

2009 NATIONAL PROGRAMS

- Dialogue And Partnership For The Future – Socio-Economic Development Strategy of Valcea County
- 10 For a Modern Public Administration – Supporting Horezu Miocro-Region Development
- The Art and Science of Leadership: partnership with Regional Center Craiova
- Courses at University of Architecture and Urban Planning
- The Assessment of the management of infrastructures by local authorities in Romania

DIALOGUE AND PARTNERSHIP FOR THE FUTURE – SOCIO-ECONOMIC DEVELOPMENT STRATEGY OF VALCEA COUNTY

Program frame

The project was developed by FPDL in partnership with Valcea County Council, as main applicant to the Phare Program RO 2005/017-553.01.03.06 Program – Modernization Fund for Local Public Administration. The project was implemented in partnership with Prefectura Valcea

Project goal and objectives

The aim of the project is to contribute to a balanced and integrated development of Valcea County for the period 2008 – 2013 in the perspective of implementing the *acquis communautaire* defined in the Reference Strategic National Framework

Projects specific objectives are the following:

- a) To train a core team of 100 experts from the local public administration authorities of Valcea County, in order to be able to play an active role in elaborating, promoting and implementing local policies and strategies for the socioeconomic development of Valcea County;
- b) To elaborate the Socioeconomic Development Strategy of Valcea County actively involving of all the local stakeholders;
- c) To develop sustainable partnerships at inter-community and sectorial level between the stakeholders from the public, social and economic sectors, in order to realize and implement development projects and programs with EU funds.

Project period: February 2008 – January 2009

Activities performed in 2009

STRATEGIC PLANNING WORKSHOP „DIALOGUE AND PARTNERSHIP”

Purpose: The workshop had the following objectives:

- o To present the draft strategic plan for socio-economic development, as resulted from December Conference and with the input of FPDL experts.
- o To analyze and improve the programs and projects proposed in December
- o To prepare the Implementation Plan, through defining the possible contributions and organizational structure that could assure the implementation, monitoring and evaluation of the Proposed Strategic Plan.

Location: Ramnicu Valcea, County Council Meeting Hall

Period of time: January 6, 2008

Number of participants: 65 participants, county councilors and elected officials from cities, towns and communes all around Valcea County, technical experts from Prefectura, County Council, and public institutions and de-concentrated services, representatives of the private and non-governmental sectors



Workshop description:

- After reviewing the key information related with the project objectives and expected results, and presentation of participants, FPDL facilitators make a presentation of the structure and logic of the Strategic Plan, the 5 strategic fields, as well as the strategic directions and programs proposed for each field. The proposed programs and project were the ones proposed by participants in December Conference. FPDL input for the final draft of the strategic plan, was consisting more in structuring and expressing more clear ideas, than interfering in the content.
- Participants, with the support of a FPDL facilitator, have worked in 5 group, each on one strategic filed, to analyze and make additional proposals to improve or complete the existing programs and projects.
- Plenary discussions were facilitated by FPDL experts, to extract additional comments and proposals for the other groups, after each group presented their ideas

Number of days: 1 days

Facilitators: Nicole Rață, Ana Vasilche, Daniela Plugaru, Doru Bularda and Andreea Buzec, facilitated the 5 groups organized by strategic fields.

FINAL CONFERENCE AND APPROVAL OF THE STRATEGY

On January 15, the Final conference was organized to present to the key stakeholder involved during the various activities of the project, the project main achievement, including the strategic plan for Socio-economic development, as well as the lessons learned.

On January 22, 2009, the Strategic Plan was discussed and approved in the County Council meeting. Nicole Rata was present to the Council meeting.



10 FOR A MODERN PUBLIC ADMINISTRATION – SUPPORTING HOREZU MICRO-REGION DEVELOPMENT

Program frame: PHARE 2006 program, Modernization Fund for Local Public Administration Development, program developed and implemented by Association Depresiunea Horezu in Partnership with FPDL, CeRe, Prefectura Valcea and Valcea County Council

Project goal and objectives

The project was focused on increasing the capacity of local public administration from the 10 neighboring communities: 5 of them members of Association Depresiunea Horezu: Costesti, Horezu, Maldaresti, Slatioara și Vaideeni, and 5 new communities Barbatesti, Francesti, Otesani, Slatioara și Tomsani, having similar problems, similar resources and strong common identity.

More specific, the project objectives were the following:

- o to increase the knowledge and skills of elected officials and technical staff from these 10 communities in strategic planning, public participation and project management
- o Promote inter-community partnership through creation of a Centre for the Micro-region Development and the Network „Rural +” formed by the civil servants and elected officials from the micro-region team of local development promoters.
- o To develop the a common strategy at micro-region level, which will include programs and project developed in partnership, prepared for accessing the European structural funds.

Project period and activities

Project started in March 2008, and was finalized in March 2009.

In 2009, the following activities were performed:

PROJECT MANAGEMENT MODULE II

Date and venue: Horezu, January 8-10, 2009

Training Goal and Objective

The training represents the second module of the training program for Program managers. The general objective of this training program was to build essential knowledge and skills in all the stages of a project, from project idea and elaboration to project implementation, monitoring and evaluation. Module II had as objectives to develop the knowledge and skills for project implementation through focusing on organizing and coordinating the project team and evaluating team members performances.

Participants:

44 participants, representatives of local authorities from the 10 communities within Micro-region Horezu, elected officials (5 mayors and vice mayors), civil servants from EU Integration department.

Trainers and organizers

The training was designed and conducted by a team of 4 FPDL trainers, Nicole Rata, Ancuta Vamesu, Andreea Buzec and Olivia Baciu. Eugen Savulescu, the program manager from the Association “Depresiunea Horezu” was in charge with organizational and logistics aspects.

Short description

This training course is accredited by the National Council for Professional Training, and is based on the Standard for the Program Managers, registered in the Romania Occupational Code.



Taking into account the big number of participants, FDPL organized two parallel workshops to facilitate group work and individual involvement and 3 plenary sessions, at the beginning, middle and the end, to share experiences and lessons learned; The last day it was organized the exam, consisting from a written test as well as a presentation of the projects developed by participants organized in teams, in front of the Evaluation Commission. The Commission included 2 experts accredited by the National Council for Professional Training and FPDL representative, Nicole Rata.

Evaluation

All participants presented good quality projects and received great marks, the members of the commission being impressed by their commitment to implement the proposed projects. Some of the projects were used afterwards, as the starting points for projects proposals that the 10 local governments applied at various structural funds.

TRAINING ON LEADERSHIP AND STRUCTURAL FUNDS

Date and venue: Horezu, March 20-22, 2009

Training Objective

The training included two components: one focused on leadership skills and the other on attracting and managing the structural funds

The first, component, The art and Science of Leadership, had the following objectives:

- To improve the knowledge and skills necessary for leaders when working and mobilizing the team members
- To improve knowledge and skills of leaders as active listener and when providing feedback to the staff
- To improve knowledge and skills in decision-making and managing conflicts, necessary for leaders in negotiation processes

The second component, Accessing Structural Funds, had the following objectives:

- To learn about managing and implementing authorities and their programmatic documents (specialy about Rural Development Program, Public Administration Capacity Building and Human resources Development Programs)
- To improve their knowledge and skills to place their project proposal under the adequate funding line
- To share experience about obstacles in project development and implementation
- To identify new funding opportunities for common projects to be implemented in partnership

Participants:

34 participants, representatives of local authorities from the 10 communities within Micro-region Horezu, elected officials (2 mayors and vice mayors), civil servants from EU Integration department.

Trainers and organizers

The training was designed and conducted by Nicole Rata and Ancuta Vamesu, Eugen Savulescu, the program manager from the Association "Depresiunea Horezu" was in charge with organizational and logistics aspects.

Short description

The first day was devoted to the first component, focusing on some key aspects that local leader should know and use in managing projects and programs. The next two days, participants analyzed the various programmatic documents, to check if the project proposals developed for the training module on Project management by the representatives of their organization has the objectives and activities consistent with the EU program requirement, and if not, they discussed how to adapt them.

Evaluation

The program was very well received by participants. They appreciated the trainers performances (98.9% level of satisfaction), The usefulness of the knowledge and skills received for their job (98.9% level of satisfaction).



THE ART AND SCIENCE OF LEADERSHIP: PARTNERSHIP WITH REGIONAL CENTER CRAIOVA

Program frame

The training was organized at Craiova Regional Training Centre initiative, and had as special guest Fred Fisher, from IDIOM USA. Fred Fisher is honorary member of our FPDL and the mentor of all our trainers, including the Director of Craiova Training Center. FPDL trainers were invited to be part of the trainers team that designed and conduct this training. The training was funded by participants' fees.

Date and venue: Craiova, May 11-15, 2009

Training Objectives

Improving elected officials & managers knowledge and skills in performing basic leadership roles: representation, communication, using power, institution builder and overseer

Participants:

32 participants, elected officials and managers of public institutions working in Craiova and other local governments from Dolj county

Trainers

The program was designed and conducted by a team of FPDL trainers, who worked together with Rodica Dudau, the Director of Craiova Training Center and the special guest, Fred Fisher. FpdL trainers involved were Ana Vasilache, Nicole Rata and Doru Bularda.

Program description

The training program combined theoretical presentation with group work and practical exercises focused on real concrete issues, identified by participants for each topic. The 5 days training included the following topics:

- What does it mean representation, representation and participation, representation and good governance
- The leader , an excellent communicator
- The leader as a good Negotiator
- The leader as a good decision-maker and an effective facilitator
- The leader and the problem solving process
- The leader as policy maker and strategist
- The leader as Overseer
- The leader as institution builder
- Leaders and managers, leadership styles

FPDL provided for each participant the series of manual on Elected leadership as well as the series on Local Government Management, and the manual on Representation, from the new series of UN Habitat, translated and adapted by FPDL trainers.

Program evaluation

The program was well received by participants, who appreciated the training content as well as the learning process. The highly appreciated the professionalism of the trainers and the open atmosphere created during the learning process.

COURSES AT UNIVERSITY OF ARCHITECTURE & URBAN PLANNING

Program frame

The participation of FPDL trainers in the post graduated courses for master students from University of Architecture and Urban Planning Ion Mincu, Bucharest, represent a continuation of the partnership initiated through the UNDP Program " Center for Conflict and Change Management" with University of Architecture and Urban Planning, as well as the good collaboration between FPDL and University since 1994.

In 2009, the following modules were conducted by Nicole Rata, associate professor at UAUP Ion Mincu Bucharest :

COMMUNICATION AND TEAM WORK

Date and venue: February 2-3, 2009, University of Architecture and Urban Planning,

Participants: 39 Master students at Post Graduate Mater on Integrated Urban Planning, in the first year

Description: The module was focused to help students to know each other (the first part of the course was organized in November 2008 and was the opening module for the students in the first year) and to improve their communication and teamwork skills. The sessions combined few key concepts presentation with a lot of teamwork exercises. The exam was also a teamwork task.

PARTICIPATORY PLANNING PROCESSES FOR LOCAL DEVELOPMENT

Date and venue: June 8-9, 2009, University of Architecture and Urban Planning,

Participants: 30 Master students in the fourth year of study (the first year of master) from the Faculty of Urban Planning .

Description:

The series of presentations of the FPDL experience included the work with a small town (Horezu case) for developing the local economic strategy, the participatory processes for working with 8 small communities around Horezu, as well as the participatory processes for developing the socio-economic strategy at county level, involving over 200 participants, elected officials, civil servants, experts, private and non-governmental representatives. The presentations were followed by discussion about the urban planner role as a facilitator of participatory processes, the benefits and the challenges during the process as well as during implementation, as well as the initiatives of involving students and master students in helping the local governments and communities in shaping their future, through summer schools, exhibitions and projects contests, organized by FPDL since 2004.

COMMUNICATION, CONFLICT AND TEAM WORK

Date and venue: October 12-20, November 18-20, 2009, University of Architecture and Urban Planning,

Participants: a total of 51 students, 29 Master students at Post Graduate Mater on Integrated Urban Planning, in the first year of post graduated courses and 22 Master students at Post Graduate Mater on Urban Management, in the first year of post graduated courses

Description: The module was focused to help students to know each other and to improve their communication and teamwork skills, in order to be able to understand the obstacles in communication challenges of teamwork as well to improve their skills to deliver powerful public speeches and to act as the facilitator of their teams.

THE ASSESSMENT OF THE MANAGEMENT OF INFRASTRUCTURES BY LOCAL AUTHORITIES IN ROMANIA

Program frame

Contract N°- 2008CE160AT029 (DG REGIO), awarded through a tender by a consortium formed by LRDP KANTOR Ltd, from UK, in association with KANTOR Management Consultants SRL and FPDL.

Project Period and Objective

The study is being carried out over a **12-month period** and in 5 main tasks:

- Task 1: Inception Stage;
- Task 2: Legal, Institutional and Functional Review;
- Task 3: Development and piloting of an improved operational approach;
- Task4: Capacity Appraisal and Analysis to determine national-wide applicability;
- Task 5: Development of Final Recommendations

The study started in June 2008 and till the end of the year FPDL activity was focused on Task 1 and 2: The analysis of the legislative and institutional framework governing the competences of Romanian Local Authorities (LAs) and Regional Operating Companies (ROCs) with regard the implementation of projects in the following targeted sectors:

- County and Local level roads;
- Urban Development (including public transport)
- Solid waste management;
- Water supply and waste water treatment.

FPDL Consultants team

FPDL team include the following experts: Nicole Rata, Daniela Plugaru, Doru Bularda, Ancuta Vamesu, Ana Vasilache, Zachi Arpad and Oana Luca who had participated in field visits in order to evaluate 6 representative projects for the purpose of the project (transportation, wastewater and water supply, urban development projects implemented in different locations) and to elaborate case studies reports with the projects description and the recommendations. Simultaneously, there had been assessed the local authorities' future capacity to identify, attract, develop and sustainable and efficiently implement infrastructure projects with external financing.

Activities performed in 2009

- Participation in working meeting with LRDP KANTOR Ltd and KANTOR Management Consultants SRL, for preparing the field visits in the 6 selected projects implemented by local authorities (county, city, town and commune levels), on 16 January, 2009.
- Projects documentation review (completed project and LA key features), testing the assessment questionnaire and updating (26-30.01.2009)
- Field work of the 6 case studies in local authorities (Brasov County Council, Sibiu Municipality, Suceava Municipality, Novaci Town, Polovragi Commune and Tantareni Commune Mayoralty) in 3 sectors (water and wastewater, public transportation and roads, urban development), (02-06.02.2009)
- Elaboration of the detailed Case studies reports (23-27.02.2009)
- Participation in the Brainstorming meetings and elaboration of the final versions of the Case studies reports (11-18.03.2009), transmitted to LRDP KANTOR Ltd. The Final report (including other 6 case studies elaborated by the KANTOR consultants) had been submitted by to the European Commission, DG Regio, on March 31, 2009.
- During April – May, there had been offered additional input from the consultants for the revision of the Final report, according to the European Commission, DG Regio, requirements and a set of recommendation were developed to be presented to the Project Steering Committee

ACTIVITIES WITHIN NETWORKS

FPDL is member of several professional and NGOs networks, organized at international level, such as Partners Organizations network as well as at national level, such as FOND (Federation of Non - Governmental Organizations for Development, Association of Professional Mediators, and Bucharest Platform.

In 2009, the following activities were performed within the following networks:

PARTNERS NETWORK

Since 1989, Partners has recruited leading social entrepreneurs to establish independent Centers for Conflict Resolution and Change Management around the world. Currently there are 17 Centers, in Europe, Latin America and USA, and the network continue to expand. Each Center, along with Partners in the US, is a member of Partners for Democratic Change International (PDCI), a partnership committed to building the capacity, cooperation and sustainability of all members. The PDCI network develops and strengthens Centers through sharing expertise and resources internally, and mobilizing experienced trainers from existing Centers to build new Centers' training, application and organizational development capacities. Through the Centers, Partners has contributed to the democratic and economic transitions of many countries. The teams of international trainers and consultants work hard to inspire and support local leadership, building new professions of communications specialists, mediators, negotiators and collaborative planners who can adapt and apply innovative participatory processes to the particular challenges facing their countries.

Activities in 2009

- **April 24-26, 2009:** Participation of Ana Vasilache at PDCI Director meeting
- **November 9-12, 2009:** Series of workshops "Innovation for Tomorrow" involving leading practitioners from around the world presented innovations, best practices and sage expertise in a number of diverse and important sectors. The series of events were correlated with celebrating the 20 years of Partners. The events were organized in partnership with prestigious institutions such as International Republican Institute, the National Endowment for Democracy, The World Bank Institute, the Center for International Private Enterprise and the National Democratic Institute, the European Commission, The International Finance Corporation, USAID's Conflict Management and Mitigation Office, United States Institute of Peace, The Conflict Prevention and Resolution Forum, The Extractive Industry Transparency Initiative, the General Electric Foundation. *Innovations for Tomorrow* succeeded to convene practitioners and academics from the field for an in-depth series of seminar-style workshops. Ana Vasilache and Olivia Baciu participated as panelists in 3 of the workshops.
- **November 14-16, 2009:** Partners Director meeting

FEDERATION OF NGOs FOR DEVELOPMENT – FOND

The Romanian NGDO Platform (**FOND**) has as **main objective** the responsible and effective involvement of Romanian civil society and Government in international development cooperation and humanitarian aid. To this concern, **FOND** is partner for the Romanian Government and the Ministrz of Foreign Affaires in their process to implement the policy for international development cooperation. The platform's strategy involves supporting and developing awareness campaigns targeted both for the general public and for the public institutions involved in programming and giving assistance for development and relief. Moreover, **FOND** tries to work in close contact with organizations and local experts from the older and newer EU member states. FOND members are nongovernmental organizations active in various fields in Romania which are committed to transfer the expertise accumulated in the transition period to developing countries in the neighborhood and in the Global South.

Activities in 2009

March 12-13, Bucharest: Participation of FPDL representatives to the General Assembly of FOND. Olivia Baciu, FPDL trainer and consultant, having a broad experience of working in Africa was selected as Board member

September 16-19, Venus, Romania – Participation of Olivia Baci, as FOND Board Member and FPDL representative in the Romanian Development Camp, second edition, organized by Romanian Ministry of Foreign Affairs and UNDP Romania. Olivia Baci was invited by the MFA to moderate a plenary session on Partners and Beneficiaries Countries Perspective (Serbia, Republic of Moldova and Georgia) on Romanian ODA. At the previous edition, Olivia Baci was invited as speaker to share on FPDL capacity building long established experience in Africa. The Romanian Development Camp is an annual eventⁱ for the benefit of the national public administration as well as NGOs, media and the academic sector. The main objective of the Romanian Development Camp is for national authorities and their partners to develop their capacities to implement the National Strategy for Official Development Assistance – a shared competency of Romania with the European Union. The Romanian Development Camp provides for a platform for national ODA stakeholders to reflect on current global development issues, European trends and development commitments, while familiarizing themselves with the tools and instruments for ODA effectiveness. The Romanian Development Camp is a multifaceted event: it is a space for training, for exchange of knowledge and best practices; it is a forum of dialogue and networking, ensuring the sustainable interaction between national stakeholders, as well as between the national and international counterparts.

September, 23, Bucharest: Participation of Andreea Buzec in a planning meeting of the Advocacy Group of the Romanian Platform of NGO-s working in Development Cooperation – FOND

September 28, Brussels, Belgium – Participation of Olivia Baci, as FOND Board Member and FPDL representative in the Cotonou Working Group of CONCORD, which is aiming to support the revision of the Cotonou Agreement in the field of aid effectiveness. The participants represented European national platforms and networks active in the field of aid development.

September 30, Bucharest, Romania – Participation of Olivia Baci in the Board Meeting of FOND, the Romanian NGDO Platform in order to prepare the meeting with Romanian Ministry of Foreign Affairs in the beginning of October, aiming at strengthening the partnership between FOND and MFA.

October 7, Bucharest, Foreign Affairs Ministry Headquarters – Olivia Baci and other Board Members of FOND, the Romanian NGDO Platform, met Mihaela Rutjens, the Director of the EU External Relations and Official Development Assistance Directorate of the Foreign Affairs Ministry. The meeting aimed to develop further the strategic partnership between FOND and MFA and to plan cooperatively the 2010 work plan for the official development assistance agenda in Romania;

October 30-31, Bucharest, Black Sea NGO Forum, NGOs in Times of Crisis - Participation of Olivia Baci at the Black Sea NGO Forum, organized by FOND, the Romanian NGDO Platform, in cooperation with the Romanian Ministry of Foreign Affairs, the European Commission and the Black Sea Trust for regional Cooperation. The Forum aims at increasing the level of dialogue and cooperation among NGOs in the wider Black Sea region, as a mean of strengthening NGOs and their capacity to influence regional and national policies. Olivia Baci moderated a Thematic Panel on Financial Sustainability and Fundraising for NGOs in times of crisis;

BUCHAREST PLATFORM

In April 2008, 36 civic and professional NGOs initiated the PACT for Bucharest, a document that includes a set of measures related to the development of Bucharest. The organizations agreed to work together to promote the proposed measures and influence the local government as well as the members of the Parliament in order to improve the legislative framework. The Bucharest PACT is focused to the following key components of Bucharest strategy for development: Urban Planning Transportation, Green Area and Sport and Leisure area, Historical Heritage, Transparency of Public Decisions. The PACT was signed by the Mayor of Bucharest, the Mayors of each Sector, as well as the local Council of Bucharest Municipality and Local Councils of each sector.

In 2009, a series of meetings among the members of the Platform were organized in order to know each other better as well as to plan the future activities.
