons occasionally. The audience and the geographical scale of work has declined since 1990 (when it had branches in Brasov, Iasi, Cluj), but number of beneficiaries/ constituencies has been increasing. Their needs is taking into consideration for activities of the 3 Commissions. Although to general stated, the mission is well known by members and local public.

**Preliminary recommendations:**

- separation of Management and governance functions within the organisation by hiring staff.
- internal clarification of the mission.
- establishing a system for surveying constituencies/ beneficiaries needs as a base for more target oriented advocacy campaigns (i.e. human rights and social assistance).

**B. Management systems**

Overall development stage: between start up and developing.

Information related to beneficiaries are collected and disseminated through specific activities of the Commissions and Timisoara newspaper. Some basic documents recording systems are in place. No formalised office procedures due to lack of permanent staff. Lack of permanent human resources resulted in inadequate operational and strategic planning. Planning is undertaken for annual events only (Anniversary of the proclamation meeting, Awarding of most popular and unpopular persons in relation with Democracy in Romania). With one exception no grant projects have been developed, therefore project management skills and proposals writing skills lacks. Some projects are now in planning stage.

**Preliminary recommendations:**

- setting up an electronic information service
- drafting a an internal procedures manual, to be accessible to all interested members, with special references to financial operation, decision making and office administration).
- introducing strategic planing methodology in the NGO, based on annual activity plans.
- designing projects for permanent and most important activities and introducing formalised project management procedures;

**C. Human resources**

Overall development stage: between start up and developing.

Only 100 members from the total of 500 are actively involved in the current activities, and all of them are volunteers. Responsibilities are assigned just for GC members, but they are not structured in positions. No job description and performance surveying system. There is also no organisational chart. Co-ordination between different Commission is done by GC. Few incentives are given to volunteers. Internal communication is done by direct contact. The agenda of GA meetings is published in the "Timisoara newspaper". The structure of GC and the members reflects the ethnic and religious diversity of the city. Although it appears that more volunteers are needed no plan for enhancing the volunteers base exist.

**Preliminary recommendations:**

- defining key positions to address vital activities and producing job descriptions, for both volunteers and paid staff;
- systematic assessments of main training need for the above positions;
- training of Commissions leaders in leadership and team performance techniques;
- assigning different teams for strategic objectives, possibly on the basis of existing Commissions ;
- drafting a volunteers base development plan

**D. Financial resources**

Overall development stage: developing.

Basic accounting procedures are used, but a position for this is needed. Main funding sources are local sponsorships, including the newspaper which is run by a profit company, external donations. In kind or funds donations are recorded. The volunteers work is not assessed in financial terms. Inventory of assets shows a figure of 40 mil. RoL. Comprehensive internal audits have been conducted by 3 censors and reports with clear recommendations have been presented to the GC. There is no in advance budget planning. Recent reporting to Financial administration.

Preliminary recommendations:

- designing a position (with job description) for an accountant (volunteer or not);
- introducing budget planning methodology within operational planning
- implementation of already existing recommendations given by Censors commission

### E. Service delivery

Overall development stage: developing ~~the organization~~

The NGO has a recognised expertise in the area, and it had a large impact in the Society when the Proclamation was formulated. evaluation is done unsystematic and not based on efficiency indicators. Services were developed as a result of community needs.

Preliminary recommendations:

- adopting significant evaluation indicators for regular activities.

### F. External relations *between developing and*

Overall development stage: ~~expanding to other sectors~~

The Society is famous for its past activities and the declaration. By means of its own newspaper it has a wide audience in Timis county and in Banat region. It has also regular programs with the local Analog TV station, namely "Watch dog". It is also active in an international NGO network, within a PHARE and TACIS project for democracy. It has good co-operation linkages with other NGOs: Humanitarian Organisation Federation, LADO, "TOT Banatu-i fruncea", ProDemocracy, GDS and Pro Europe League and is a founding member of Civic Alliance.

Preliminary recommendations:

- assuming leading role in local coalitions with NGOs from other sectors (environment, social) for influencing public policy.

## 3. Recommendation plan (TA and training necessities).

Romanian:

1. Separarea functiilor Conducerii Executive (prin orientarea catre planificare operationala si administrarea proiectelor) si a Consiliului de conducere, (prin implicarea unor persoane resursa in revizuirea strategiei si obtinerea de fonduri).
2. Clarificarea interna a misiunii si elaborarea unei strategii pe termen mediu si scurt, sustinuta de un numar limitat de obiective, clar definite si de un plan anual de activitati
3. Angajarea unui minim personal necesar administrarii organizatiei si formularea unor fise a posturilor pentru activitatile cheie din organizatiei conforme cu planul de activitati.
4. Formalizarea procesului de luare a deciziei si elaborarea unui manual de proceduri interne al organizatiei cu referiri speciale la desemnarea responsabilitatilor, desfasurarea proiectelor si operatiunile financiare.
5. Evaluarea contributiei in kind adusa de membrii organizatiei, inclusiv a voluntariatului si dezvoltarea unui plan de atragere a voluntarilor la toate nivelurile;
6. Planificarea bugetului in avans in conformitate cu planul anual de activitati si identificarea surselor de finantare.
7. Dezvoltarea coalitiilor cu alte Onguri locale si nationale din alte sectoare de activitate in domeniul dezvoltarii democratiei.

English:

1. Separation of management and governance functions, by involving the permanent staff as executive into operational planning and project management and reserving to the GC the role of strategic planning and fund-raising.

2. Better defining of mission and elaboration of short term and strategy sustained by a limited number of objectives and annual activities plans. (TA for strategic planing and proposal writing).
3. Hiring a minimum personnel for NGO administration and designing job description for key tasks within the organisation in accordance with the annual activity plan.
4. Formalising of decision making procedures and elaboration of an internal procedures operation manual, with special references to responsibilities assignments, financial operations and project management.
5. Evaluation of in kind contribution of members including voluntayship and designing a plan for strengthening the volunteers base.
6. Budget planing according to operational plan and identification of funding sources for it.
7. Developing coalition with other NGOs locally and nationally towards civil society development.

#### **4. Other observations**

- The IAI session started at 9:30 and ended at 19:00. After introduction and team building session only individual interviews were taken and they were continued with institutional stages rating and presentation of preliminary reccomendations. Internal members of assessment team offered rather explanations then joining the questioning procedures.
- The NGO appears to be in a lessening phase in comparison with their start up achievements (1990). World learning consultants emphasised the necessity of strategy re-evaluation and the intervention at organisational level. The NGO has still a great potential for influencing public policy due to their fame and due to the Timisoara Newspaper. Although NGOs members agreed with the above mentioned recommendations, only TA for project management and strategic planing will help them to produce the necessary changes.
- The World Learning consultants are suggesting Lap Top computers are needed in order to ease the data collection and reporting.

May 2000  
Lap Top

**IAI Report on "ASOCIATIA STUDENTILOR DIN  
UNIVERSITATEA CONSTANTIN BRANCUSI"  
Tg. Jiu, May 11, 1996**

**The external assessors team : Alexandra Caracoti, Ioana Luca**

### **Section 1 - Introduction**

- *The Association of students from Constantin Brancusi University (Asociatia studentilor din Universitatea Brancusi) from Tg.Jiu is a NGO established in 1993, within the Human Rights sector, currently operating modifications to the registration status. It has the mission to develop projects for the students community, mostly for entertainment (trips, camps, student balls). It has now almost 200 registered members - students from the Ct. Brancusi University.*
- Their main activities are cultural and entertainment focused such as: student trips and freshmen balls. Just occasionally lobby for the student rights. Future planning of the activities includes the creation of an UNESCO Club in Tg.Jiu.
- The interviewed persons were:
  - Mugurel Surupaceanu - president
  - Irina Popescu - Chief of the Tourism Department
  - Dan Filipescu - Financial administrator/accountant
  - Irina Munteanu - General Secretary
- The internal assessors (members of the assessment team):
  - Laura Popescu - Chief of the Culture&Education Department
  - Mihaela Lopotenco - member of the Commission for Control and Litigation.

### **Section 2 - Results and procedures**

- The stages of institutional development for each functional area are presented as follows:
  1. **Governance** - the average rate 2.5 (**developing - consolidating/expanding**) .
    - \* There is no leadership structure, the Executive Bureau performs the both functions. The only mechanism in place for the supervision of the executive body is the Commission for Control and Litigation. There is no operational planning or long term-strategy based on the mission.
    - \* There is not enough knowledge within the members of the executive body about the organization mission and how all the members should be involved in the elaboration of the strategy.
  2. **Management and operating systems** - the average rate 1.6 (**start up- developing**)
    - \* The information system is ill equipped and poorly organized. Some difficulties appear even in collecting and processing the data about their constituencies. There are

no special folders and files containing request forms from members and no data base. The information is disseminated only inside the University (announcements on the board).

\* No operation manual. There are some secretarial procedures in place, and formalisation is not perceived as necessary. Planning and project management knowledge are generally lacking.

3. **Human Resources** - the average rate 2.5 (developing- ~~consolidating~~ expanding)

\* Despite a relatively large number of members they do not pay fees. No paid staff therefore no salaries. There is no clear policy for attracting new members or volunteers.

\* Tasks are relatively clearly designed, especially for some short activities. This happens according to the volunteers abilities and preferences. Although good inter-personnel relationships exist, little attention is paid to the team performance.

\* No evaluation system of the performances is used.

4. **Financial Resources** - the average rate 1.5 (start-up)

\* There is a basic financial system in place. No regularly internal financial audits undertaken. There are no financial reports and no manual for financial procedures. Poor financial and stock control systems.

\* The organization cannot plan a long-term program and is fully dependent on funding sources. They are aware of the local funding sources and their approach has had some results until now (most of their funding - two thirds comes from the local sources and consists mainly from donations and sponsorships). Still, their financial resources are limited and can cover only the costs of a short project.

5. **Service delivery** - the average rate 2.5 (developing)

\* Highly appreciated among students their activities include some input of members/constituency for future projects but no evaluation of the efficiency of services. Lack of systematic indicators for the impact.

6. **External Relations** - the average rate <sup>3</sup> 2.5 (consolidating/expanding)

\* The organization is relatively known by the public, other NGOs, public authorities. Poor coverage by mass media.

\* Little collaboration with other NGOs (internal or international). It has never participated in coalitions.

\* Increasing collaboration with local agencies and especially with firms. Although efforts have been made, the relations with the public authorities are still not productive.

The assessment team followed all the instructions from the assessor's guide.

- The two external assessors met one day before the meeting and establish the schedule, the working procedures. It was convened that the interviews to be carried out with each person from the organization separately.
- The work started at 10.30 a.m. the second day with an introductory section on DNP, IAI purpose and methodology as well as the presentation of the schedule to all the participants from the organization. A half an hour was necessary to meet and explain to the internal assessors the detailed process.
- The interviews started at 11.30 a.m., 4 persons were interviewed and finished at 2.00 p.m. After the interviews the team deliberated the stages of institutional development in all 6 functional areas on the basis of the indicators as well as the recommendations.



- At 3.00 p.m the assessment team presented the findings and recommendations to all the members of the organization.

### **Section 3 - Recommendations**

The assessment team agreed upon several recommendations. The most important are presented as follows:

- to separate the powers and responsibilities within the organization by electing an governing body other than the executive.
- to develop the strategic planning systems, with early reviews and adoption of a concrete plan of activities/projects (with the assessment of the necessary resources).
- to monitor regularly the constituency needs and to integrate the results in the planning process.
- to develop the Electronic Information System for enhancing the capacity of information collection and organization.
- to develop the financial control systems (for stocks also).
- to elaborate a fundraising strategy, short and medium term.
- to adopt services impact assessment systems, based on relevant indicators.
- to issue publicity materials on the organization presentation.
- to establish coalitions with similar NGOs, in order to constitute formal mechanisms of advocacy.
- to develop the permanent partnership with the private sector, in order to increase the local financial resources.

### **Section 4 - Conclusions and general impressions**

- The overall rate of the assessment is 2.4. **According to the IAI, the organization is in the second stage of the institutional development - developing.**
- There was a good collaboration between the external and the internal assessors. They came up with justified recommendations.
- According to the members of the NGO, the questions were difficult, hard to understand. They pointed out many questions, terms and words which they have not used and they were not familiar with the meaning.
- The general impression of the two external assessors was that at the moment the organization does not meet the first criteria of eligibility. Except several sporadic actions for locally defending the students right, the organization seems to not have the influencing of public policy, among its goals.
- At the same time the collaboration criteria is poorly met. They do not understand the importance of collaboration among NGOs. For instance, the other similar NGO in the University is perceived as a competitor although they have the same kind of activities.

*Loane Luce*  
*May 24/96*

GENERAL INFORMATION ON THE INSTITUTIONAL EVALUATION

NAME OF THE NGO: - FUNDATIA "INGERII SPERANTEI" - LUGOJ

NAMES OF THE EXTERNAL TEAM MEMBERS:

- ANA MUNTEAN
- MIHAI ROSCA

INITIAL CONTACT PERSON: - IOAN VALHAN - EXECUTIVE DIRECTOR

REGION: - BANAT

SECTOR: - SOCIAL SERVICES

DATE 15.6.1996

EVALUATION SCOPE: - FIRST ASSESSMENT

ADDRESS: STRADA ION VIDU, NR 17  
1800 LUGOJ  
JUDET TIMIS  
TELEPHONE: 056/311132  
FAX: 056/190063 OR 190393

NAMES AND FUNCTIONS OF THE INTERVIEWED PERSONS:

- ROSU CORNELIA - PROGRAMME COORDINATOR
- VACARESCU ALEXANDRINA - SECRETARY + BOARD MEMBER
- TIGRIS IOAN - PRESIDENT (PRIEST)
- IUTE MARIOARA - ACCOUNTANT
- STANCU MARIANA - VICE PRESIDENT
- DEKANY MARIA - EDUCATOR
- VALHAN IOAN - EXECUTIVE DIRECTOR.

PERSONAL COMMENTS: The activity of the Foundation is mainly the Day Care Centre, which is organised in co-operation with Romanian Angel Appeal, a British NGO. The other activities of the NGO are almost not existing. The staff is paid for the activity in the Centre and does occasional work for the NGO.

The Executive Director, the most trained and professional staff member, is paid part time for what he does for the benefit of the NGO. The other members do not seem capable of running the NGO.

All staff will be paid in the immediate future by local authorities (Inspectorate for Handicapped or City Hall - it was not yet decided). The Director does not want to continue working for the Foundation unless their board decides to continue paying him part time for his work. This is only possible if World Learning accepts financing their proposal.

If the Day Care Centre will be taken over by local authorities, the Foundation can be hardly described as doing anything. In this respect, I think the moment was improper for doing the assessment. In two weeks, the image of the NGO will be completely changed and no information in the IAI will be still valid. This is why we did not do recommendation planning forms. Nobody knew if members will be willing or able to continue the work of the agency after August.

The NGO is quite content with the evolution of the Centre and did not concentrate on what happens with the Foundation in the future. The funding from DNP would give them two more years to think about it.

Function	Sub-Category	Rating					Recommendations
		N/A	Start-Up	Developing	Expanding	Sustaining	
A.  Governance	A1. Board			X			Board members to be more often involved in fund raising and promoting the work of the NGO. More board members to be important members of the community. Board to be more involved with controlling the management.
	A2. Mission			X			The mission is unclear even for some board members. There is confusion between the mission of the NGO and the mission of the day care centre.
	A3. Constituency			X	X		
	A4. Leadership			X			Delegating more responsibilities. The number of active members to be increased.
B.  Operations and Management	B1. Management of Information Systems		X				An information system to be developed, in concordance with the needs of staff and volunteers.
	B2. Administration		X	X			To develop formal administration procedures.
	B3. Personnel				X		Reviewing job descriptions regularly and adapting them to the new situations occurred.
	B4. Planning		X				To develop annual plans and budgets. To also develop a strategic plan for the next five or three years.
	B5. Program Development and Management		X	X			To imagine and use monitoring methods
	B6. Development of Procedures			X			Collecting information to become routine. Using feed back for improved services.
C.  Human Resources	C1. Staff Roles				X	X	More emphasis on professional training To hire staff according to job descriptions and not adapting job descriptions to available staff.
	C2. Work Organization				X	X	Independence of the working teams.
	C3. Performance Management/ Team			X			Training plans and stimulation of competition.

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	Development						
	C4. Salary Admin.			X	X		
	C5. Team Development / Conflict Resolution				X		The development of the day care centre used all available resources. Team work to be used also for the development of the NGO, not only the Centre.
	C6. Communications			X	X		
	C7. Diversity			X			More awareness about how important diversity is.
	C8. Volunteers Management			X	X		Involving volunteers in planning, and evaluating.
<b>D.</b>							
<b>Financial Resources</b>	D1. Accounting				X		Using financial reports for planning.
	D2. Budgeting			X	X		Annual budgets, even for types of activities.
	D3. Financial Control			X			Improve and formalise financial control system.
	D4. Audit/External Financial Review				X		External audit to be done for the entire activity of the NGO, not only for the Centre.
	D5. Fund Management				X	X	
	D6. Resource Base		X				Looking for more founders.
	D7. Legal Status					X	
<b>E.</b>							
<b>Service Delivery</b>	E1. Sectoral Expertise			X			Thinking about recovering costs through paid services.
	E2. Community Ownership		X	X			Regular consultations with the community about quality of services provided. Involving community members in planning.
	E3. Impact Assessment		X				Evaluating the impact and adapting the services.
<b>F</b>							
<b>External Relations</b>	F1. Public Relations				X		
	F2. Constituency Relations			X			
	F3. Government Collaboration			X			Not only financial collaboration.
	F4. NGO Collaboration		X				Improving collaboration with other NGOs.
	F5. Local Resources		X	X			Including local resources in the planning.

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1. General information

Region 1 - Banat - Oltenia

Sector: Democracy and Human Rights

Contact person: Marian Mihaila

Scope of work: baseline data assessment

Mission: to promote the humanitarian rights and also human rights on war times and any other special situations (refugees rights, protection of cultural patrimony, etc.)

Activities record: Societatea Româna de Drept Umanitar is the branch of an NGO based in Bucharest, which apparently was established under auspices of Iosif Constantin Dragan. The branch was established on 1994, at the initiative of a group of intellectuals and personalities from Resita City. The organization has 42 members. Although not clear how, the NGO acts at regional level. The activity of the society was focused, so far, only in attending different cultural events, conferences or symposiums, which directly or indirectly could refer to the mission of the organization. More recently the President of the organization issued a book called "Protection of the Cultural Goods in the International Law". The book was presented at a very large conference, held in Herculane, and attended also by the President of Romania, namely the "Congress of Romanian Spirituality". The main important concern of the organization seems to be the protection of the Romanian community from Bulgaria and Former Yugoslavia. It is no activity in the area where the organization is located.

Name of IAI team members from the NGO: Marilena Stefanica (member - judge), Liviu Spataru (member in Consiliul Director - former prefect of Caras-Severin County and Vice-President of the Democratic Party in Resita, professor of Economy at Resita University))

List of interviewees:

Marian Mihaila, President - Director of The Chamber of Commerce

Vasile Uscat - member - Director of Reduct Enterprise, one of the biggest factory in Resita

Dan Sârbu - member in Consiliul Director - Commander of the Firemen Division Resita

Pavel Aghescu - member in Consiliul Director - Director of The Romanian Bank for Development

Sorin Frunzaverde - member in Consiliul Director - President of the Democratic Party Resita

The overall development stage for the NGO was between startup and developing.

2. Findings on institutional development stages

**A. Governance**

Overall development stage: developing.

The Governance structure is Consiliul Director (hereinafter named CD), formed by 9 members, elected by the General Assembly (GA). The organization also has a Birou Executiv (BE), formed by the president, an Executive Secretary and few vice-presidents in each county of Banat and on Timocului Valley (Former Yugoslavia), where's a Romanian community. The role of those two bodies is not clear for organization's members, who said that the Executive Bureau analyses the activity and the CD approve and make changes concerning the activities. It is no activity on strategic planning and fund-raising. So far, because of the lack of concrete activities, it was no necessity for a real management. Although to general stated, the mission is well known by members. The need on which the mission is based seems unclear. As a result, community is poorly defined. The organization can begin to work also on human rights issues, because the mission allow that, and therefore they could become more closer to the local community from Caras and do something also for them.

Preliminary recommendations:

- difference between the roles of CD and that of BE, and training (internal or external) in basic organisational management procedures.
- starting mission clarification process

## **B. Operation and Management Systems**

Overall development stage: start up.

Information related to beneficiaries are collected on occasional basis and not on a regular one. Generally, the members of the society being well known persons or businessmen are invited to different events, and in this quality they spread information about the organization. No basic documents recording systems in place. Some interviewees mentioned that obtained funds were directed to institutional strengthening, but this is viewed only in the light of logistic support (a new, well equipped headquarter will be opened soon). No office procedures due to lack of activity. No grant requests have been developed, therefore project management skills and proposals writing skills lacks. Some very small sponsorships were received (only for attending events). Priorities are quite different among members view, and hence real strategy (objectives and planning of activities), can be considered inexistent. No projects were designed until now. Some differences exist between the procedures mentioned in the statute of the Mother NGO and those applied in Resita NGO.

Preliminary recommendations:

- drafting an internal procedures manual;
- introducing strategic planing methodology in the NGO, based on annual activity plans.
- designing projects for permanent and most important activities and introducing formalised project management procedures;

## **C. Human resources**

Overall development stage: between start up and developing.

The 45 members were selected according to their intellectual abilities and social position. All of them are volunteers. There are no clear responsibilities and no job description and performance surveying system. There is also no organisational chart. Internal communication is done by direct contact or by means of "Renasterea Banateana" newspaper. The structure of the members reflects the ethnic and religious diversity of the city, the CD not (especially concerning women).

Preliminary recommendations:

- hiring personnel for day to day organisational management;
- defining key positions with clear responsibilities and job descriptions, for both volunteers and paid staff;
- introduction of team building and motivations techniques

## **D. Financial resources**

Overall development stage: start up

Accounting procedures haven't been necessary up to now. A position for this is needed. Main funding sources are in kind donations and local sponsorships, given the fact members with high positions in local business and banks. No plan for fund raising.

Preliminary recommendations:

- designing a position (with job description) for an accountant (volunteer or not);
- introducing budget planning methodology within operational planing;

## **E. Service delivery**

Overall development stage: start up to developing.

Generally, the NGO can not be considered as a community- based NGO even in a broader sense. The primary "clients" are state institutions (schools, universities), minorities NGOs, local authorities and the general public, but there are no estimations of their sensitivity to the problems. Most members of the

NGOs do have professional expertise in law, history, culture, human rights (eg. the president participated to an international course on humanitarian rights). No permanent, strategic oriented activities permit no indicators of impact.

Preliminary recommendations:

- better definition of target groups and adoption of significant methods for evaluating the best way to suit their needs and to assess the impact of the NGO.
- adopting significant evaluation indicators for regular activities.

#### F. External relations

Overall development stage: developing.

The organisation is considered as a public interest one. It has relevant press coverage and its reputation is well known locally and regionally. It has initiating contacts with NGOs, like The Foundation "A future for Romania", ProDemocratia Association -Reșița Branch, with the Local Officials, but it can hardly build coalitions due to their specific mission.

#### Recommendations

1. To structure the association, in Board, Executive Body, Comisie de Cenzori and volunteers.
2. If the first part of the mission of the NGO is too specific (humanitarian right) and can not lead to a real activity in this field in Romania or elsewhere, to try to act based on the second part of the mission (related to human rights) which is broader, and can allow activities in the area where the NGO is based. Related to this, to define or clarify the community they serve, the beneficiaries and contact them.
3. Once they begin to have activities, to hire a minimum staff for running current secretarial and accounting operations and initiate also a formal information of the members, arranging meetings of the Board, members, etc.
4. To assign responsibilities/ position, /bodies, etc.
5. To reflect at least concerning the members, also the social structure of the community ( none of the members is a worker, or a teacher) and not only directors of Gov. bodies or businesses.
6. To develop at least a short term strategy and necessary budget, with written documentation and operational planing, in order to provide the NGO with enhanced management potential. And very important, to begin to raise funds, to prepare proposals.
7. To use evaluation methods for observing the impact they have in the community, when they will define it.
8. To collaborate with other NGOs, to establish common objectives and act together. The relation with businesses and Gov. bodies seemed to be OK, only the NGOs are absent in this image.

#### 4. Other observations

The IAI session started at 10:00 and ended at 18:00, in the Director's office within the Romanian Bank for Development. After introduction and team building session only individual interviews were taken and they were continued with institutional stages rating and presentation of preliminary recommendations. As a general comment, terms and concepts presented through IAI procedures were hardly understood and accepted, possibly due to inexistence of concrete activities and poor management practices.

Although the NGO was confirmed as DNP eligible, the way and extent in which they are able to influence public policy appears unclear, given the restrictive character and the political and economical influence of their members. Further involvement in DNP should take into account this .

Adriana  
Stoica

June 13/96

Lucian  
Iovan

IAI Report on " Asociația Deficientilor Locomotori Bihor"  
10 May 1996  
World Learning consultants: Dana Nicolescu, Ana Munteanu

**1. General information**

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This report refers to IAI performed on 10 May, for " Asociația Deficientilor Locomotori Bihor", at their headquarters located in Str. Simion Barnutiu 32, b1C-8, 3700 Oradea, Jud Bihor, Tel: 059/435405; Fax: 059/436194

The World Learning assessment team: Ana Munteanu and Dana Nicolescu

Complete name of NGO: Asociația Deficientilor Locomotori Bihor

Region IV <sup>NW</sup> (Transilvania)

Sector: Social Safety Net ~~and Human Rights~~

Contact person: Nicolae Rusu, President

Scope of work: initial data assessment + *determine priority fields for TA delivering*

**Mission:** To support and integrate the disabled persons into community and help them become self sustainable individuals.

**Activities record:**

Asociația Deficientilor Locomotori Bihor has been established in 1990 and has 3,800 members at present.

Most of their activities are related to representation of the disabled rights with local authorities. A collaboration system between the disabled and the Local Territorial Inspectorat for the Handicapped is in place through the Association which takes care of the paper work and works for the completion of each individual file presented to the Inspectorate.

Through mass media the Association is spreading the available information to members and community on disability issues.

Cultural and sport activities for its members.

Lobbying activities at local and national level as a member of local and national Federations.

**Name of IAI team members from the NGO:**

Ciupa Petre, revizor member of the enlarged board

Boros Sariota, secretary of the Board

**List of interviewees:**

Rusu Nicolae, President

Gonczi Francisc, member of the enlarged Board

Cosma Alexandru, member of the enlarged Board

Blaga Petru, Vice-president

Iuliana Szep, accountant

The overall development stage for the NGO is increasingly moving towards stage 2 (developing organization).



## 2. Findings on institutional development stages

### **A. Governance**

Overall development stage: developing 2

There is no differentiation between the board and management roles. due to lack of funds the NGO has no executive. The governing structure is formed by a Board (president, vice-president and secretary) and the enlarged Board formed by a significant number of members with relevant experience to the organization's activities.

The vision and mission are clear for the members but they are not widely known by the public.

Preliminary recommendations:

- separation of management and governance functions within the organisation
- to have a clear understanding of responsibilities for each board position
- to increase efforts in order to make the organization mission in the community

### **B. Management systems**

Overall development stage: start -up 1

No basic document recording, no formalized office procedures due to lack of staff. Decisions are made based on planned activities. Planning is done according to the financial and human resources available. The enlarged board is involved in the planning process. There is no evaluation system in place. The organization is working on establishing an electronic system for collecting and disseminating information.

Preliminary recommendations:

- setting up an electronic information service
- drafting an internal monitoring system, accessible to all interested members, with special references to financial operation, decision making and office administration.
- elaborate a written short term and long term strategy

### **C. Human resources**

Overall development stage: start up 1

No paid staff.

The organization has 3,8000 members. The vast majority of activities is carried out by the enlarged Board and few volunteers.

Responsibilities are assigned just for the board members, but they are not structured in positions. As there is no paid staff there are no job description and performance surveying system. There is also no organisational chart. Few incentives are given to volunteers. Internal communication is done by direct contact. The agenda of meetings is presented informally as the board meets daily and the enlarged board meets weekly. The structure of the organization and its board reflects the ethnic and religious diversity of the county. There are no inter-ethnic or religious conflicts. From this point of view this association can serve as a role model. Although it appears that more volunteers are needed no plan for enhancing the volunteers base exist.

Preliminary recommendations:

- defining key positions to address vital activities and producing job descriptions, for both volunteers and paid staff when financial resources would allow employment;
- systematic assessments of main training need for the above positions;
- training in leadership and team performance techniques;

- assigning different teams for strategic objectives, possibly on the basis of existing Commissions of the enlarged Board;
- drafting a volunteers base development plan

#### **D. Financial resources**

Overall development stage: developing to consolidating (2,5)

Basic accounting procedures are used and all requirements of Romanian legislation are met. Main funding sources are local sponsorships and few external donations. In kind donations are not recorded. The volunteers work is not assessed in financial terms. The budget for 1995 was 10 million Rlei. External audits have been conducted by censors and reports showed no mismanagement of funds. There is no in advance budget planning. Reporting to Financial administration takes place every year.

Preliminary recommendations:

- introducing budget planning methodology within operational planing
- financial procedures manual
- diversification of funding base
- training or technical assistance in fund-raising and proposal writing

#### **E. Service delivery**

Overall development stage: developing 2

The NGO still has a limited recognised expertise in some areas of disability, but it has a large impact in the community. Evaluation is done unsystematic and not based on efficiency indicators. Services were developed as a result of community needs.

Preliminary recommendations:

- training in specific areas concerning the disabled through recognised organizations in this field
- adopting evaluation indicators for regular activities.

#### **F. External relations**

Overall development stage: expanding

The association is collaborating with many Romanian and foreign organizations: Asociatia Down - Oradea. Fundatia de scleroza multipla Bihor, Asociatia surzilor, Bihor, Operation Romania. UK, Soros Foundation. Disability Awareness in Action, PHARE - TAACIS, affiliates of Mobility International, the local Territorial Inpecorate for the Handicapped.

The Association was the initiator of an umbrella organization at regional level called " UMBRELLA SUPHAR". The aim of this local " federation" is to represent the interest' s of the disabled and of their organizations through lobbying activities directed to local and state administration.

In the same time the organization is founder member of the national Federation of the association actively involved in disability issues - Organizatia Nationala a Persoanelor cu Handicap din Romania.

Preliminary recommendations:

- assuming a more active role in local coalitions with NGOs from other sectors (environment, social) for influencing public policy.

### 3. Recommendation plan (TA and training needs).

Romanian:

1. Separarea functiilor Conducerii Executive (prin orientarea catre planificare operationala si administrarea proiectelor) si a Consiliului de conducere. (prin implicarea unor persoane resursa in revizuirea strategiei si obtinerea de fonduri).
2. Elaborarea unei strategii pe termen mediu si scurt, sustinuta de un numar limitat de obiective, clar definite si de un plan anual de activitati
3. Angajarea unui minim personal necesar administrarii organizatiei si formularea unor fise a posturilor pentru activitatile cheie din organizatiei conforme cu planul de activitati.
4. Formalizarea procesului de luare a deciziei si elaborarea unui manual de proceduri interne al organizatiei cu referiri speciale la desemnarea responsabilitatilor, desfasurarea proiectelor si operatiunile financiare.
5. Evaluarea contributiei in kind adusa de membrii organizatiei, inclusiv a voluntariatului si dezvoltarea unui plan de atragere a voluntarilor la toate nivelurile;
6. Planificarea bugetului in avans in conformitate cu planul anual de activitati si identificarea surselor de finantare.
7. Dezvoltarea coalitiilor cu alte ONGuri locale si nationale din alte sectoare de activitate in domeniul dezvoltarii democratiei.
8. Cooptarea unui membru al Corpului Pacii pe termen de 2 ani care sa jute la dezvoltarea capacitatii institutionale.
9. Training sau asistenta tehnica in :
  - marketing
  - scriere a unor propuneri de finantari
  - dezvoltarea procedurilor interne
  - informatii privind surse de finantare
10. Finantare pentru salarii, echipament si programe.

English:

1. Separation of management and governance functions, by involving the permanent staff as executive into operational planing and project management and reserving to the board the role of strategic planing and fund-raising.
2. Elaboration of short and long term and strategy sustained by a limited number of objectives and annual activities plans. (TA for strategic planing and proposal writing).
3. Hiring a minimum personnel for NGO administration and designing job description for key tasks within the organisation in accordance with the annual activity plan.
4. Formalising of decision making procedures and elaboration of an internal procedures operation manual, with special references to responsibilities assignments, financial operations and project management.
5. Evaluation of in kind contribution of members including voluntary work and designing a plan for strengthening the volunteers base.

6. Budget planing according to operational plan and identification of funding sources for it.
7. Developing coalition with other NGOs from other sectors of activity at local and national towards civil society development and influencing public policy and public participation.
8. Request for a Peace Corps volunteer for a 2 year period in order to help the development of capacity building.
9. Training or TA in:   marketing  
                                  proposal writing  
                                  development of internal procedures  
                                  information regarding funding sources
10. Financing for salaries, equipment and programs.

#### **4. Other observations**

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- The IAI session started at 9:00 and ended at 18:00. After introduction and team building session only individual interviews were taken and they were continued with institutional stages rating and presentation of preliminary recommendations. Internal members of assessment team offered the necessary support and clarification.
- The NGO appears to get more clear in terms of their role at local and national level in their field of activity. The assessment has been perceived as a very useful tool for the organisation and the members of assessment team and the interviewees were open and more than willing to make the necessary changes in order to improve their activity.
- The organization is sound but lacks the necessary information which will enable them to raise funds and collaborate better with other sectors. Information regarding funding, T/TA is more than limited in the county of Bihor and in the town of Oradea and even major funding sources are unknown and consequently not used.
- World learning consultants emphasised the necessity of strategy re-evaluation and the intervention at organisational level. The NGO has a great potential for influencing public policy due to their commitment and large membership. Although NGOs members agreed with the above mentioned recommendations, only TA in specific areas will help them to produce the necessary changes.. For this reason it was suggested to apply for WL TA and for the services of a Peace Corps volunteer on a long term basis.
- The World Learning consultants are suggesting an extra computer and funds for repairing and maintaining the existing photocopier are needed in order to ease the data collection and reporting.

*\*\*\* It is not clear why this organization has not been invited to all WL seminars in region 4 if eligible. At the time of the assessment a seminar was taking place in Cluj to which Asociatia Handicapatiolor Locomotor - Bihor has not been invited. They have been invited to a previous one.*