PART 2: ANNUAL REPORT 2005

2005 ACTIVITIES SUMMARY

2005 INTERNATIONAL PROGRAMS
REGIONAL PROGRAM “WORKING TOGETHER”
• Local Elected Leadership TOT, Sinaia, Romania
• Building Capacity For Transparent Cities Manual Development and Expert Meeting for Training Manual field test, Iceland
• Ethnic Diversity and Conflict Management- EDCM TOT
• 8th Annual Trainers Meeting
OTHER INTERNATIONAL PROGRAMS
• Citizen Participation, USAID, IREX Project in Moldova
  o Visioning Conference
  o Communication and Facilitation Skills,
  o Advanced Facilitation and Communication
  o Conflict Management in Participatory Planning
  o Coalition Building and Advocacy Skills
  o Trainers’ Workshop
• UN Habitat, SIRP Program in Serbia
  o Conflict Management Basic Skills, Karlovci, Serbia & Montenegro
  o Participatory Practices in Planning and Decision Making Processes, Grocka, Serbia & Montenegro
  o 3 new Brochures in the “30 minutes learning” series
• Series of TOTs for GTZ Program - Promotion of Democratic Youth Culture in Serbia
  o Ethnic Diversity and Conflict Management, Novi Sad, Serbia & Montenegro
  o Participatory Planning, Novi Sad, Serbia & Montenegro
• TOT with Pilot Workshop on Public Service Management, Ohrid, Macedonia
• Advocacy and Minority Rights TOT, Sarajevo, Bosnia & Herzegovina
• Assessing the Capacity of 5 NGOs from Republic of Moldova
• Regional Workshop on TOOLKIT for Citizen Participation

2005 NATIONAL PROGRAMS
• Supporting Romania’s Accession to EU
• Capacity Building Program for Youth Serving NGOs in Romania
• Support to the National Strategy to Improve Roma Conditions in Romania
• Promoting Mediation in Romania
• Training of Facilitators, World Bank Rural Education Program
• Building the Capacity for Organizational Self-evaluation through Participatory Methods
• Hadareni- Complex Project Development
• Partnership Programs with National Institute of Administration, Bucharest
• Partnership Programs With AIDROM
• Partnership programs with University of Architecture and Urban Planning

2005 FINANCIAL STATEMENT
2005 ACTIVITIES SUMMARY

Learning Events

Training of Trainers

Training Events
2005 Learning events
2005 was a successful year during which our full-time trainers and facilitators, as well as our part-time collaborators, worked intensively.

We succeed to initiate and conduct 130 National and International learning events, Training of Trainers, Training Programs and Workshops/Facilitated Meetings – involving a total of 2100 participants during 281 days. 18 youth NGOs, 8 rural and urban communities and 30 Roma communities received technical assistance through FPDl Programs.
2005 Training of Trainers

Our trainers prepared and conducted 14 TOTs, in which 414 participants were trained as trainers/facilitators, during 70 training days.

12 International TOTs were conducted for 256 participants
2 National TOTs were conducted for 158 Romanian participants

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<tr>
<th>2005 NUMBER OF PARTICIPANTS IN TOTs</th>
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<td>158</td>
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<th>2005 TOTs NUMBER OF DAYS</th>
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International TOTs  National TOTs
2005 Training Events

FPDL trainers designed and conducted 41 training events (training programs, workshops and facilitated meetings) involving 1686 participants, representatives of NGOs, and public institutions from Romania as well as other countries from the region, during 118 training days.

These training events were organized in English and Romanian, for foreign audience, as well as for participants from Romania, as follows:

In 2005, our trainers and consultants performed 75 site visits in organizations and communities from Romania, in order to provide technical assistance and/or conduct needs assessment, summarizing a total of 93 days.
2005 INTERNATIONAL PROGRAMS

REGIONAL PROGRAM “WORKING TOGETHER”
- Elected Leadership TOT, Sinaia, Romania
- Ethnic Diversity and Conflict Management- EDCM TOT
- 8th Annual Trainers Meeting

OTHER INTERNATIONAL PROGRAMS
- Citizen Participation, USAID, IREX Project in Moldova
  o Visioning Conference
  o Communication and Facilitation Skills,
  o Advanced Facilitation and Communication
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- Assessing the Capacity of 5 NGOs from Republic of Moldova,
- Regional Workshop on TOOLKIT for Citizen Participation
REGIONAL PROGRAM “WORKING TOGETHER”

The Regional Program “Working Together” is a Capacity Building Program initiated and conducted by FPDL since 1998, supported by Local Government Initiative of the Open Society Institute - LGI/OSI, UN HABITAT, Partners for Democratic Change – USA, US Department of State – USAID, Netherlands Government, and USAID.

The Regional Program 2005 Activity continued the effort of the six previous years, following the same main strategic directions that ensure building the regional network of training organizations and having the multiplying effect at national level:

(a) Training the trainers through “working together” programs, which success is determined by clear criteria of selection, efficient training methodologies, user-friendly training materials, professional senior trainers and logistical organization, opportunities for experience exchange.

(b) Providing support for national programs development, through small grants for training programs and materials translation and adaptation, consulting and mentoring, information dissemination and ideas exchange, opportunities to develop common projects.

The 2005 Regional Program Capacity Building activities included:

• Local Elected Leadership TOT, Sinaia, Romania, May 2005
• Ethnic Diversity and Conflict Management- EDCM TOT, September 2005
• 8th Annual Trainers Meeting, March 2005
LOCAL ELECTED LEADERSHIP TOT - LELTOT

Date and venue:  May 15-21, 2005, Sinaia, Romania, Hotel Economat
Organizers
LEL TOT received organizational and financial support of UN HABITAT, Training and Capacity Building Branch, in order to involve trainers and training institutions from Africa and South Asia. FPDL and UN HABITAT shared responsibilities in organizing the LELTOT, based on a Memorandum of Agreement signed in February 2005

Participants
19 trainers working for training institutions able to multiply the program at national level were selected based on their interest in the topic and their training experience, as follows:
- 14 trainers from 8 CEE/SEE countries – Albania, Armenia, Bosnia and Herzegovina, Bulgaria, Croatia, Georgia, Hungary, Moldova, Poland, Romania, Serbia & Montenegro, selected by FPDL.
- 5 trainers from Senegal, Kenya, Egypt and India, selected by UN HABITAT

Representatives of UN HABITAT and LGI/OSI attended LELTOT also:
- UN HABITAT TCBB - Training and Capacity Building Branch representatives Rafael Tuts, Chief and Gulelat Kebede, Program Manager
- LGI representative – Adrian Ionescu, Executive Director

Trainers
Fred Fisher, President IDIOM/USA, the LEL Manuals main author, designed and conducted the TOT together with FPDL trainers, Ana Vasilache, FPDL Director/Trainer, Regional Support Centre for CEE/SEE Manager and Nicole Rata, FPDL Deputy Director/Trainer, Regional Support Centre for CEE/SEE Deputy Manager

TOT Objectives
The LELTOT improved participants’ knowledge and skills in the design of interactive and participatory training programs using the LEL Manuals, for local governments’ officials, focusing on improving their leadership and managerial performances

Training Manuals
The following Training Manuals have been provided to each participant, prior the Training event:
- LEL Quick Guide
- LEL Manuals series final version.

During the training FPDL provided also a Manual on Adult Learning, Training Design and Training Toolkit, Handouts and Instruments, related to Learning Styles, Feedback Rules, Observer’s Form, Action Plans, Evaluation Form

Program evaluation
The Participants’ Evaluations Synthesis shows that they perceived LELTOT as having clear learning objectives, which were achieved, and that the TOT content was logically organized. Participants highly appreciated the Senior Trainers performance (5.00) as well as the TOT (4.88).

They considered the LELTOT program too short, not having enough time to learn the subject matter. It is true that ten years ago a similar TOT lasted between four and three weeks and thoroughly focused on all the content. But today the time that busy trainers could give to such a program, as well as the financial support that the funding agencies could provide, are much less.
BUILDING CAPACITY FOR TRANSPARENT CITIES

TRAINING MANUAL DEVELOPMENT

The final title of the training manual on building capacity for transparent cities is *"Restore the Health of Your Organization - a Practical Guide to Curing and Preventing Corruption in Local Governments and Communities."*

The training manual was developed, inspired by the book "*Corrupt Cities – a practical guide to cure and prevention*" having as authors Robert Klitgaard, Ronald Maclean Abaroa and H. Lindsey Parris (WBI and Institute for Contemporary Studies, Oakland, California, 2000) and other relevant materials elaborated by Transparency International, UN HABITAT and others. FPDL received the right for translation and printing in Romania of “Corrupt Cities” book and the Romanian version was launched in March 25, 2006.

The Training Manual main goal is to build the capacity of Trainers and Training organizations from CEE/SEE countries to work with local governments officials, to help starting participatory processes in their organizations in order to:

(a) Diagnose the points in the system, which breed corruption
(b) Elaborate and implement strategies and action plans to cure and prevent corruption, and at the same time, improve public administration transparency, effectiveness and efficiency.

The planning meeting for the manual development was organized in the period February 5-10, 2005, in Washington DC, at World Bank Institute. The meeting was attended by:

- FPDL - Ana Vasilache and Nicole Rata
- WBI - Ronald Maclean Abaroa, currently Lead Public Sector Management Specialist, Governance, Decentralization & Poverty Reduction department in the
- IDIOM - Fred Fisher

During the stay in Washington, they had also meetings with

- Han Freaters and Shoba Kumar from WBI, Global Development Learning Network, Multimedia Center
- Joan E. Hubbard, Head of Knowledge and Learning Partnerships, WBI

During the planning meeting they discussed about:

- The Training Manual content and outline
- The possibilities to sign a partnership agreement and share responsibilities between FPDL and WBI, for the manual elaboration

After the meeting with Joan Hubbard, Head of Knowledge and Learning Partnerships, WBI, based on her instructions FPDL changed the initial partnership project proposal, (sent to WBI in March 2004) so that the document would become an annex to the formal agreement. A couple of weeks after the meeting, based on the WBI legal department involvement in the process, it appeared that WBI had only one type of legal framework in which FPDL can sign a partnership agreement: WBI would start a bidding process in CEE region for the partner selection, in order to implement FPDL project and initiative.

Based on FPDL Board of Directors advise FPDL project managers decided not to formalize anymore the collaboration with WBI, but to continue to collaborate with Ronald Maclean Abaroa in the development of the manual, by inviting him to participate in the manual Expert Meeting and dissemination effort.

FPDL decided also to expand the frame of collaboration to other organizations and to focus the Regional Program 2005-2006 activities on the following complementary activities:

- Gain support of UN-HABITAT for the manual layout and printing, as well as its dissemination (FPDL received a small grant of USD 14,000 for the manual layout, graphics, printing and mailing to UN-HABITAT)
- Develop a new manual focusing on Organizational Development. We considered that the entry point in fighting corruption could be (a) the strategic planning approach focusing on diagnosing and action plans to change organizational systems that breed corruption, and in that way to have a more effective organization or (b) the
organizational development approach focusing on changes to make the organization more effective, and in that way lower corruption.

FPDL trainers, Ana Vasilache and Nicole Rata worked with Fred Fisher, the author of the several successful manuals (developed under UN HABITAT umbrella and intensively used in the Regional Program Network). They shared the responsibilities as follows:

- Fred Fisher assumed the task to develop the concept part
- Ana Vasilache and Nicole Rata to develop the Toolkit Part.

The first draft was ready in September 2005, and was sent to all the experts invited in the Expert Meeting, organized in Iceland, with the kind support of Rejkjavik Academy, a well known think tank inetrsted in our initiative and future collaboration. Supplementary, other trainers and experts from FPDL and other training and consulting organizations received the manual for feedback.

EXPERT MEETING FOR THE MANUAL FIELD-TEST

The Manual field test was organized through a 3 - day Expert Meeting, attended by 14 experts in public administration, organizational development, strategic planning, training and consulting, representing international organizations, governmental and non-governmental organizations from Central and Eastern Europe and USA.

Date and Venue: October 20-23, 2005, Iceland, Rejkjavik

Organizers and Facilitators

Gudrun Hallgrimsdottir, working for Rejkjavik Academy, a think tank of researchers from Iceland, in partnership with FPDL team Ana Vasilache, Nicole Rata and Carmen Marasescu organized the Expert Meeting. The meeting was facilitated, in turn by the Manual Authors: Fred Fisher, Ana Vasilache, and Nicole Rata

Objective

The meeting main purpose was to present, discuss and make recommendations to improve the draft of the Manual "Restore the Health of Your Organization – a Practical Guide to Curing and Preventing Corruption in Local Governments". The main assumptions underlying the elaboration and use of this manual were:

- The change process will start from inside the local government, at the leader's initiative, although community representatives and other stakeholders will be also involved.
- The change process will be participatory: employers will be leaders’ key partners in the illness diagnosis, as well as in the solutions identification.
- The change process will be strategic: will focus on corrupt systems not (only) on corrupt individuals; will identify and address the most dangerous forms of corruption; will have short, medium and long term objectives.

Participants

The manuals authors, Fred Fisher, (Concepts Part 1,2,3) and Ana Vasilache and Nicole Rata (Toolkit Part 4) and 14 experts of the following experts attended the Meeting:

- Local Government Initiative of the Open Society Institute – LGI/OSI: Director Adrian Ionescu, Program Managers Viola Zentai and Irina Faion, Steering Committee members Katalin Pallai and Tomasz Sudra
- United Nations Program for Human Settlements - UN HABITAT, Chief of Training and Capacity Building Branch: Rafael Tuts
- Partners for Democratic Change – USA: Director for Projects Development, Nicole Roswell
- Partners Albania Director: Juli Hohxa
- School for Democracy and Administration, Lithuania: Artashes Gazaryan and Jurgita Kersyte Gazaryan
- International Research and Exchange program – IREX, USA: Chief of Party Lisa Hammond
- Romanian Government Department for Public Policies, Secretary of States: Victor Giosan

Meeting and Manual Description

10 days before the meeting, the manual was sent to all 14 experts who confirmed participation in the meeting, as well as to two other key experts, invited but not able to participate (Ronald MacLean Abaroa, World Bank Institute and Jeremy Pope, Transparency International). The meeting started with the presentation of the manual main approach. General recommendations registered by the manual’ authors were followed by specific discussions and recommendations for each section.
A discussion on the further steps to disseminate the manual and a meeting with the President of Association of Iceland Local Governments was included in the Expert Meeting agenda.

Meeting Conclusions
The experts appreciated that the manual has a specific niche and a clear, practical idea on how to use it: *Restoring the Health of Your Organization, a Practical Guide to Curing and Preventing Corruption in Local Governments* will be used by FPDL for the capacity building of the Regional Program “Working Together” network members: training organizations and trainers from more than 35 countries, from CEE and SEE as well as Africa, Latin America and South Asia, with the support of UN HABITAT.

The intention is that trainers and facilitators, as well as local leaders, will work in their respective countries, as facilitators of the planned change processes aimed at curing and preventing corruption at local governments’ level. But they should be well prepared to deal with such a sensitive issue, as the pictures below illustrate.

UN HABITAT expressed interest to financially support the manual layout, printing as well as its dissemination in other parts of the world.
After including experts feedback, the final outline of the manual is:

**Corruption IQ Quiz:**
An Informal, Do-It-Yourself, Corruption-IQ Test for Local Government and Community Leaders

**Part One**

**The Parable of Shakedown City: Starting a Dialogue about Corruption**
- Take Heart
- Chapter I  Getting a Wake-up Call in Shakedown City
- Chapter II  Coalition Building
- Chapter III  Problem Finding, Action Planning and Resource Mobilization
- Chapter IV  From Planning to Action
- Chapter V  Running for re-election on a good governance ticket
- A Final Note about the Process

**Part Two - Learning the Basics**
- Introduction
- To Cure or Prevent Corruption
- Understanding local governments as unique change agent institutions
- A Few Analytical and Decision-Making Tools to Consider

**Part Three - Putting the Basics to Work**
- Phase One - Coming to terms with corruption: triggering events, wake-up calls, and if necessary, urgent surgery
- Phase Two - Building a guiding coalition and coalescing around guiding principles
- Phase Three - Diagnosis, planning courses of action and mobilizing resources
- Phase Four - Experimentation, testing and redesign, and implementation
- Phase Five - Impact evaluation, stabilization and on-going prevention
- Some Final Thoughts

**Part Four - Process Facilitation Tools**

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The manual was launched, as planned, during the Annual Trainers 9th Meeting held March 25-26, 2006 in Romania, Bucharest. At the same time the meeting was a good opportunity to discuss about the manual dissemination and use at national level, in the different countries of the Regional Program trainers.
ETHNIC DIVERSITY AND CONFLICT MANAGEMENT - EDCM TOT

Period, location, organizers, trainers
The TOT was organized in partnership with Managing Multiethnic Communities Program of LGI/OSI in the period September 11-17, in Budapest, Hungary. Ana Vasilache and Olivia Baciu, FPD L trainers conducted and designed the TOT, and had as co-trainers Zsuzsa Katona and Petra Kovacs.

TOT Goal and Objectives:
The program main goal was to build the capacity of a cadre of trainers to deliver introductory workshops on ethnic diversity and conflict management to policy makers from their countries. The TOT had the following objectives:

- Participants will deepen understanding and increase knowledge on the concepts diversity, ethnicity and identity and how policy makers impact them through their personal attitudes and exercise of power
- Participants will increase their awareness on the role of policy makers in preventing conflicts in diverse communities
- Participants will increase their knowledge and skills in designing and conducting participatory and interactive introductory workshops on ethnic diversity and conflict management to policy makers from their countries and will develop action plans for their work back home

Participants:
18 participants, representatives of international organizations, NGOs, central public administration and other institutions from 13 countries from Central and Eastern Europe, Central Asia and Indonesia

Training Manuals
Ethnic Diversity and Conflict Management manual is part of the series of manuals for Managing Multiethnic Communities, and was developed by Ana Vasilache. The series of 5 Brochures on “What is Conflict”, “What Is Communication”, “What is Negotiation”, “What is Facilitation” and “What is Ethnic conflict” were provided as in-kind contribution of FPD L

Program evaluation:
Participant highly appreciated the process as well as the content. The program raised a great interest, as topic, as well as process, participants being very active and involved in the learning process. The evaluation forms at the end of the program indicate a rate of success of 91% (4.55). A great appreciation was given to the method and content of the TOT part including the feedback sessions as well. One participant wrote: “I love Ana and Olivia job”
The Regional Program Trainers (Steering Committee) Meetings proved to be excellent opportunities to discuss and plan the Regional Program activities, to exchange information and experience, strengthening the network of dedicated trainers, working in their countries to promote honest, capable and democratic governance.

**Period, location, organizers**
The Regional Program Trainers 8th Meeting was held March 18-20, 2005, in Bucharest, Romania. FPD L, Ana Vasi la che, Daniela Plugaru, Carmen Marasescu, Nicole Rata organized the meeting.

**Participants**
48 participants attended the Meeting from 18 countries representing members of the Regional Program network and other organizations interested in the Regional Program activities, such as:
- Training and Education organizations (NGOs and Universities)
- Public institutions (Financial Research Institute, Ministry of Finance, National Institute for Administration)
- Funding Agencies and International professional organizations. (LGI/OSI, OSCE, UN Habitat, IREX, GTZ- Duetsche Gesellschaft fur Technische Zusammenarbeit, ALDA, Soros Foundation, Friedrich Neumann Foundation, VNG International).

**Objectives**
The SC Meetings overall objectives are to provide information on the Regional Program “Working Together” activities and future plans. The 8th SC Meeting was focused on discussing two specific topics:
- Strengthen relations among Regional Program Network members by discussing the possible options for the regional program network future development: advantages and disadvantages to formalize the trainers’ network
- Analyze EU accession impact on the Regional Program and Network members activities: challenges and opportunities for training organizations of the regional network related to EU accession

An Artistic Happening was organized at the beginning of the Meeting, with the intention to symbolize using art tools and communication channels, the Regional Program network: its formation and development, how relations evolved among network members. 20 students from the National Academy of Arts, the Department of Costumes Design & Theatre, and from the National Theatre & Cinema University, presented a 20 minutes dance performance which impressed all participants and built the appropriate atmosphere for the presentation that followed on the Regional Program network history and evolution

**Evaluation**
Participants highly evaluated this meeting (as all the others) as well designed – 4,56, well organized – 5.00, achieving its objectives – 4,52, offering opportunities for ideas and experience exchange – 4,35 (from 1 to 5).
OTHER INTERNATIONAL PROGRAMS

CITIZEN PARTICIPATION PROGRAM IN MOLDOVA

FPDL was part of PDC’ contract with the International Research and Exchanges Board (IREX) for the Citizen Participation USAID Program in Moldova and was involved in the following activities:

VISIONING CONFERENCE ON CITIZENS PARTICIPATION PROGRAM (CPP)

Period, Location, Organizers and Facilitators:

The Conference was held on February 28- March 2, 2005, in Chisinau, Republic of Moldova. Simona Pascariu and Daniela Plugaru facilitated the meeting. IREX Moldova, Chisinau staff was involved in organizing the Conference. Ana Vasilache and Ancuta Vamesu represented FPD as resource persons.

Participants

Around 55 persons participated in the Visioning Conference. They were representatives of all key stakeholders involved in the Program: the IREX Moldova staff, the 6 Regional Centers (facilitators and Hub coordinators), the NGOs presidents hosting the 6 Regional Centers, the partner - organizations of IREX Moldova (IREX DC, Partners for Democratic Change USA, FPD, Journalism Independent Center Moldova, Local Government Reform Project, IRI).

Conference objectives

• To identify, prioritize and find solutions to the CPP strategic issues
• To build a common frame for the program coordination, implementation, monitoring and evaluation
• To clarify the roles of the partner organizations in the CPP decision making process

COMMUNICATION & FACILITATION SKILLS – TRAINING OF FACILITATORS

Date and Venue:

February 23 – 27, 2005, Chisinau, Moldova

Participants

26 Participants, 6 Hub Coordinators, 17 Regional Facilitators (6 Regions), 3 IREX Staff from Chisinau Office

Trainers and organizers

Simona Pascariu and Daniela Plugaru, FPD trainers designed and conducted the training event. IREX Chisinau Office, was responsible for organizing the TOT

Training Objective

To build the capacity of IREX staff and hub representatives to effectively work and collaborate in facilitating participatory processes in communities with the purpose of solving local problems and implementing projects that benefit these communities.

Training Materials

Participants received the “Participant Workbook – Local Capacity Building” containing theoretical concepts, exercises and instruments for facilitators, developed by FPD trainers.

Program Evaluation

Participants appreciated the training materials as well as the trainers’ performances: 4.8 for stimulating thinking and discussions, and with 4.9 for demonstrating topics knowledge and understanding. Here are some remarks of participants regarding the strengths of the TOT: “The opportunity for participants to practice “in laboratory” future activities”, “Excellent training materials, well structured and useful”, “The trainers showed profound knowledge of the program, creativity, good disposition, visioning”, “The freedom given to participants in expressing own ideas and establish priorities”.

45
ADVANCED COMMUNICATION & FACILITATION SKILLS – TOF

Date and Venue:
April 10-14, 2005, Chisinau, Moldova

Participants and trainers
24 Participants: 6 Hub Coordinators (6 Regions), 17 Regional Facilitators (among which 5 persons were new) and 1 IREX Staff from Chisinau Office
Daniela Plugaru and Doru Bularda, FPDL Trainers designed and conducted the TOF.

Training Objective
The program focused to improve the knowledge and skills of the Regional Centers (Hubs) facilitators on the facilitation process and communication, in order to help them to better design and deliver the “Community Forums” events: communication (interpersonal and inter-groups), efficient presentation skills, art of persuading the auditorium, advanced facilitation skills, dealing with difficult participants, mobilizing the community members.

Training Materials
Participants received the "Participant Workbook – Advanced Communication and Facilitation” containing theoretical concepts, exercises and instruments for facilitators, elaborated by Doru Bularda and 2 Brochures elaborated by FPDL: What is communication? What is Facilitation?

Program evaluation:
Participants highly appreciated the training program: its design and logical content with 4.84, the training materials with 4.89 and the use of the concepts provided in community events with 4.95. FPDL trainers received also great marks for their performances: 4.89 on overall satisfaction as well as on stimulating thinking and discussions and on helping participants, and with 4.95 demonstrating topics knowledge and understanding. The training program impact, as perceived by participants at the end of the program seems also very positive: the participants’ level of knowledge and skills increased with 15 % (average mark at the end compared with initial one), they appreciated the usefulness of the new knowledge and skills for their jobs with 4.79.

CONFLICT MANAGEMENT IN PARTICIPATORY PLANNING – TRAINING OF TRAINERS

Date and venue:
16-19 May, Chisinau, Republic of Moldova

Participants, Trainers and organizers
24 participants, representing 6 Hub Coordinators from the 6 Regions, 17 Regional Facilitators and 1 IREX Staff from Chisinau Office
Olivia Baciu and Ancuta Vamesu designed and conducted the TOT. IREX was responsible to organize the TOT (logistics and communication with participants)

TOT Objectives
The TOT had the following objectives:
- Participants deepened understanding on conflict general aspects: conflict management styles & outcomes, conflict dynamic and conflict resolution strategies
- Participants improved knowledge and skills in identifying appropriate methods to manage conflicts and differences in participatory processes
- Participants improved knowledge and skills in the design of interactive and participatory training events
- Participants identified lessons learned and the ways to apply the acquired knowledge and skills in their activity.
Training Materials
Each participant received the following materials:
- The Manual Management of Conflicts and Differences, from Building Bridges series
- 2 Brochures elaborated by FPDL: What is conflict? What is Negotiation?
- 2 tool-kits developed by Olivia Baciu and Ancuta Vamesu: one with instruments for trainer’s use and one with exercises recommended to be used in conflict management trainings.

Program Evaluation
The synthesis of evaluation at the end of the training event demonstrated that participants very well received the TOT. In terms of content and objectives, the training program was assessed with 4.82. The logic of the training program and the training materials provided were assessed with the grade of 4.82. The trainers were appreciated with 4.95 on overall satisfaction, with 5.00 on helping participants, and with 4.95 in demonstrating the topics knowledge and understanding. The training program impact – the participants’ level of knowledge and skills increased with 16 % (average mark as 4.59 compared with 3.77). The overall satisfaction expressed by the group participants about attending the training program was about an average of 96 %

COALITION BUILDING AND ADVOCACY SKILLS

Date and Venue
June 13- 16, 2005, Vadul lui Voda, Republic of Moldova

Participants, Trainers and Organizers:
29 participants, trainers and facilitators involved in the previous TOT, as well as the new hired trainers/ facilitators and IREX staff.
Ana Vasilache and Nicole Rata designed and conducted the learning event; IREX Moldova was involved in organizing the TOT.

TOT objectives
The TOT focused to improve participants understanding, knowledge and skills in designing and conducting coalition building and advocacy processes in order to provide training programs on these topics, as well as to initiate and facilitate advocacy and coalition building processes.
Program Description:
In order to achieve these objectives, the program had the following components:
- **1st Component**, conducted by senior trainers in order to clarify the concepts, to identify the simulation framework and to clarify the tasks.
- **2nd Component**, when participants worked in 6 groups to prepare each of them one session of the simulation. Trainers provided technical support and assistance.
- **3rd Component**, to simulate the process when 4 NGOs work together for the selected target group to plan and prepare an advocacy campaign.

Training Materials
A Training manual on Advocacy was developed by FPDL trainers Nicole Rata and Ana Vasilache to be provided to each participant. The Romanian FPDL Report on the research conducted on Assessing NGOs Advocacy Needs, including a series of best practices from Albania, Croatia, Bulgaria and Romania was provided to each participant as FPDL in-kind contribution.

Program evaluation
The program raised a great interest, as topic as well as process, participants being very active and involved in the learning process. The evaluation forms at the end of the program illustrated this program success, from a scale from 1 to 5: The topic was very new for the majority of the people (existing knowledge and skills 3.35). They perceived a visible improvement of their knowledge and skills (4.42). They appreciated the trainer’s knowledge and experience (4.96), the logic of the program (4.82). The overall satisfaction regarding the TOT was high (4.71).

TRAINERS’ WORKSHOP

Date and venue
July 17-19, 2005, IREX Office, Chisinau, Republic of Moldova

Objectives
- Review the basic concepts and principles in adult learning and training design
- Develop scenarios and alternative designs for training program in advocacy
- Elaborate action plans for next steps implementation

Description
At the end of the 4 TOTs conducted by FPDL, a Trainers’ Workshop was organized to review the key concepts and to discuss possible designs for the series of the training and learning events planned to be organized by each Hub. The selected topic was Advocacy, being perceived as the most complex and difficult one.

Participants
The 6 participants were trainers from the 6 hubs in Soroca, Balti, Orhei, Ungheni, Causeni and Comrat, involved in designing and conducting the training programs under IREX program. After reviewing the key steps in preparing and implementing training sessions, participants worked in teams to develop alternative designs for a set of learning objectives identified through group discussion. Ana Vasilache and Nicole Rata facilitated discussions and debates and provided feedback on learning objectives statement as well as on the proposed designs.
FPDL and UN Habitat signed an agreement of cooperation for the Settlement and Integration of Refugees Programme (SIRP), through SIRP Office in Serbia. SIRP objectives are to ensure long term settlement and integration of the refugee and other vulnerable population and to build capacities at municipal and central levels for replication and up-scaling, putting at the same time the Social Housing Sector nearer to the preconditions for EU integration. FPDL responsibilities under this agreement were to design and conduct two TOTs: one on Conflict Management Basic Skills, 2nd on Participatory Planning. Government of Italy, through UNHABITAT Serbia funded the program.

**TOTs Goal**
The two TOTs organized under this agreement and conducted by FPDL trainers had as main goal to develop a cadre of Serbian trainers and facilitators, experts in local/regional development planning, able to a) Transfer in an effective way knowledge and skills to central and local governments public officials and other key stakeholders; b) Develop educational modules in the specific topics for teaching staff and students from Universities involved in the UN HABITAT SIRP; c) Facilitate participatory problem solving and strategic/integrated planning processes in the selected Serbian municipalities

**Participants**
UN HABITAT SIRP Office in Belgrade selected 18 participants, having different roles in SIRP program:
- Office staff from Belgrade (6)
- Field Officers from Cicak, Nis, Kraljevo, Pancevo, Valjevo, Kragujevac (6)
- Professionals, future SIRP consultants (6 - 5 architects-urban planners and 1 geographer)

**Trainers and organizers**
The two TOTs were designed and conducted by FPDL Trainers Ana Vasilache and Nicole Rata. SIRP Office, Belgrade organized the TOTs

**CONFLICT MANAGEMENT BASIC SKILLS TOT– COMMUNICATION AND NEGOTIATION**

**Date and Venue**
September 25 – October 1, 2005  Karlovci, Serbia and Montenegro,

**Objectives:**
The “Conflict Management Basic Skills – Communication and Negotiation Training of Trainers” (TOT) Program had the following objectives:
- To deepen participants understanding on conflict management basic concepts necessary for teams to work together in an effective way, specifically on what is conflict, what is interpersonal communication, what is interpersonal & group negotiation, what is mediation
- To improve participants knowledge and skills in using alternative strategies for managing conflicts, such as improved interpersonal communication, interest based negotiation and mediation
- Improve participants knowledge and skills in the design and conduct of interactive training programs in order to apply the knowledge and skills in their work as well as to disseminate them to the target clients in Serbian Municipalities and other institutions, involved in UN HABITAT SIRP
Training Materials:
Participants received the following training materials:

- The Training Manual *Building Bridges between Local Governments and Citizens to work more effectively together through Managing Conflicts and Differences* developed by FPDL in partnership with UN-HABITAT, in the frame of the Regional Program 'Working Together'.
- The series of three brochures developed by FPDL under the program financed by UNDP and UN DESA New York. The series focus on explaining and disseminating in a clear, attractive and simple way the knowledge about conflict management basic concepts:
  - *What is Conflict?*
  - *What is Interpersonal Communication?*
  - *What is Negotiation?*
- Supplementary Training materials, developed by FPDL and including concepts and training tools, organized on the four topics of the Pilot Workshop, conducted by participants:
  - *Miss communication as Conflict Cause*
  - *Improved Communication as Conflict Resolution Strategy*
  - *Interest based Negotiation as Conflict Resolution Strategy*
  - *Mediation - a structured Negotiation, as Conflict Resolution Strategy*
- Handouts and exercises used during the training

Program evaluation:
The evaluation results demonstrate that the TOT Program achieved its objectives and was positively appreciated by participants. The higher appreciation score received FPDL Senior Trainers due to the fact that they stimulated thinking and discussions, giving opportunities for ideas and experience exchange (4.88). The program structure and the “learning by doing” methodology made them take full responsibility of their own learning. It was the teams of trainers’ decision to work hard and with enthusiasm, sometimes long hours after midnight, in order to prepare thoroughly and creatively their training sessions. They understood how important is for an effective learning process to make the content relevant for participants, to engage their minds and involve them actively in this process. All training sessions design made participants go through the steps of the experiential learning model: presenting, applying, processing—not always in that order. Participants had many opportunities to share ideas and experience, to learn from each other. They learned also how important is for a trainer to design thoroughly each minute but at the same time to be flexible and adapt this design to participants needs. Based on participants’ reactions and evaluations it is obvious that this first TOT gave them the needed knowledge and skills they have to use in order to conduct successfully the future participatory planning processes in the selected Serbian municipalities.

3 NEW BROCHURES IN “30’ LEARNING” SERIES

As a result of the appreciation and interest raised by the FPDL brochures distributed during the two TOTs, the SIRP program management asked FPDL agreement to translate and print into Serbian the 4 Brochures: *What is Conflict?*, *What is Interpersonal Communication?*, *What is Negotiation?*, *What is Facilitation?*. FPDL signed also a small grant agreement with UN HABITAT to develop other 3 new brochures on *What is Decision-Making?*, *What is Mediation?*, *What is Participatory Planning?*. The Brochures will be translated and printed into Serbian in 2006, as well as in English language to be used by FPDL in its international learning events.
TOF ON PARTICIPATORY PRACTICES IN PLANNING & DECISION MAKING PROCESSES

Date and venue:
October 29 - November 4, 2005, Grocka, Serbia and Montenegro

TOF Objectives
- To deepen participants understanding of the facilitators’ role in participatory planning and decision making processes
- To improve participants knowledge and skills as facilitators of participatory planning and decision making processes

Training materials
During the TOF the following Training Manuals and materials have been provided to each participant, as informational support for their work during the TOF as well as for continuing the learning back home:
- The Training Manual Building Bridges between Local Governments and Citizens to work more effectively together through Participatory Planning developed by FPDL in partnership with UN-HABITAT, in the frame of the Regional Program “Working Together
- What is Facilitation”, from the series of brochures developed in the frame of “Building Capacity for Conflict Management” project supported by UNDP Romania and UN - DESA
- Supplementary training materials, developed by FPDL and including concepts and training tools, to help participants when preparing the Pilot Workshop

Evaluation
The evaluation results demonstrate that the TOT Program achieved its objectives and was positively appreciated by participants. On a scale from 1 to 5, the overall satisfaction was appreciated with 4.29 for the entire TOF. They appreciated that they attended this TOT when they needed it (4.00) and they appreciated the usefulness and applicability of this TOT with the highest mark (4.70). We consider that almost everybody understood the complex role of the facilitator in participatory planning and decision-making process. In order to help participants’ facilitation skills improvement, senior trainers decided to organize the simulation in Serbian, to ease on the spot reactions and communication methods such as reframing, summarizing and reflecting.
SERIES OF TOTS FOR GTZ PROGRAM IN SERBIA

The series of TOTs were initiated by 2 former participants in the EDCM TOT organized by FPDL in 2003, Stanislava Vidovic and Marija Radovanovic, working for GTZ Serbia - Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH. The TOTs received financial support from GTZ Program “Promotion of Democratic Youth Culture in Serbia”.

Trainers and Organizers
Ana Vasilache and Nicole Rata, FPDL designed and conducted the two TOTs. Stanislava Vidovic and Marija Radovanovic, GTZ, organized the two TOTs. FPDL provided as in-kind contribution its on-line application system.

ETHNIC DIVERSITY AND CONFLICT MANAGEMENT TOT

Date and Venue:
February 20-26, 2005, Novi Sad, Serbia & Montenegro

Participants
17 participants, from 6 countries, Albania, Bosnia Herzegovina, Bulgaria, Romania, Serbia and Montenegro, (including Kosovo region) and Slovakia, were selected from 118 applicants

TOT Objectives
The TOT had the following objectives:
• Improve knowledge and skills in the design and conduct of interactive and participatory training programs focused on peaceful coexistence and preventing violent conflicts in multiethnic communities
• Elaborate action plans for future activities at national level, in order to disseminate the acquired knowledge and skills, using "Ethnic Diversity and Conflict Management" manual, developed within the framework of LGI’s Managing Multiethnic Communities Program

Training Materials
As in-kind contribution of FPDL participants received:
• Ethnic Diversity and Conflict Management manual
• The series of 5 Brochures on “What is Conflict”, “What Is Communication”, “What is Negotiation”, “What is Facilitation” and “What is Ethnic conflict”

Program evaluation:
Participants appreciated trainers’ experience (4.59), the process and the logic of design, as well as overall the TOT (4.53). Some comments that illustrate the perceived strengths: “The chance given to the participants to create sessions on their own and improve skills”, “Huge involvement of participants”; “High level of knowledge provided, interesting learning tools”;
**PARTICIPATORY PLANNING PPTOF**

**Date and venue**
December 5-11, 2005, Novi Sad, Serbia & Montenegro

**TOF Objectives**
- To deepen participants’ understanding of the facilitators’ role in participatory planning, group decision making and group communication processes
- To improve participants’ knowledge and skills as facilitators of participatory planning, group decision-making and group communication processes

**Participants**
17 participants, from Serbia and Montenegro, Macedonia, Bosnia and Herzegovina, Bulgaria, Georgia, and Romania attended the TOT. Half of them attended the previous TOTs on Ethnic Diversity and Conflict Management, conducted by FPDL, organized in 2003 and 2005. They were representatives on NGOs working with schools or local communities on developing youth, conflict resolution or school reform programs (such as teachers association)

**Training Materials**
The brochure on “What is Facilitation” developed by FPDL under UNDP and UN DESA Program, together with a set of handouts on *What is Planning and Participatory Planning, What is Vision, Problems and Opportunities, What are the Objectives, Who are stakeholders, What does it mean Strategies*, were distributed to all participants.

**Program evaluation**
Participants received very well the program. The overall satisfaction was 4.75, as well as the usefulness of the training materials. They appreciated specially the trainers’ performances - 4.93 and the logic and the structure of the training process - 4.87. The training materials clarity and usefulness was also highly appreciated. Here after are some comments from the evaluation form which illustrate the perceived strengths of the TOF:

“The TOF not only provided knowledge and skills on facilitator’s role in PP but also helped us get practical skills and received feedback in our performance as facilitators”;

“I like you very much because you are smart, sensitive, open, connected with participants, I liked the way you lead and support us!”

“I like your style of preparing the things before training and to put so much effort in it; I liked the training structure and the way in which the things were organized; presentations were very interesting, as well as some exercises, that I liked and I will use in my work”;

53
PUBLIC SERVICE MANAGEMENT TOT with PILOT WORKSHOP

This was the 5th TOT organized under the frame of the “Training Capacity Building on Local Self Government” program initiated by Foundation Open Society Institute Macedonia in partnership with FPDL. The other four TOTs conducted in 2004 focused on: Leadership, Conflict Management, Participatory Planning, and Local Government Management.

Date and venue:
September 12-17, Ohrid, Macedonia

Trainers and Organizer
The program was designed and conducted by FPDL trainers Nicole Rata and Daniela Plugaru, Fani Karanfilova Panovska, Program Director, and Petar Kurjak, Program Assistant, Public Administration Reform, Foundation Open Society Institute – Macedonia, organized the TOT

Participants
For the TOT component – 8 participants, trainers who participated in all previous 4 TOT programs. For the Pilot Workshop – 12 participants, Local Government representatives and Public Communal Enterprise for Water Supply managers and technical staff from the towns of Kicevo, Stip and Veles

TOT objectives
The TOT and Pilot Workshop expected results were the following:

The trainers a) will improve their knowledge and skills in designing and facilitating participatory problem-solving processes, using the concepts of the UN Habitat Training Manuals "TQMn – Total Quality Maintenance in Local Government Operations and Maintenance" and the interactive training tools; b) will develop Action Plans for using the knowledge and skills acquired in the training program and for their personal development.

The Local Governments representatives a) will deepen the understanding of their responsibilities in managing O&M functions with greater efficiency and effectiveness; b) will exchange experience and ideas on the current problems faced by their municipalities and will develop Action Plans to solve a priority problem in the respective public service area.

Program evaluation
The participants in the Pilot workshop highly appreciated the Training event, the usefulness of the content, the logic of the process as well as the opportunity for experience exchange among stakeholders with similar responsibilities. The participants in the TOT appreciated that the program was very intensive and that the time allocated was too short in order to master and learn the concepts of TQMn process. Actually, not all participants were able to easily get out from the trainer’ shoes (learned in 4 previous TOTs, out of which one focused on facilitation) and become comfortable as facilitators. By the end of the program, participants appreciated that the knowledge and skills on the topic increased (82, 4 % level of satisfaction comparing with 60 % at the beginning of the program). The level of satisfaction with the overall training program was 82,4 %, and with the way senior trainers stimulated thinking and discussions, giving opportunities for ideas / experience exchange was 90 %.
TRAINING OF TRAINERS IN ADVOCACY AND MINORITY RIGHTS

The program was organized in collaboration with Minority Rights International.

**Period, Location and trainers**
The program was held, June 25-July 3, 2005, in Sarajevo, Bosnia and Herzegovina. Ana Vasilache FPDL designed and conducted the training.

**Participants**
20 participants, trainers from SEE countries, involved in the Minority Rights International program

**TOT Objectives**
The aim of the TOT was to improve participants’ knowledge and skills in participatory, interactive training to be delivered to NGOs in the region, focused on the advocacy and minority rights topics

**Training Materials**
The training materials related with the topics were prepared by MRG. Ana Vasilache developed the training material related with the TOT part, containing adult learning principles and trainers Tool Kit.

**Program Evaluation**
Participants appreciated the training process and methods, the trainers’ performances (4.61), and the overall satisfaction regarding the TOT was 4.55.

ASSESSING THE CAPACITY OF 5 NGOS IN REPUBLIC OF MOLDOVA

FPDL was selected to participate in UNDP Moldova program “Better Opportunities for Youth and Women” –BOYW, in order to assess the capacity of 5 NGOs from Republic of Moldova, working in social field, and make recommendations for the future training programs to improve their capacity.

**Period and location**
The project period was May 4 – 23, 2005, and included the following locations to perform different activities: Bucuresti: 4 – 9.05, 16 – 23.05; Republic of Moldova: Chisinau, Cahul, Soroca, Floresti, Carpineni, Ungheni: 9 – 15.05

**Consultants and organizers**
FPDL trainers Doru Bularda and Daniela Plugaru performed the project activities: designed the assessment process, the collection of data through questionnaires, interviews and site visits, elaborated the final report. BOYW Project Implementation Unit, UNDP Moldova provided the organizational and logistic support.

**Participants:**
15 persons, representing the 5 NGOs staff (NGO “Increderea” Cahul, NGO “Areopagus” Floresti, NGO “Speranta” Carpineni, NGO “Dacia” Soroca, NGO “Viitorul Incepe Azi” Ungheni, were involved in data collection.

**Methodology and Tools**
FPDL Consultants developed and used the following materials:
- Data Collection Questionnaires
- Capacity Assessment Grid (McKinsey) Form
- Other materials for the working meetings such as Organizational Culture Self-Assessment Questionnaire, SWOT Analysis, Organization Beneficiaries and Services – Efficiency and Effectiveness, Organization Values and Unicity, Organization Structure Chart.

**Project outcomes**
Based on the evaluation report, the BOYW elaborated the Terms of Reference for the Training Component Tender that was launched in the beginning of June 2005.
REGIONAL WORKSHOP ON CITIZEN PARTICIPATION TOOLKIT

FPDL is the Regional Coordinator of TOOLKIT for Citizen Participation program developed in Partnership with VNG, Toolkit International (main founder).

**Date and Venue:**
January 28-29, Minerva Hotel, Bucharest

**Description:**
The workshop, the 1st from a series of regional workshops that VNG organized in order to facilitate experience exchange, was held in Bucharest, and organized by FPDL trainer Simona Pascariu. 10 trainers, facilitators and experts in Citizen Participation from 8 countries participated in the workshop.

**Objectives**
The main focus was to discuss and to identify successful models and best practices that could be replicated in local communities on citizens’ participation. Other specific objectives were the following:
- To provide opportunities for sharing and exchanging experience on participation in CEE region
- To identify new pro-active working methods for the Toolkit